

# **FYs 2022-2026 Strategic Plan**

**U.S. Department of Justice**



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# Mission, Values, and Organization

## Mission

The mission of the Department of Justice (DOJ) is to uphold the rule of law, to keep our country safe, and to protect civil rights.

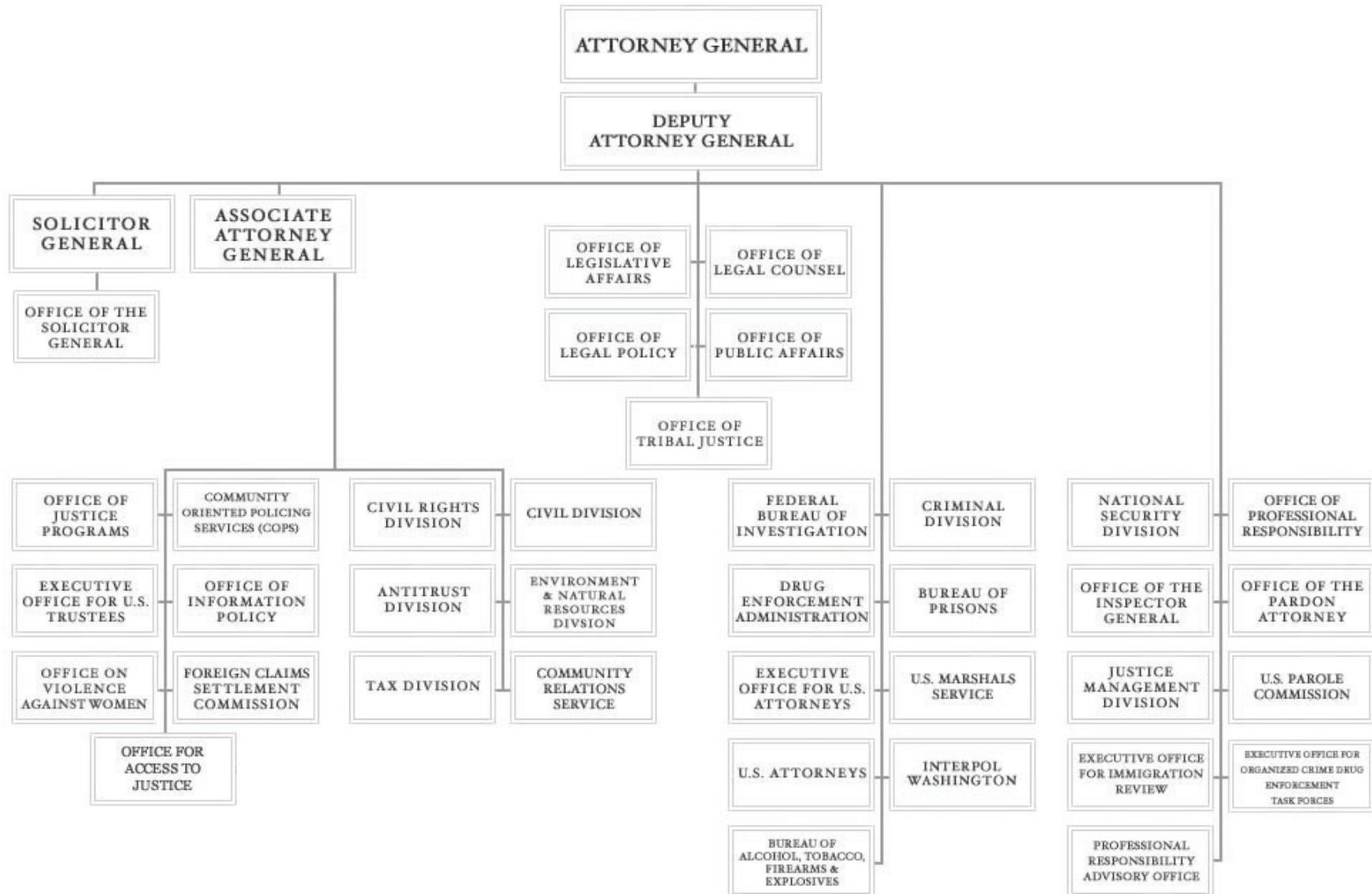
## Values

- **Independence and Impartiality.** The Justice Department works each day to earn the public’s trust by following the facts and the law wherever they may lead, without prejudice or improper influence.
- **Honesty and Integrity.** The Justice Department’s employees adhere to the highest standards of ethical behavior, mindful that, as public servants, we must work to earn the trust of, and inspire confidence in, the public we serve.
- **Respect.** The Justice Department’s employees value differences in people and in ideas and treat everyone with fairness, dignity, and compassion.
- **Excellence.** The Justice Department works every day to provide the highest levels of service to the American people and to be a responsible steward of the taxpayers’ dollars.

## Organization

Under the leadership of the Attorney General of the United States, the Justice Department is composed of more than 40 separate component organizations and more than 115,000 employees. Headquartered at the Robert F. Kennedy Building in Washington, D.C., the Department maintains field offices in all states and territories across the United States and in more than 50 countries around the world.

# Department of Justice



# A Message from the Attorney General

The responsibilities of the Department of Justice are broad in scope. Every day, we work to uphold the rule of law; to keep our country safe from all threats, foreign and domestic; and to protect civil rights.

What follows is a plan that organizes the Justice Department’s wide-ranging responsibilities into five strategic goals that will guide our work over the next four years:

- I. Uphold the Rule of Law
- II. Keep Our Country Safe
- III. Protect Civil Rights
- IV. Ensure Economic Opportunity and Fairness for All
- V. Administer Just Court and Correctional Systems

This plan also includes the objectives and strategies the Department will pursue to advance each of these five overarching goals, as well as performance indicators to measure our progress. Taken together, this strategic plan provides a comprehensive approach to guide the activities of every Justice Department component and ensure that we continue to fulfill our responsibilities to the American people.

Over the course of the four tours of duty I have served here at the Justice Department, I have had the privilege to serve in both career and non-career positions, and to work alongside attorneys, agents, and staff in every component and across the width and breadth of this country. I have been – and continue to be – inspired by the dedication and integrity with which the professionals of this Department work every single day to fulfill its mission.

Achieving these goals will require hard work and determination, but I have the utmost confidence in our ability to do so together.

Merrick B. Garland

Attorney General of the United States



# A Message from the Deputy Attorney General

Since its founding in 1870, the Department of Justice has pursued a noble mission. It has sought to keep the public safe; to uphold the rule of law; and to make fairness, equality, and impartiality the hallmarks of the American justice system.

Today, the more than 115,000 people who work at the Department of Justice continue to make those aspirations a reality. They protect our national security, both physical and digital. They keep our markets free and our elections fair. They protect the American people from a wide range of threats and dangers, from organized crime to contaminated food; from dirty air to illegal drugs; from hate crimes to financial fraud. They stand up for the oppressed, seek justice for victims, and provide a path for those who are convicted to repay their debt to society. They champion cutting-edge research to help improve justice systems everywhere, and they support state, local, Tribal, and territorial partners as they implement best practices. Through it all, our goals are to ensure equal justice for all and that justice is accessible to all.

They do all of this from Department of Justice locations in every state and territory, in small towns and big cities, from coast to coast and everywhere in between. They serve abroad in more than 50 countries. And although the Department's reach is vast, most of what its employees do occurs outside the limelight. While they focus on the mission and go about their work, the Department's employees do not lose sight of what brought them to the Department in the first place: the chance to strike a blow for justice; to be a force for that which is right; and to make a meaningful difference in the lives of all who call our country home. The work of the Department is made most visible, and most tangible, not through the front page of the newspaper, but through the countless lives it touches and improves.

We want to do that work as effectively as we can, which is why we set out this plan today. The plan gives us a chance to articulate our ambitions for the Department, along with our strategies for achieving them. But it is also an opportunity for us to shine a rare spotlight on just how much the Department's incomparable workforce — operating at every level, all over the world — can accomplish for the American people.

Make no mistake: achieving the goals laid out in this plan will not be easy. But we can achieve them precisely because, day in and day out, the Department's employees dedicate themselves to the Department's mission and devote their boundless talents to serving those who need us most. Their commitment, skill, and tenacity give me every confidence that the Department is poised to execute this plan. I am grateful for the work the Department's employees do every day in service of our mission.



Lisa O. Monaco

Deputy Attorney General of the United States

# A Message from the Associate Attorney General

The Justice Department is the one agency in our federal government that bears the name of a value. By virtue of that name — that value of justice — we know the Department carries a unique charge and responsibility. The Department of Justice protects three bedrock foundations of our nation’s democracy: the rule of law, public safety, and equality and justice for all. Through this Strategic Plan, we outline the Department’s objectives to achieve these core missions.

We protect national security, including by combating the rise in bias-motivated extremist violence. We promote public safety and build trust between communities and law enforcement by funding community policing and other best practices by law enforcement and, where constitutional violations occur, holding departments and officers accountable. We provide support to crime victims, including youth, seniors, and survivors of domestic abuse and sexual violence, and help ensure that they have the services they need and the respect they deserve.

We vigorously safeguard fair elections and the right to vote, and we make sure that people can live free from exploitation, discrimination, and violence regardless of their race or ethnicity, their religion, their disability, their gender, or how they identify or who they love. And we work to expand equal access to justice so that people are able to vindicate their rights and avail themselves of the protections and benefits our laws afford, regardless of race or economic status.

The Department is also committed to providing meaningful opportunities for reentry and expanding access to medication-assisted-treatment within jails and at the point of reentry. We can help save lives, improve public health, protect public safety, and ensure that people have the tools they need to successfully reintegrate into society.

We promote economic freedom and opportunity and protect consumers, workers, farmers, and others by ensuring fair competition and preventing abuse of market power. We will hold corporations, and the individuals who run them, responsible for corporate misconduct, and will make sure that taxpayer dollars are safe from waste and fraud.

Finally, we will preserve our planet’s resources for our younger generations by addressing multiple aspects of the climate crisis. And we will seek to promote environmental justice to ensure that health and environmental harms do not unduly fall on already overburdened marginalized and underserved communities.

This Strategic Plan sets out an ambitious agenda for the Department, which we will implement by working with, and being informed by, the diverse communities we serve. This work upholds the Constitution and rule of law, and makes real our ideals of equality, justice, and fairness that define this nation.



Vanita Gupta

Associate Attorney General of the United States

# Strategic Plan: An Overview



# Justice Department Strategic Plan: Overview



## **Goal 1: Uphold the Rule of Law**

### **1.1 Protect Our Democratic Institutions**

- Strategy 1: Reaffirm and Strengthen Policies Foundational to the Rule of Law*
- Strategy 2: Protect the Justice Department from Improper Influence*
- Strategy 3: Protect Public Servants from Violence and Threats of Violence*
- Strategy 4: Protect the Public Fisc from Fraud on Government Programs*
- Strategy 5: Combat Foreign Interference in Democratic Processes*
- Strategy 6: Ensure Effective Oversight and Public Accountability*

### **1.2 Promote Good Government**

- Strategy 1: Achieve Department Management Excellence Through Innovation*
- Strategy 2: Foster a High-Performing Workforce that Represents the Public We Serve*
- Strategy 3: Implement Department-wide Data and Technology Modernization*

## **Goal 2: Keep Our Country Safe**

### **2.1 Protect National Security**

- Strategy 1: Combat Foreign Malign Influence*
- Strategy 2: Counter Foreign Espionage*
- Strategy 3: Prevent the Theft of Technology and Intellectual Property*
- Strategy 4: Protect Sensitive Assets*

### **2.2 Counter Foreign and Domestic Terrorism**

- Strategy 1: Deter, Disrupt, and Prosecute Terrorist Threats*
- Strategy 2: Strengthen Federal, State, Local, Tribal, and International Counterterrorism Partnerships*

### **2.3 Combat Violent Crime and Gun Violence**

- Strategy 1: Target the Most Significant Violent Crime Problems*
- Strategy 2: Enhance Partnerships with Federal, State, Local, and Tribal Law Enforcement*
- Strategy 3: Invest in Community-Based Programs to Prevent Violence*

### **2.4 Enhance Cybersecurity and Fight Cybercrime**

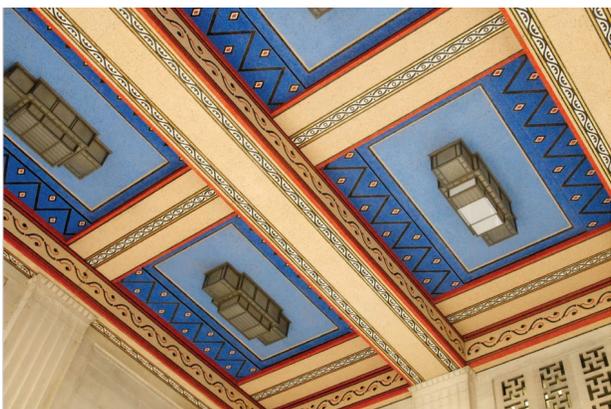
- Strategy 1: Deter, Disrupt, and Prosecute Cyber Threats*
- Strategy 2: Strengthen Interagency, Intergovernmental, International, and Private Sector Partnerships*
- Strategy 3: Safeguard Justice Department Systems*
- Strategy 4: Enhance Cyber Resilience Outside the Department*

### **2.5 Combat Drug Trafficking and Prevent Overdose Deaths**

- Strategy 1: Disrupt and Dismantle Drug Trafficking Organizations*
- Strategy 2: Reduce Deaths and Addiction Driven by Drug Crime*
- Strategy 3: Expand Access to Evidence-Based Prevention and Treatment*

### **2.6 Protect Vulnerable Communities**

- Strategy 1: Promote and Improve Programs for Victims of Crime*
- Strategy 2: Combat Gender-Based Violence*
- Strategy 3: Protect Children from Crime and Exploitation*
- Strategy 4: Fight Elder Fraud, Abuse, and Exploitation*
- Strategy 5: Promote Safety and Justice in Indian Country*
- Strategy 6: Protect Communities from Hate Crimes*



# Justice Department Strategic Plan: Overview



## ***Goal 3: Protect Civil Rights***

### **3.1 Protect the Right to Vote**

*Strategy 1: Enforce Federal Laws that Protect Voting Rights*

*Strategy 2: Safeguard Fair Elections*

*Strategy 3: Increase Ballot Access for Eligible Voters*

### **3.2 Combat Discrimination and Hate Crimes**

*Strategy 1: Enforce Federal Anti-Discrimination Laws*

*Strategy 2: Deter and Prosecute Hate Crimes*

*Strategy 3: Leverage Resources to Prevent Hate Crimes*

*Strategy 4: Support State and Local Partners in Combating Discrimination and Hate*

### **3.3 Reform and Strengthen the Criminal and Juvenile Justice Systems**

*Strategy 1: Promote Trust Between Communities and Law Enforcement*

*Strategy 2: Improve Law Enforcement Transparency and Accountability*

*Strategy 3: Reform Charging and Sentencing Practices*

*Strategy 4: Promote Innovation and Reform in the Criminal and Juvenile Justice System*

### **3.4 Expand Equal Access to Justice**

*Strategy 1: Increase Justice System Accessibility*

*Strategy 2: Accelerate Justice System Innovation*

*Strategy 3: Safeguard Justice System Accountability*

### **3.5 Advance Environmental Justice and Tackle the Climate Crisis**

*Strategy 1: Implement a Comprehensive Strategy to Advance Environmental Justice*

*Strategy 2: Implement a Comprehensive Strategy to Tackle the Climate Crisis*



## ***Goal 4: Ensure Economic Opportunity and Fairness for All***

### **4.1 Reinvalidate Antitrust Enforcement and Consumer Protection**

*Strategy 1: Investigate and Prosecute Violations of the Antitrust Laws*

*Strategy 2: Promote Competitive Markets*

*Strategy 3: Reinvalidate Consumer Protection*

### **4.2 Combat Corruption, Financial Crime, and Fraud**

*Strategy 1: Deter and Prosecute Corporate Crime*

*Strategy 2: Combat Public Corruption*

*Strategy 3: Combat Corporate Corruption and Advance International Anti-Corruption Efforts*

# Justice Department Strategic Plan: Overview



## ***Goal 5: Administer Just Court and Correctional Systems***

### **5.1 Administer an Equitable and Efficient Immigration Court System**

*Strategy 1: Reduce the Backlog of Immigration Cases*

*Strategy 2: Advance a Fair, Equitable, and Efficient Immigration Adjudication System*

*Strategy 3: Improve Public Confidence in Immigration Courts*

### **5.2 Maintain a Safe and Humane Prison System**

*Strategy 1: Ensure the Health, Safety, and Wellbeing of Incarcerated Individuals and Correctional Staff*

*Strategy 2: Fully Implement the First Step Act and Ease Barriers to Successful Reentry*

*Strategy 3: Ensure Transparency, Accountability, and Effective Oversight of All Federal Prisons and Detention Centers*



## Goal 1: Uphold the Rule of Law





## Goal 1: Uphold the Rule of Law

The Justice Department’s success depends upon the trust of the American people. That trust must be earned every day. As the Attorney General has reaffirmed, the Justice Department’s first core priority – upholding the rule of law – is rooted in the recognition that, to succeed and retain the trust of the American people, the Justice Department must adhere to the norms that have been part of its DNA since Edward Levi’s tenure as the first post-Watergate Attorney General. Those norms – of independence from improper influence; of the principled exercise of discretion; and of treating like cases alike – define who we are as public servants. In addition, exceptional public service requires high-quality management, functional support systems, and a diverse and inclusive workforce.

### Agency Priority Goal: Combat Pandemic Fraud

To uphold the rule of law and preserve public trust in government programs, the Department will enhance its efforts to protect the public fisc from fraud, waste, and abuse. By September 30, 2023, the Department will (1) seek restitution in at least 90% of applicable criminal cases concerning COVID-19 related fraud; and (2) increase the percentage of COVID-19 related fraud cases favorably resolved to 90%.

#### *Enterprise Risks*

- Exploitation of democratic institutions and processes
- Threats against public servants
- Building trust
- Impact of technology
- Data collection and analysis limitations
- Coordination challenges
- COVID-19 pandemic-related challenges
- Existing structural impediments
- Talent pipeline for a diverse workforce



## Goal 1: Uphold the Rule of Law

### Objective 1.1: Protect Our Democratic Institutions

Our nation depends on the stability of its democratic institutions. The Justice Department is one such democratic institution and has important responsibilities in protecting other such institutions. We will continue our work to ensure that the public views the Department as objective, impartial, and insulated from political influence. More broadly, we will help ensure the safety and proper functioning of democratic institutions across government against a range of threats. In recent years, threats against public servants, ranging from schoolteachers to federal judges, have increased. Moreover, confidence in our system is undermined by public officials who sell their public trust to the highest bidder and by foreign adversaries who attempt to interfere with our elections. The Department is committed to repairing these ruptures both through specific strategies and through the slow and steady demonstration of impartiality and integrity every day.

#### ***Strategy 1: Reaffirm and Strengthen Policies Foundational to the Rule of Law***

The Justice Department upholds the rule of law by adhering to its foundational norms. Those norms include the principled exercise of discretion; independence from improper influence; treating like cases alike; and an unwavering commitment to following the facts and the law. Reaffirming and, where necessary, strengthening the Justice Department policies that are foundational to the rule of law – many of which were initially adopted in the aftermath of Watergate – is essential to this effort. These include policies that strictly regulate communications between the Justice Department and the White House; that require the respectful treatment of the press; that read the Freedom of Information Act (FOIA) generously; that respect the professionalism of Justice Department employees; that establish guidelines for Federal Bureau of Investigation (FBI) domestic operations and foreign intelligence collection; and that set out the principles of federal prosecution to guide the exercise of prosecutorial discretion.

The Department also plays a vital role in upholding the rule of law by defending agencies and employees throughout the federal government in civil litigation. The Department’s civil defense litigators will continue to support client agencies by providing candid and professional assessments of litigation risk and defending against civil litigation to achieve just results.

#### ***Strategy 2: Protect the Justice Department from Improper Influence***

The Department must be shielded from all forms of improper influence in its investigations and prosecutions. The Department will continue to ensure that its career professionals, including prosecutors, attorneys, agents, and others, are protected from partisan motives or other improper influences. While the Justice Department appropriately follows the Administration’s direction on policy matters, all Justice Department investigative and prosecutorial decisions will be made independently. In protecting the Department from improper influence, we will be guided by Attorney General Edward Levi’s warning that “[n]othing can more weaken the quality of life or more imperil the realization of the goals we all hold dear than our failure to make clear by words and deed that our law is not the instrument of partisan purpose.”



## Goal 1: Uphold the Rule of Law

### Objective 1.1: Protect Our Democratic Institutions

#### ***Strategy 3: Protect Public Servants from Violence and Threats of Violence***

We have seen an uptick in threats against public servants – from election officials to Members of Congress. Expressing a political belief or ideology, no matter how vociferously, is not a crime, and the Department will not investigate or prosecute individuals because of their views. But the Department will protect those who serve the public from violence and unlawful threats of violence. To aid in this effort, we will continue to develop and deploy innovative protective approaches to anticipating and deterring threats against the judiciary. In addition, we will create specialized training and guidance for those who are subjected to threats, including by helping potential victims understand the type of behavior that constitutes an unlawful threat and how to report threatening conduct to the appropriate law enforcement agencies. Finally, we will work closely with state, local, Tribal, and territorial law enforcement to protect public servants from violence and threats of violence.

#### ***Strategy 4: Protect the Public Fisc from Fraud on Government Programs***

The Department will deter and redress collusion, fraud, waste, and abuse targeting public programs by vigorously investigating and prosecuting culpable individuals and enterprises. We will employ a whole-of-government approach, including, when appropriate, parallel investigations with federal and state law enforcement and regulatory agencies (including the Securities and Exchange Commission and the Commodities Futures Trading Commission). When losses to the public do occur, we will use all criminal and civil tools at our disposal to recover lost taxpayer funds. Our efforts will include expanded use of data analytics to monitor federal spending for payment anomalies and other indications of fraud, waste, and abuse. We will engage the public procurement and law enforcement communities to promote greater cooperation in identifying, deterring, and prosecuting schemes that seek to commit fraud on government programs. And we will use every available tool – including criminal, civil, and administrative actions – to safeguard the integrity of taxpayer-funded programs and combat COVID-19 related fraud, including by holding accountable those who seek to exploit the pandemic for personal gain.

In addition to recouping stolen or fraudulently obtained government funds, the Department will use all available tools to ensure strong, consistent, and uniform enforcement of the internal revenue laws to help ensure that everyone pays what they owe. Honest taxpayers must be able to trust that they will not bear an undue share of the federal tax burden.

#### ***Strategy 5: Combat Foreign Interference in Democratic Processes***

Democracy depends on the free exchange of ideas, and the Justice Department will do everything in its power to respond to the efforts of foreign governments or other actors who seek to exploit that openness or suppress the voices of those seeking to participate. To address the threat of improper foreign interference in American democratic processes, the Justice Department is taking a variety of actions, including prosecuting state agents for espionage; preventing hacking campaigns; preventing the repression of dissidents; and addressing efforts to manipulate public discourse in the United States.



# Goal 1: Uphold the Rule of Law

## Objective 1.1: Protect Our Democratic Institutions

### ***Strategy 6: Ensure Effective Oversight and Public Accountability***

The principles of open government and democratic accountability are at the heart of who we are as public servants and as Americans. Effective oversight and public accountability help ensure that the Department stays true to its goals and values. The Office of Legislative Affairs (OLA) will work closely with Congress to ensure the Department is responsive to Congress in a timely fashion, subject to the Department’s longstanding policies and practices that may limit what can be disclosed in response to particular requests. More broadly, the Department will faithfully administer the Freedom of Information Act to allow for an informed citizenry that can hold accountable those who govern.

### **Key Performance Indicators:**

- Percent of Office of Professional Responsibilities (OPR) inquiries resolved within one year
- Number of criminal government program fraud cases where the proactive use of data led to the opening of an investigation by the Criminal Division (CRM)
- Number of U.S. Attorney’s Offices (USAO) that received proactive data leads in criminal government fraud cases from the Criminal Division
- Percent of cases concerning COVID-19 related fraud in which the Department seeks restitution
- Percent of COVID-19 related fraud cases favorably resolved
- Ratio of backlogged to incoming FOIA requests

**Contributing DOJ Components:** All components



## Goal 1: Uphold the Rule of Law

### Objective 1.2: Promote Good Government

The Justice Department employs more than 115,000 people and has a budget of more than \$30 billion. Operating an organization this large requires the management resources and infrastructure of a Fortune 100 company. Over the past twenty years, however, as the Department has grown and its mission has become more complex, the resources allocated toward management and administration have dramatically shrunk. The result is a set of existing management structures that do not fully promote analytic rigor, efficiency, or innovation. To ensure efficient operations, promote internal controls and oversight, prioritize data-driven decisionmaking, and recruit and retain top-notch talent, the Department will take a strategic and innovative approach to updating its management structure, training, and collaboration; to modernizing its technology; and to promoting diversity and ensuring equal employment opportunity.

The Department’s workforce is its key asset for achieving its mission. Ensuring that every employee can use their full talents and focus to solve pressing problems requires an inclusive workplace. The Department can also better serve our diverse country when its workforce includes a variety of backgrounds and perspectives. To these ends, we are working to assess and improve diversity, equity, inclusion, and accessibility (DEIA) at all levels of our human capital operations, from recruitment and retention to training, evaluation, and promotion.

#### ***Strategy 1: Achieve Department Management Excellence Through Innovation***

The Department will encourage management excellence through innovation by assessing and strengthening its internal management and administrative structures. The Department will focus on leadership development and on improving how information is shared both with internal and external audiences. The Department will optimize its management structure to ensure focused attention on administrative operations. This includes conducting a full assessment of Department security, risk management, oversight and compliance, and strategic planning structures.

To grow and sustain an organizational culture that values innovation and collaboration, the Department will promote leadership development that reflects its values. Because good management does not happen by chance, we will revise training resources and implement a range of tools and capabilities to prepare new managers to lead, while also providing growth opportunities for existing managers and executives. The Department will improve internal information sharing to make it easier for employees to leverage organizational information and the knowledge and talent of their colleagues.

Finally, the Department will emphasize user-centered design practices and plain language to ensure that its public-facing technology tools provide clear, concise, and usable information to the public.



# Goal 1: Uphold the Rule of Law

## Objective 1.2: Promote Good Government

### ***Strategy 2: Foster a High-Performing Workforce that Represents the Public We Serve***

The Department will update internal guidance, best practices, and policies related to outreach, recruitment, and hiring, and use data to help ensure diversity and equity at each step of the recruitment, application, and hiring processes. We will conduct a similar review of human capital management practices, including evaluation processes, professional development opportunities, and promotion criteria, to eliminate visible and hidden barriers for employees of all backgrounds. We must also ensure equal pay for equal work within positions and across similarly situated components and identify workplace flexibilities that will allow us to recruit and retain the best employees.

Beyond policies, we must continue to foster a workplace culture that values diversity. To this end, we will develop a robust curriculum with modules for new employees and will incorporate and expand the Diversity & Inclusion Dialogue Program. To create a safe environment for all employees, the Department will begin by establishing parameters, guidelines, and best practices for components when addressing sexual and other harassment allegations. We will also work to end stigma associated with seeking treatment for mental health issues and improve employee support by advertising available resources and publicly addressing employee fears regarding security clearances, fitness for duty, and professional licensing that can pose barriers to treatment. And we will expand wellness programs and serve as a leader in suicide prevention across the law enforcement community.

### ***Strategy 3: Implement Department-wide Data and Technology Modernization***

To ensure efficient stewardship of federal resources, the Department will carry out a Department-wide data and technology modernization. We will identify technology solutions to address current infrastructure capability gaps. Through innovation and partnerships, the Department will lead the law enforcement community to embody a culture that uses data-driven and risk-informed decisionmaking. We will promote intelligence sharing and collaboration across the law enforcement community and the supporting infrastructure systems. Finally, by anticipating future challenges, the Department will proactively deliver investigative capabilities by identifying technology advancements and creating strategic industry partnerships.



# Goal 1: Uphold the Rule of Law

## Objective 1.2: Promote Good Government

### Key Performance Indicators:

- Percent increase in the Department’s average score on selected Federal Employee Viewpoint Survey (FEVS) questions related to how well managers cultivate innovation, creativity, and collaboration
- Percent of people involved in hiring who have completed implicit bias and interview skills training within the last three years
- Disparities in employee attrition rates
- Percent of Department websites reflecting U.S. Web Design System requirements and meeting best practices for plain language and user-centered design
- Percent of common data sets accessible amongst Department components

**Contributing DOJ Components:** All components



**Goal 2: Keep Our Country Safe**



## Goal 2: Keep Our Country Safe

The Justice Department has no higher priority than keeping the American people safe. Our nation continues to face a multitude of serious and evolving threats, ranging from foreign terrorism to domestic terrorism and from cybercrime to violent crime. These threats are as complex as at any time in our history. And the consequences of not responding to them have never been greater. Every person living in the United States deserves to feel safe in their communities. The Justice Department will support law enforcement at all levels as we work to protect our country from these threats, while also zealously guarding civil liberties and ensuring our own accountability to the American people.

### Agency Priority Goal: Reduce Gun-Related Violent Crime

Violent crime involving guns impacts individual safety and negatively affects communities. To enhance public safety and keep our communities safe, the Department will focus enforcement efforts on reducing the incidence of guns used to commit violent crime as well as solving more gun-related violent crimes. By September 30, 2023, the Department will enhance its efforts to reduce gun violence by: (1) increasing the percentage of urgent firearm trace requests completed within 48 hours to 95% from a 2021 baseline of 83%; (2) increasing the percentage of firearms cases that target traffickers or other large-scale enterprises to 39% from a 2021 baseline of 29%; and (3) increasing the number of inspections of federal firearms licensees to 7,410 from a 2021 baseline of 6,721.

### Agency Priority Goal: Combat Ransomware Attacks

Ransomware attacks cause financial losses and other harms to targeted governments, critical infrastructure, and industries. By September 30, 2023, the Department will enhance its efforts to combat ransomware attacks by: (1) increasing the percentage of reported ransomware incidents from which cases are opened, added to existing cases, or resolved or investigative actions are conducted within 72 hours to 65%; and (2) increasing the number of ransomware matters in which seizures or forfeitures are occurring by 10%.

#### Enterprise Risks

- Impact of technology
- Fragmentation and globalization of threats
- Emergence of new security vulnerabilities
- Data collection and analysis limitations
- Coordination challenges
- Market competition for specialized expertise
- Building trust
- Changes in the legal landscape
- Changing demographics (including aging populations)
- External drivers of crime



## Goal 2: Keep Our Country Safe

### Objective 2.1: Protect National Security

The Justice Department investigates, disrupts, and prosecutes threats to America’s national and economic security, both from hostile foreign nations and from insider threats. These threats include not just traditional espionage efforts, but also foreign influence operations, economic espionage, and critical infrastructure attacks. In response to these wide-ranging threats, the Department, together with counterintelligence partners and other federal law enforcement, seeks to identify the potential assets targeted, engage the entities who possess those assets, and protect them.

#### ***Strategy 1: Combat Foreign Malign Influence***

Agents of foreign governments sometimes pursue goals that are at odds with the interests of the United States. The effective and efficient enforcement of the Foreign Agents Registration Act (FARA) and related laws is critical to facilitate transparency about foreign influence efforts and to support our democracy. This transparency helps ensure informed decisionmaking – on the part of government, the private sector, and the public. The Department remains steadfast in its commitment to preventing malign influence and to ensuring that our government is not improperly influenced by foreign governments.

#### ***Strategy 2: Counter Foreign Espionage***

Hostile activities that threaten our national assets are no longer conducted exclusively by state actors, nor do they primarily target government secrets. Hostile foreign actors can include criminal organizations targeting non-government information; academic researchers receiving U.S. government funding who accept offers of money and prestige to benefit foreign governments; or corporations profiting from evading export controls and sanctions. The Department will investigate and prosecute crimes sponsored by hostile governments and their agents and will align its capabilities, tools, and resources with those across the federal government to meet and counter these threats.

#### ***Strategy 3: Prevent the Theft of Technology and Intellectual Property***

Hostile foreign actors use espionage tools and tactics against U.S. companies, academic and research institutions, and American workers to steal critical and emerging technologies and intellectual property. Such thefts could cause harm to our national security and our economic security. The Department will leverage the broadest set of tools to prevent losses. In addition, the Department will work with other federal agencies, state and local partners, foreign partners, and the private sector to proactively disrupt the theft of U.S. assets. Finally, we will publicize charges and prosecutions to heighten public awareness and deter future threats.



## Goal 2: Keep Our Country Safe

### Objective 2.1: Protect National Security

#### *Strategy 4: Protect Sensitive Assets*

The U.S. must protect its national security and economic prosperity, including key technologies, supply chains, critical infrastructure, and private information about Americans. The Department seeks to strike a balance between the nation’s open investment environment and the potential risks to national security posed by such investments. The Department actively participates in the Committee on Foreign Investment in the United States; chairs the Committee for the Assessment of Foreign Participation in the United States Telecommunications Services Sector (also known as Team Telecom); and conducts and participates in national security reviews of transactions that pose supply chain risks to information and communications technology and services.

#### **Key Performance Indicators:**

- Number of counterintelligence program disruptions or dismantlements
- Percent of prosecutions brought against defendants engaged in (a) hostile activities against national assets, (b) intelligence gathering, or (c) export violations that are favorably resolved
- Percent of Department-led foreign investment cases that were adjudicated favorably

**Contributing DOJ Components:** CRM, NSD, USAO, FBI, JMD



## Goal 2: Keep Our Country Safe

### Objective 2.2: Counter Foreign and Domestic Terrorism

Two decades after September 11, 2001, the Justice Department remains committed to combating terrorism, from any place, by any actor, regardless of motivating ideology. Foreign terrorist organizations continue to pose a threat to the United States and U.S. interests abroad. In addition, terrorist threats to the United States come from lone actors – citizens who travel overseas and join forces with extremists; individuals radicalized in the United States; those inspired to violence by harmful foreign ideologies; and domestic violent extremists motivated by racial and ethnic bias, anti-government or anti-authority sentiment, or conspiracy theories. The Department recognizes that the most efficient and effective means of fighting terrorism is to communicate, coordinate, and cooperate with our partners, including foreign partners and multilateral organizations. The Department will also continue to use every appropriate tool at its disposal to deter, disrupt, and prosecute acts of domestic violent extremism and domestic terrorism.

#### ***Strategy 1: Deter, Disrupt, and Prosecute Terrorist Threats***

The Department will continue to deter, disrupt, and prosecute domestic and international terror plots and actors through directed intelligence collection and analysis. We will protect the United States by disrupting terrorists' sources of financial and material support; prosecuting those who plot or act to threaten our national security; and targeting the methods and technologies terrorist networks and organizations rely on for radicalization and recruitment. We will also continue to use all available tools to monitor terrorist threats – from developing sources to using court-authorized electronic surveillance – while ensuring that civil liberties are protected.

#### ***Strategy 2: Strengthen Federal, State, Local, Tribal, and International Counterterrorism Partnerships***

The Justice Department will protect national security by maintaining strong partnerships with law enforcement and intelligence community partners. In addition, the Department will focus on innovative intelligence analysis that supports: disrupting terrorist actors who threaten the United States government, its interests, or civilian populations; understanding the spread of violent extremist ideology; anticipating new and evolving terrorist threats; and building adaptive capabilities to counter terrorism globally. The Department will also continue to exploit, analyze, and share intelligence with the intelligence community; state, local, and Tribal law enforcement community partners; and partner nations. And the Department will support foreign government efforts to investigate and prosecute, in their own courts, terrorists who threaten U.S. national security, through information sharing with foreign law enforcement, capacity building, and, where consistent with foreign law, the optional participation of U.S. victims of overseas terrorism in foreign justice processes.



## Goal 2: Keep Our Country Safe

### Objective 2.2: Counter Foreign and Domestic Terrorism

#### Key Performance Indicators:

- Number of terrorism disruptions effected through investigations
- Percent of counterterrorism defendants whose cases were favorably resolved
- Number of individuals in the Department trained to prosecute domestic terrorism and domestic violent extremism
- Percent of Department-issued Intelligence Information Reports used in the development of United States Intelligence Community Intelligence Products

**Contributing DOJ Components:** CRM, NSD, USAO, ATF, DEA, FBI, USNCB, COPS, OJP, JMD



## Goal 2: Keep Our Country Safe

### Objective 2.3: Combat Violent Crime and Gun Violence

The Justice Department is committed to addressing the epidemic of gun violence and other violent crime. We will study criminal gun trafficking to account for and address the emergence of “ghost guns.” In addition, we will continue to work in partnership with state, local, Tribal, and territorial law enforcement agencies, as well as the communities they serve, to develop locally-based violent crime reduction solutions that target the most significant drivers of violent crime – including gun violence, domestic violence, sexual violence, criminal organizations, narcotics trafficking, firearms trafficking, human trafficking, and other forces.

#### ***Strategy 1: Target the Most Significant Violent Crime Problems***

Addressing gun violence remains a key element of the Justice Department’s violence reduction strategy. The Department will continue its Project Safe Neighborhoods program, which brings together various Department components and state, local, and Tribal law enforcement communities. Four key elements comprise this program: community engagement; prevention and intervention; focused and strategic enforcement; and accountability. U.S. Attorneys’ Offices will draw on research and analysis to determine the most effective strategies, consistent with those elements, for disrupting violent crime in their districts. We will build on current efforts to identify and disrupt the schemes used to put otherwise lawfully owned firearms into the hands of violent criminals. And we will continue to leverage innovative technological and analytical tools, including the National Instant Criminal Background Check System (NICS), to address the most significant violent crime threats.

#### ***Strategy 2: Enhance Partnerships with Federal, State, Local, and Tribal Law Enforcement***

The Department will continue to strengthen its partnerships with federal, state, local and Tribal law enforcement, including through joint enforcement efforts, training and technical assistance, and grants. By working together, the Department and its partners can learn from each other, share best practices designed to prevent crime, and focus enforcement efforts.

#### ***Strategy 3: Invest in Community-Based Programs to Prevent Violence***

In recent years, community organizations have developed innovative approaches to intervention and support for those at the highest risk of engaging in or becoming victims of violence. Experience and research have shown that prevention and intervention can be highly effective complements to the strategic enforcement of criminal laws. Although these kinds of programs are almost always best coordinated by state and local partners, the Department plays a significant role in supporting them through grant funding, training, and technical assistance. The Department will continue to work with community stakeholders on measures to deter participation in gang activity, violent extremism, racially motivated violence, or other violent hate crimes, and to build community trust to increase reporting of hate crimes.



## Goal 2: Keep Our Country Safe

### Objective 2.3: Combat Violent Crime and Gun Violence

#### Key Performance Indicators:

- Percent of federal violent crime defendants' cases favorably resolved
- Volume of U.S. Attorney's Office records uploaded to the National Instant Criminal Background Check System
- Percent of grantees that conduct community engagement activities as part of the program planning for their crime reduction initiative

**Contributing DOJ Components:** CRM, CRT, USAO, OCDETF, ATF, BOP, DEA, FBI, USMS, COPS, CRS, OJP, OLP, OTJ, OVW, JMD



## Goal 2: Keep Our Country Safe

### Objective 2.4: Enhance Cybersecurity and Fight Cybercrime

Protecting our national security also requires countering cyber threats from foreign and domestic actors – whether nation states, terrorists, or criminals – who seek to conduct espionage, invade our privacy, attack our elections, steal our intellectual property, damage our financial and physical infrastructure, or extort ransom payments. In 2021, cyberattacks caused significant financial damage and extensive harm to governments, critical infrastructure, and industries worldwide. The effects of cyberattacks are also felt by individuals, in the form of identity theft, account hacking, email compromise schemes, and cyberstalking. The rise of cryptocurrencies also enables cybercriminals, terrorists, and nation states to acquire tools and collaborate and launder their criminal proceeds in new and challenging ways. Cybersecurity is a shared responsibility among those who use our digital infrastructure, those who build it, and those who are entrusted with governing it.

The Department serves as the lead federal agency for cyber threat response and maintains primary domestic responsibility for identifying, disrupting, prosecuting, and otherwise deterring malicious cyber actors. The Department works with our partners here and abroad to defend networks, attribute malicious activity, sanction bad behavior, and take the fight to adversaries overseas. The Department relies in part upon private sector reports to help detect and understand ongoing activities by adversaries, and shares knowledge gained from investigations with the private sector to help defend their networks and customers. In doing this work, the Department maintains the public’s trust by ensuring compliance with all privacy and security requirements.

#### ***Strategy 1: Deter, Disrupt, and Prosecute Cyber Threats***

The Department will bring to justice those who commit cyberattacks, whether they are lone actors, elements of transnational organized crime groups, or acting on behalf of nation states or terrorist groups. In parallel, the Department will work to disrupt and dismantle the online infrastructure that facilitates cyberattacks and to seize the criminal proceeds of such crimes. We will develop investigations, prosecutions, and policy that complement and strengthen these disruption efforts and the disruption efforts of the Department’s domestic and international partners.

To accomplish these goals, the Department will enhance its own technological and investigative capabilities. The Department will address supply chain vulnerabilities, support other government agencies and the private sector, and identify new sources of evidence and intelligence. In addition, the Department will continue to develop ways to attribute cyberattacks, to respond to and engage victims and targeted entities, and to provide intelligence to help victims recover and strengthen their defenses. Finally, we will continue to develop our own cyber expertise by investing in recruitment, training, and capacity building.



## Goal 2: Keep Our Country Safe

### Objective 2.4: Enhance Cybersecurity and Fight Cybercrime

#### ***Strategy 2: Strengthen Interagency, Intergovernmental, International, and Private-Sector Partnerships to Fight Cybercrime***

Cybersecurity requires cooperation and coordination across many public, private, and international stakeholders. The Department will bolster its interagency and international collaborations to aid attribution, defend networks, sanction bad behavior, and otherwise deter or disrupt cyber adversaries overseas. The Department will continue to strengthen relationships with, and build coalitions of, like-minded countries to work with the United States in combating cybercrime. The Department will also leverage the National Cyber Investigative Joint Task Force (NCIJTF) for joint and sequenced operational planning. In addition, because the private sector and academia manage the overwhelming majority of the nation’s critical infrastructure, research, and innovation, the Department will work with these entities to improve information sharing and to encourage the reporting of suspected criminal and other hostile cyber activity.

#### ***Strategy 3: Safeguard Justice Department Systems***

The Department, like all components of the U.S. Government, must protect its information. The Department will protect its information from internal and external threats, whether malicious or unwitting, through training, personnel security measures to deter and prevent insider threats, and robust information system security and physical security. The Department will improve its use of multifactor authentication, encryption, and other security measures, both when communicating internally and when communicating with partners inside and outside the federal government.

#### ***Strategy 4: Enhance Cyber Resilience Outside the Department***

The Department will work with the private sector and other government agencies to share vital information they can use to strengthen their cyber defenses and resilience. The Department will help the private sector identify and address their vulnerabilities through threat intelligence sharing and targeted outreach. We will also continue to support policy efforts to protect the digital supply chain, federal information systems, and critical infrastructure against vulnerabilities. And we will ensure that the tools used to protect our networks are deployed consistent with federal law and the Constitution. The Department will also use available authorities, including the False Claims Act, to hold accountable anyone who puts U.S. government information or assets at risk by knowingly providing deficient cybersecurity products or services, misrepresenting their cybersecurity practices or protocols, or violating obligations to monitor and report cybersecurity incidents and breaches.



## Goal 2: Keep Our Country Safe

### Objective 2.4: Enhance Cybersecurity and Fight Cybercrime

#### Key Performance Indicators:

- Percent increase in disruptions of malicious cyber actors' use of online infrastructure through proactive operations and judicial means
- Percent of reported ransomware incidents from which cases are opened, added to existing cases, or resolved or investigative actions are conducted within 72 hours
- Percent increase in operations conducted jointly with strategic partners
- Percent of confirmed cyber incidents to Department systems
- Number of threat advisories disseminated to the private sector

**Contributing DOJ Components:** CIV, CRM, NSD, USAO, FBI, COPS, JMD, OPCL



## Goal 2: Keep Our Country Safe

### Objective 2.5: Combat Drug Trafficking and Prevent Overdose Deaths

Drug trafficking and substance abuse continue to take a significant toll on the American public. In the twelve months between September 2020 and September 2021, more than 104,000 Americans died due to drug overdose. The overwhelming majority of these deaths involved opioids. The Department will address this harm in several ways. The Department will combat transnational drug trafficking organizations. These organizations are operating a \$500 billion industry that fuels corruption, violence, and terrorism around the globe.

In addition, the Department will address the evolving nature of the illicit drug threat, on both the dark and clear webs. While the dark web remains a threat, social media and e-commerce platforms on the clear web have emerged as new marketplaces to buy and sell counterfeit pills, opioids, and other drugs, as well as dangerous precursor chemicals and the equipment used to manufacture pills. Many of the counterfeit pills sold online, which look exactly like actual pharmaceuticals, are marketed to kids, teens, and young adults, and are often mixed with synthetic fentanyl – the leading driver of the overdose epidemic. Dismantling illicit online drug marketplaces and holding responsible corporations – including responsible executives – who enable these illicit drug marketplaces, are critical to preventing overdoses and stemming the flow of dangerous drugs into our communities.

The Justice Department will also continue to detect, limit, and deter fraud and illegal prescription, distribution, and diversion offenses that result in patient harm. Finally, the Department will address the needs of individuals involved with the justice system who have substance use and mental health disorders to promote long-term recovery.

#### ***Strategy 1: Disrupt and Dismantle Drug Trafficking Organizations***

The Department will use all available resources to combat drug trafficking in the United States. We will simultaneously target the trafficking organizations, their financial infrastructure, and their distribution networks. We will share information across components and in collaboration with other law enforcement agencies. We will employ enhanced intelligence analysis and scientific research to target, investigate, and prosecute traffickers participating in significant transnational, national, and regional drug trafficking organizations. And we will target international sources of supply, money launderers, international and domestic transportation organizations, and regional and local distribution networks.

#### ***Strategy 2: Reduce Deaths and Addiction Driven by Drug Crime***

As part of our effort to address the opioid epidemic, we will focus our attention on the diversion of pharmaceutical controlled substances to illegitimate consumers. The Department will continue to employ advanced data analytics to identify and investigate suspicious billing and prescription patterns. We will also prosecute medical professionals and corporations – including responsible executives – involved in the illegal prescription, diversion, and distribution of opioids. Finally, we will continue to evaluate drug prescription quotas and investigate and prosecute fraud and kickback schemes in the substance use treatment industry.



## Goal 2: Keep Our Country Safe

### Objective 2.5: Combat Drug Trafficking and Prevent Overdose Deaths

#### *Strategy 3: Expand Access to Evidence-Based Prevention and Treatment*

In conjunction with other agencies, the Department will work to ensure that individuals with substance use disorders get the treatment and ongoing support they need. The Department will support the expansion of evidence-based, opioid-use disorder treatment options, including for incarcerated individuals and those reentering the community. For the public at large, the Department will work with other agencies to reform regulations to increase access to medication-assisted-treatment and assist states and localities in implementing such programs. The Department will also work with state, local, and Tribal partners to increase access to recovery support services and continuity of care across public safety and public health systems. In addition, the Department will aggressively enforce the civil rights laws on behalf of people with substance use and mental health disorders.

More broadly, the Department will also promote evidence-based crisis response deflection, diversion, and alternatives to incarceration, and will support education and training about substance use disorders for public safety professionals and others across the justice system. To stop the cycle of substance use before it starts, we will invest in prevention efforts, particularly for youth, and combat the stigma associated with substance use disorders.

#### **Key Performance Indicators:**

- Percent of disruptions or dismantlements of drug trafficking organizations focused on the highest priority targets
- Amount of diversion, nationally, of opioids and stimulants
- Percent of relevant-funded grantee programs that provide medication-assisted-treatment, which includes medication plus counseling, as part of their substance use disorder services

**Contributing DOJ Components:** CIV, CRM, CRT, USAO, OCDETF, DEA, FBI, COPS, OJP, JMD



## Goal 2: Keep Our Country Safe

### Objective 2.6: Protect Vulnerable Communities

The Department must be vigilant in protecting and supporting all communities, including the most vulnerable among us. We have a special obligation to protect children, whose victimization ripples through families, communities, and society at large. Likewise, elder abuse, fraud, and neglect remain urgent problems in this country, particularly as the COVID-19 pandemic ushered in a new wave of exploitative practices targeted at seniors. The Department also has a unique legal relationship with, and responsibility to, federally recognized Tribes. Gender-based violence, including domestic violence, dating violence, sexual assault, and stalking, cuts across socioeconomic, racial, and geographic lines. In addition, low-income communities, LGBTQI+ communities, communities of color, people with disabilities, non-citizens, and victims of human trafficking face disproportionately high rates of victimization. The Department is dedicated to rectifying these disparities.

When crimes do occur, the Department is committed to treating crime victims with dignity and respect throughout their involvement in the federal criminal justice system. The Department will provide support and promote services for victims and their families, including through grantmaking and collaborations with state, local, and Tribal partners.

#### ***Strategy 1: Promote and Improve Programs for Victims of Crime***

The Department will promote trauma-informed, victim-centered, culturally competent law enforcement and prosecutorial responses to crime. We are committed to preventing further victimization by the criminal justice system. To that end, we will provide evidence-based training and technical assistance designed to increase awareness of victims' rights and best practices. The Department will work to increase the accessibility of services for all crime victims who need them, including by embedding victim services in the response to community violence. In addition, the Department will help ensure that services and support reach communities that experience crime victimization at disproportionate rates. The Department's grant programs will coordinate with federal, state, local, and Tribal partners to promote individual and community healing, including by supporting programs (including counseling, advocacy, legal aid, housing, and mental health services) that minimize additional trauma and restore individuals' sense of safety.

#### ***Strategy 2: Combat Gender-Based Violence***

The Department will reaffirm its efforts to prevent violence against women and hold perpetrators accountable. We will enforce the federal domestic violence, sexual assault, and criminal and civil anti-harassment laws. We will channel financial, training, and technical assistance resources toward the effective investigation and prosecution of domestic violence, dating violence, sexual assault, and stalking cases. These efforts will include increased training of law enforcement personnel to deal with the prevention, investigation, and prosecution of gender-based violence, support for economic justice interventions, public education, and outreach, particularly in underserved communities. In addition to traditional tools, we will partner with community-based service providers to expand access. The Department will also promote collaboration between law enforcement and other community entities that serve survivors to help ensure a coordinated approach to prevention and enforcement.



## Goal 2: Keep Our Country Safe

### Objective 2.6: Protect Vulnerable Communities

#### ***Strategy 2: Combat Gender-Based Violence (Continued)***

With respect to grants, the Department will both invest in programs that have a strong track record of success and will support innovative new programs that advance community-based, culturally specific responses. The Department will also use cutting-edge information and scientific research to guide the implementation of effective strategies, policies, and practices to combat gender-based violence.

#### ***Strategy 3: Protect Children from Crime and Exploitation***

The Justice Department is determined to make America safer for our young people. We will vigorously enforce all federal laws against those who target children online and in the physical world. We will work across the federal government to fully implement protections and address gaps in current law and services for victims of child exploitation and abuse, including in the education and juvenile justice settings. The Department will also work with its state, local, Tribal, and territorial partners to improve the response, investigation, prosecution, and support for victims in child abuse and exploitation cases. The Department will pursue these goals through training and technical assistance for justice system officials, victim service professionals, and law enforcement.

#### ***Strategy 4: Fight Elder Fraud, Abuse, and Exploitation***

Every year, millions of older Americans are abused, neglected, and financially exploited, often by those who are entrusted to care for them. The Justice Department is committed to using all of its tools, including enforcement actions, public awareness campaigns, training, technical assistance, victims' services, and legal aid, to ensure that seniors receive the support and protections they deserve. In particular, the Department will use civil and criminal enforcement actions to reduce the devastating effects of fraud schemes affecting older adults, including those operated and facilitated by transnational criminal organizations. We will seek to mitigate the economic hardships caused by such crimes by protecting victims' assets and returning forfeited funds to victims of financial scams. And we will train law enforcement and industry partners to identify, prevent, and report elder fraud and abuse schemes, and collaborate with state and local governments, private businesses, and other external stakeholders to engage in concerted outreach to vulnerable Americans, including older adults, to offer information that may prevent harm or allow victims to obtain assistance. Public education and direct outreach are crucial to help older adults recognize the warning signs of potential abuse.

#### ***Strategy 5: Promote Safety and Justice in Indian Country***

The Justice Department will prioritize working alongside Tribal law enforcement partners to deter and address serious crimes in Indian country. At the same time, the Department will work to empower Tribal justice systems, including by providing services, technical assistance, and other resources to allow Tribal communities to protect their members from harm. The Department will work with Tribal partners to develop strategies for early intervention and prevention with respect to Tribal victims facing trauma, mental health, and substance abuse issues.



## Goal 2: Keep Our Country Safe

### Objective 2.6: Protect Vulnerable Communities

#### *Strategy 6: Protect Communities from Hate Crimes*

All people in this country should be able to live without fear of being attacked or harassed because of where they are from, what they look like, whom they love, or how they worship. Hate crimes and other bias-related incidents instill fear across entire communities and undermine the principles upon which our democracy stands. The Department will continue to combat unlawful acts of hate, including by improving incident reporting, increasing law enforcement training and coordination at all levels of government, prioritizing community outreach, and making better use of civil enforcement mechanisms. Through these steps, the Department will deter hate crimes, address them when they occur, support those who are victimized, and reduce the pernicious effects of these incidents on our society.

#### **Key Performance Indicators:**

- Percent increase in services to traditionally underserved victim populations through Victims of Crimes Act (VOCA)-funded organizations and anti-human trafficking programs
- Percent of USAOs conducting training on trauma-informed and culturally sensitive approaches for attorneys, victim witness specialists, and support staff
- Percent of victims reporting that they entered and maintained permanent housing upon exit from an Office on Violence Against Women (OVW)-funded transitional housing program 6 months after program completion (Transitional Housing Program only)
- Percent of crimes-against-children FBI cases that address abductions, hands-on offenders, sextortion, or enticement
- Number of formal relationships established with state, county, and local law enforcement, either directly or through state Police Officer Standards and Training councils or commissions, to communicate elder justice best practices
- Percent of Indian Country homicides cases and sexual abuse cases favorably resolved

**Contributing DOJ Components:** CIV, CRM, CRT, USAO, ATF, DEA, FBI, USMS, CRS, OJP, OLP, OTJ, OVW



## Goal 3: Protect Civil Rights



## Goal 3: Protect Civil Rights

The Justice Department was founded during Reconstruction to protect the civil rights promised by the Thirteenth, Fourteenth, and Fifteenth Amendments. This work required confronting the racist conduct of the Ku Klux Klan and others who used terror and violence to keep Black Americans from exercising their rights. Today, more than 150 years after the Department’s founding, far too many Americans still face discrimination. Among other things, discrimination persists in voting, housing, and the criminal justice system, and historically underserved communities have disproportionately borne the brunt of the harm caused by pandemic, pollution, and climate change. We honor the Department’s history by committing to a whole-of-Department approach to protecting civil rights and reducing barriers to equal justice and equal enjoyment of the rights, privileges, and immunities established by the Constitution and laws of the United States.

### Agency Priority Goal: Combat Hate Crimes and Promote Trust and Accountability in Law Enforcement

To promote public trust between communities and law enforcement, the Department will support efforts to make communities and policing safer while protecting individual civil rights and strengthening connections between law enforcement and the communities we serve. By September 30, 2023, the Justice Department will improve community trust in and accountability of law enforcement by: (1) increasing the percentage of federal law enforcement officers who receive Use of Force Sustained Training within a three-year period to 95%; (2) increasing the percentage of federal law enforcement officers equipped with Body Worn Cameras (BWCs), and associated training to 38% from a 2021 baseline of 1%; and (3) providing technical assistance or other support to correct unlawful policies and implement required reforms to at least 90% of jurisdictions under settled and litigated judgments in law enforcement pattern or practice cases. In addition, the Department will combat hate crimes by ensuring that 100% of U.S. Attorney’s Offices meet at least annually with local law enforcement partners and community stakeholders to collaborate on efforts to prevent hate crimes and incidents.

#### Enterprise Risks

- Barriers to civil rights
- Changes in the legal landscape
- Impact of technology
- Data collection and analysis limitations
- Coordination challenges
- Building trust
- Need for community support
- COVID-19 pandemic-related challenges
- Climate change
- Disparate impacts of environmental problems



## Goal 3: Protect Civil Rights

### Objective 3.1: Protect the Right to Vote

The right to vote is the cornerstone of our democracy – the right from which all other rights ultimately flow. The Department has a longstanding role in protecting the right of American citizens to participate in fair and free elections. In recent years, state legislatures across the country have introduced laws that restrict eligible voters from accessing the ballot or that otherwise have the intent or effect of discriminating against voters on account of their race, color, or language minority status. Historical barriers limiting ballot access for voters with disabilities or voters with limited English proficiency also persist. There has also been an alarming increase in the number of violent and other unlawful threats against election officials, workers, and volunteers. These threats are an affront to our system of government and undermine public confidence in our election results. The Department will use every tool at its disposal to address these challenges.

#### ***Strategy 1: Enforce Federal Laws that Protect Voting Rights***

The Department will use all appropriate tools to protect the right to vote by enforcing federal laws that protect voting rights. We will evaluate a wide range of voting statutes and practices implicating ballot access to determine whether filing a new lawsuit or filing a statement of interest or amicus brief in an existing lawsuit is appropriate. We will also investigate election methods that may result in vote dilution on account of race or language minority status in violation of Section 2 of the Voting Rights Act. We will bring enforcement actions to remedy any violations identified. Additionally, we will assist state and local jurisdictions in fulfilling their obligations under federal voting rights statutes. As part of this effort, we will review existing guidance documents and, where necessary, issue new guidance to election officials and the public.

#### ***Strategy 2: Safeguard Fair Elections***

The Department will increase our focus on safeguarding election workers and voters by prosecuting criminal behavior, including violence and threats of violence. Our task force to combat threats against election workers investigates criminal threats; trains federal, state, and local law enforcement; and engages in extensive outreach with state and local election officials to gain greater insight into the nature of the threats they face. The Department will continue to train personnel throughout the Department to better identify and respond to potential intimidation of, and interference with, voters. Where state or local law enforcement is the most appropriate solution to a threat, we will work with our state and local partners to respond.

We will not hesitate to prosecute election crimes when they occur. Such crimes include violations of campaign finance laws, ballot fraud, and cognizable discrimination. In addition, we will maintain public confidence in federal election crime enforcement by observing, enhancing, and publicizing rigorous safeguards against improper intrusion on state and local election administration and by adhering to decades-long policies designed to ensure that partisan interests never influence our operations.



## Goal 3: Protect Civil Rights

### Objective 3.1: Protect the Right to Vote

#### ***Strategy 3: Increase Ballot Access for Eligible Voters***

The Bureau of Prisons (BOP) and the U.S. Marshals Service (USMS), in consultation with the Civil Rights Division (CRT), will continue to promote and expand voting among eligible voters in federal custody pursuant to Executive Order (EO) 14019. The Civil Rights Division is committed to providing technical assistance to federal agencies about obligations and opportunities with respect to voter registration and the National Voter Registration Act, including by engaging with agencies that are interested in securing official state designation as “voter registration agencies” under that statute. We are also committed to working with the Department of Defense and election officials to facilitate the smooth implementation of the Uniformed and Overseas Citizens Absentee Voting Act.

#### **Key Performance Indicators:**

- Number of new Voting Rights Act matters initiated
- Percent of cases prosecuting threats of violence and intimidation against election officials that are favorably resolved
- Percent of BOP facilities providing structured curriculum on voting rights to releasing individuals

**Contributing DOJ Components:** CRM, CRT, USAO, BOP, FBI, USMS



## Goal 3: Protect Civil Rights

### Objective 3.2: Combat Discrimination and Hate Crimes

Combating discrimination and unlawful acts of hate remain an urgent and pressing mandate for the Justice Department. Historically, more than half of all hate crimes motivated by race and ethnicity have targeted Black Americans. In recent years, Asian American and Pacific Islander communities and businesses have experienced hateful, xenophobic rhetoric and violence. We have also seen sharp increases in hate crimes motivated by the sexual orientation or gender identity of the victim. And we have seen acts of hate that target houses of worship and religious communities. The Justice Department does not investigate or prosecute people because of their ideology or the views they hold, no matter how vile. However, the Department does have the authority, and will not hesitate to act, when individuals commit violent acts that are motivated by bias or hatred. More broadly, the Department will aggressively enforce federal statutes that protect against discrimination and other civil rights violations.

#### ***Strategy 1: Enforce Federal Anti-Discrimination Laws***

The Department will enforce federal statutes that protect against discrimination on the basis of race, color, ethnicity, religion, sex, national origin, citizenship, immigration status, sexual orientation, gender identity, familial status, or disability, as well as those that protect the civil rights of servicemembers, incarcerated persons and individuals housed in public institutions, and individuals with limited English proficiency. Unlawful hate incidents may occur in the context of education, employment, or housing, and thus may violate a number of federal laws, including Title IX; Titles IV, VI, and VII of the Civil Rights Act of 1964; the Fair Housing Act; and the Religious Land Use and Institutionalized Persons Act.

#### ***Strategy 2: Deter and Prosecute Hate Crimes***

In October 2021, the FBI elevated hate crimes and criminal civil rights violations to its highest-level national threat priority, which will increase the resources for hate crimes prevention and investigations and make hate crimes a focus for all 56 of the Bureau's field offices. The Attorney General has appointed a hate crimes coordinator in the Office of the Associate Attorney General and designated the Criminal Section Chief in the Civil Rights Division to facilitate an expedited review of hate incidents to determine whether they violate federal criminal laws, in accordance with the COVID-19 Hate Crimes Act. The Department will also maximize its use of non-criminal resources to address unlawful hate incidents, including through efforts by the Community Relations Service to promote healing after serious incidents occur.



## Goal 3: Protect Civil Rights

### Objective 3.2: Combat Discrimination and Hate Crimes

#### ***Strategy 3: Leverage Resources to Prevent Hate Crimes***

Enforcement alone will not eradicate unlawful acts of hate or mend the wounds they create. The Department is committed to assisting communities across the country through community services and grant programs. In particular, the Department will leverage three new grant programs in the Jabara-Heyer NO HATE Act to prevent hate crimes. These programs provide funds for law enforcement entities to transition to the FBI’s National Incident Base Reporting System (NIBRS); for states to establish hate crime reporting hotlines; and for anti-hate law enforcement activities or crime reduction programs. The Department will also work to ensure that communities targeted for hate are at the center of policymaking decisions and are empowered to develop community-based approaches to hate crimes response and prevention.

#### ***Strategy 4: Support State and Local Partners in Combating Discrimination and Hate***

The Department will improve coordination and consistency between its components in the investigation and prosecution of federal civil rights statutes. We will also work with other federal agencies, stakeholders, and Congress to develop policies, programs, legislation, regulatory action, research, and grantmaking to strengthen federal civil rights outreach, enforcement, and coordination. Enforcement efforts will address longstanding discrimination and harm to vulnerable communities, as well as meet the civil rights demands of the moment, including by developing new strategies to confront bias resulting from artificial intelligence or algorithmic decisionmaking. We will seek to ensure that recipients of federal financial assistance comply with civil rights laws, do not engage in or perpetuate discriminatory policies or practices, and provide equitable access to services and benefits, through complaint investigations and compliance reviews, training and technical assistance, and other appropriate mechanisms.

#### **Key Performance Indicators:**

- Number of Title VII and Uniformed Services Employment and Reemployment Act (USERRA) investigations
- Number of Limited English Proficiency individuals who access department-funded materials in their native language to understand federal hate crimes and anti-discrimination laws
- Percent of United States Attorney’s Offices that meet at least annually with local law enforcement partners and community stakeholders to collaborate on efforts to prevent hate crimes and incidents
- Percent of criminal cases addressing civil rights violations, including hate crimes, favorably resolved

**Contributing DOJ Components:** CRM, CRT, USAO, FBI, ATJ, COPS, CRS, OJP, OTJ, OVW



## Goal 3: Protect Civil Rights

### Objective 3.3: Reform and Strengthen the Criminal and Juvenile Justice Systems

Criminal and juvenile justice systems – at the federal, state, local, and Tribal levels – serve an important role in protecting communities and seeking justice for victims. For these systems to be effective, they must be fair, open, and equitable; ensure that sanctions are proportional to the gravity of offenses committed; utilize evidence-based approaches; show mercy where appropriate; and promote rehabilitation. For too long, however, these systems have not lived up to their promise. The Justice Department is committed to using every tool available to become a national and international role model for innovative and effective criminal and juvenile justice reform.

#### ***Strategy 1: Promote Trust Between Communities and Law Enforcement***

Community trust in law enforcement is essential to making policing more effective and less dangerous for officers on the street. The Department will strengthen relationships between law enforcement officers and communities through continuous review and revisions of operating procedures. The Department will also deploy resources to facilitate productive engagement between community and law enforcement leaders. In addition, our grantmaking components will continue to provide funds to assist police departments around the country in improving their practices, including by promoting policies that benefit communities and enhance trust. Most of our nation’s law enforcement officers do their difficult jobs honorably and lawfully. Where appropriate, however, the Department will investigate whether law enforcement agencies are engaging in patterns or practices that deprive individuals of their federal or constitutional rights.

#### ***Strategy 2: Improve Law Enforcement Transparency and Accountability***

The Department must establish a culture of transparency and accountability. In working towards this goal, the Department will undertake use-of-force reviews to assess policy compliance and de-escalation training opportunities. The Department will seek to ensure that federal law enforcement and prosecutors incorporate changes in best practices, with a particular focus on trauma-information scenario-based training and social interaction skills. Our law enforcement agencies will also continue to develop and implement new Justice Department policies, including policies regarding chokehold restraints, no-knock search warrants, and body-worn cameras. Finally, the Department will support the training of our state, local and Tribal partners to learn, apply, and promote best practices.

#### ***Strategy 3: Reform Charging and Sentencing Practices***

The Department will pursue reforms to charging and sentencing practices in federal cases, particularly those that involve drug trafficking offenses and crack/powder cocaine. These reforms will work to eliminate racial and other disparities in the federal criminal justice system, promote the reasoned exercise of prosecutorial discretion, and foster trust and legitimacy in the communities we serve. The Department will incentivize similar reforms for state, local, Tribal, and territorial jurisdictions through the Department’s grantmaking programs.



## Goal 3: Protect Civil Rights

### Objective 3.3: Reform and Strengthen the Criminal and Juvenile Justice Systems

#### ***Strategy 4: Promote Innovation and Reform in the Criminal and Juvenile Justice System***

Through our grantmaking programs and partnerships, the Department will incentivize criminal justice reform efforts at the state and local level that strengthen our communities and advance racial equity. Specifically, the Department will partner with researchers and directly affected communities to identify, fund, and support innovative, evidence-informed justice reform strategies, and will subsequently circulate knowledge about these strategies across the nation. We will support training, technical assistance, and other ways of sharing knowledge and resources so that promising approaches to criminal justice reform can be tested, refined, and replicated. We will work on centering the voices of impacted individuals in planning and grantmaking activities. We will use our grantmaking and technical assistance mechanisms to support state and local governments, community-based organizations, and other federally funded entities in building data capacity, thereby ensuring that decisions related to criminal justice reform are based on reliable, valid, complete, and timely information. Finally, we will increase coordination among grantmaking and civil rights enforcement components to combat practices that push students, particularly students of color and those with disabilities, out of schools and into the criminal and juvenile justice systems.

#### **Key Performance Indicators:**

- Percent of federal law enforcement officers who receive Use of Force Sustained Training within a three-year period
- Percent of participants in Community Relations Services (CRS)-facilitated police-community relations programs who perceive stronger community capacity to address alleged inequities
- Percent of federal law enforcement officers equipped with body-worn cameras and associated training
- Percent of Justice Assistance Grant Program law enforcement grantees using innovative and evidence-based practices

**Contributing DOJ Components:** CRM, CRT, USAO, ATF, BOP, DEA, FBI, USMS, ATJ, COPS, CRS, OJP, OLP, OTJ, OVW, PARDON



## Goal 3: Protect Civil Rights

### Objective 3.4: Expand Equal Access to Justice

Millions of people across the United States face barriers and inefficiencies in our legal systems that undermine trust in government and the rule of law. The Department of Justice has a fundamental responsibility to expand equal access to justice for all, regardless of income, status, or identity. Equal access to justice requires innovative and community-centered approaches, including through improving the Department's use of technology, expanding language and disability access, and pursuing culturally competent approaches. Equal access to justice also requires transparency, study, and constant evaluation through improved research and data collection to better understand access-to-justice gaps and better gauge whether programs are effective, equitable, and accessible.

#### ***Strategy 1: Increase Justice System Accessibility***

While access to justice entails more than legal assistance, the Department recognizes the crucial difference that access to counsel can make in helping people understand and make decisions about legal issues. Indeed, access to counsel is directly linked to better outcomes in legal proceedings. While legal assistance is a constitutional right in criminal cases, public defenders handle extremely large caseloads that can jeopardize their ability to provide quality and timely representation. The Department will reaffirm its commitment to supporting the highest standards in criminal defense, including through training, legal assistance, and sharing best practices with state, local, Tribal, and territorial counterparts. We will also work to support public defense and to ensure that defenders have a voice on government commissions, committees, working groups, and in legislative and policy decisionmaking.

In addition, we will work to close the gap between the demand for and supply of quality legal assistance in noncriminal matters. This includes coordinating interagency efforts, channeling federal grant funding, facilitating strategic partnerships outside government, and promoting policies to expand access to legal services in civil proceedings, including immigration and bankruptcy proceedings. The Department will also promote pro bono programs and facilitate pro bono work by federal government employees.

#### ***Strategy 2: Accelerate Justice System Innovation***

The Department will reinvigorate the Office for Access to Justice (ATJ), positioning it to advance statutory, policy, and practice changes that improve equal access to justice, with racial equity and economic justice at the forefront. ATJ will work across the Department and across the executive branch - including through the Legal Aid Interagency Roundtable - to leverage federal resources to improve equal access to justice. In particular, ATJ will focus on reducing structural barriers that hold back courts and legal service providers from successful transformation and will work to accelerate innovation in the administrative proceedings that the Department manages. ATJ will also facilitate partnerships to achieve equal access to justice objectives, establishing strategic partnerships with state, local, Tribal, and territorial governmental actors, as well as social service providers, public defenders, civil legal aid providers, courts, community members, and legal technology experts.



## Goal 3: Protect Civil Rights

### Objective 3.4: Expand Equal Access to Justice

#### ***Strategy 2: Accelerate Justice System Innovation (Continued)***

The Department also recognizes that access-to-justice policies must extend beyond the judicial process. We will expand research and innovative strategies to promote less lawyer-intensive and court-intensive solutions to legal problems. We will promote fair and efficient systems that produce resolutions based on the facts and applicable law and ensure that participants are heard, treated fairly, and understand outcomes. In addition, we will seek to ensure that the Department’s grants, and the services and programs funded by those grants, further equal access to justice.

#### ***Strategy 3: Safeguard Justice System Accountability***

The Department will advance equal access to justice by promoting the accountability and integrity of justice systems. ATJ will work to combat economic barriers, such as unjust fines and fees, and will pursue equal access to economic justice systems, including in bankruptcy, consumer protection, and eviction and foreclosure proceedings. ATJ will strive to remove obstacles that prevent meaningful access to counsel and courts for members of underserved communities and will oppose laws and policies that criminalize poverty. ATJ will also pursue uniformity in Department- and government-wide policies and litigation positions relating to equal access to justice. In particular, ATJ will lead interagency efforts to pursue equal access to justice by housing the Executive Director and staff of the Legal Aid Interagency Roundtable and will serve as the central authority in the executive branch on access to justice before international and multilateral organizations.

#### **Key Performance Indicators:**

- Percent of eligible individuals represented by consistent defense counsel throughout that individual’s justice system involvement
- Number of Justice Department strategic partnerships established by the Office for Access to Justice

**Contributing DOJ Components:** CRT, ENRD, USTP, ATJ, EOIR, OJP, OTJ, OVW, JMD



## Goal 3: Protect Civil Rights

### Objective 3.5: Advance Environmental Justice and Tackle the Climate Crisis

Although environmental crime and injustice can happen anywhere, communities of color, low-income communities, and Tribal communities often bear the highest burden of the harm caused by environmental crime, pollution, and climate change. Equal justice does not exist where a person’s race or income determines their level of exposure to environmental and climate hazards that trigger deleterious health effects and diminished quality of life.

In recent years, the instability created by natural disasters and extreme weather events associated with climate change has emerged as a national security threat. Altered weather patterns due to climate change produce fires, floods, and, most recently, hard freezes in locations without the appropriate infrastructure for tolerating such events. Low-income and underserved communities, as well as communities of color, are disproportionately impacted by these events. Additionally, the negative effects of climate change on agriculture and aquaculture impact both food prices and distribution, creating further insecurity for these communities.

#### ***Strategy 1: Implement a Comprehensive Strategy to Advance Environmental Justice***

The Department will expand efforts to collaborate with federal agencies, state, local, Tribal, and territorial government partners, and others to identify significant human health and environmental harms in overburdened and underserved low-income communities, communities of color, and Tribal and indigenous communities. The Department will prioritize the development of effective short- and long-term strategies for reducing these environmental and public health burdens. The Department will also ensure that the federal government consistently enforces anti-discrimination laws in a manner that will advance environmental justice, improve data collection from federal grant recipients to support our enforcement activities, and provide guidance to federal agencies that provide federal financial assistance to programs or activities affecting the environment and human health.

To ensure coordination among components and to provide leadership and guidance, the Department has established an Office of Environmental Justice. This office will integrate environmental justice work throughout the Department’s components and in each U.S. Attorney’s Office. The Department will improve efforts to engage communities with environmental justice concerns and promote greater public participation in decisions affecting human health and the environment. The Department will work to increase the availability of legal services following environmental and climate-related disasters, ensuring that underserved communities have the assistance they need to access legal protections, public benefits, and mechanisms for obtaining available remedies. The Department will also use its resources to help reduce tensions and conflicts concerning environmental justice matters that are based on differences of race, color, and national origin, and to help communities navigate complex legal and regulatory schemes to ensure their access to clean water and air and other natural resources.



## Goal 3: Protect Civil Rights

### Objective 3.5: Advance Environmental Justice and Tackle the Climate Crisis

#### *Strategy 2: Implement a Comprehensive Strategy to Tackle the Climate Crisis*

The Department’s ongoing litigation is already on the front lines of the climate crisis. This litigation includes enforcement actions to address multiple aspects of the climate crisis, ranging from polluting facilities to refrigerants and illegal logging. The Department will also use tools in existing statutes to prioritize enforcement actions that will reduce greenhouse emissions, achieve emission reductions and relief that mitigate the impact of past violations, and hold violators accountable for committing environmental crimes. We will also mount defensive litigation to protect government action that addresses greenhouse gas emissions and promotes climate resilience and the health of the environment.

Internally, the Department is committed to combating the climate crisis by integrating the most current climate science and assessment of climate-related risks into the management of its procurement, real property, and financial programs. In response to Executive Order 14008, we will fulfill the Climate Action Plan, which commits the Department to bolstering our adaptive capacity, enhancing climate literacy among employees, and ensuring climate-ready facilities and supply of products and services.

#### **Key Performance Indicators:**

- Number of Environmental Justice Coordinators designated
- Percent of participants in CRS-facilitated environmental justice programs who perceive stronger community capacity to address alleged inequities
- Number of matters that address adverse environmental and public health effects brought under civil rights statutes
- Percent of environmental enforcement matters in or substantially affecting overburdened and underserved communities that are favorably resolved
- Energy intensity used by the Department

**Contributing DOJ Components:** CIV, CRT, ENRD, USAO, FBI, ATJ, CRS, OJP, JMD



**Goal 4: Ensure Economic Opportunity and Fairness for All**



## Goal 4: Ensure Economic Opportunity and Fairness for All

A fair economy is foundational to the American dream. Fraud, theft, corruption, bribery, environmental crime, market manipulation, and anticompetitive agreements threaten the free and fair markets upon which our economy is based. They decimate the assets of individuals, organizations, and governments alike, and they increase costs for every American. Corporate crime also weakens our economic institutions by undermining public trust in the fairness of those institutions. In its pursuit of fair markets, the Department will help ensure that all companies compete by the same rules; that tax dollars flow to their intended recipients; and that corporate crime is deterred, detected, and prosecuted.

### Agency Priority Goal: Reinvigorate Antitrust Enforcement and Consumer Protection

To ensure economic opportunity and fairness for all, the Justice Department will reinvigorate both antitrust enforcement and consumer protection by aggressively challenging anticompetitive mergers and exclusionary practices, and by prosecuting price-fixing and allocation schemes that harm consumers, workers, and businesses alike. By September 30, 2023, the Justice Department will enhance its efforts to ensure economic opportunity and fairness by: (1) increasing the number of formalized partnerships with federal, state, and international partners by 90% above the FY 2021 baseline; and (2) implementing 100% of the policy measures suggested in Presidential Executive Orders on competition, including Executive Order 14036; and (3) engaging those who have experienced firsthand the effects of mergers and acquisitions – including consumers, workers, entrepreneurs, farmers, and independent businesses – in 100% of federal judicial districts as part of the Division’s public inquiry aimed at strengthening enforcement against illegal mergers by modernizing federal merger guidelines.

#### Enterprise Risks

- Macroeconomic trends
- Coordination challenges
- Impact of technology
- Building trust
- Data collection and analysis limitations
- Changes in the legal landscape



## Goal 4: Ensure Economic Opportunity and Fairness for All

### Objective 4.1: Reinvigorate Antitrust Enforcement and Consumer Protection

Antitrust and consumer protection laws are the charter of our economic liberty. The Department is committed to the vigorous enforcement of these laws. Robust enforcement ensures that all businesses play by the same rules and that Americans can compete and thrive. The Department will examine and prevent harmful mergers and will partner with other agencies to promote competition. In addition, the Department is committed to using criminal, civil, and administrative actions to protect consumers. The Department will work to ensure the safety of food, medicines, and consumer products, and will safeguard consumer information from unlawful acquisition and use. Using our full array of civil and criminal enforcement tools, we will hold accountable those who make fraudulent or misleading representations in the marketing of goods, especially where such conduct risks consumer harm.

#### *Strategy 1: Investigate and Prosecute Violations of the Antitrust Laws*

Corporate consolidation is occurring at a breakneck pace and technological changes continue to transform how consumers interact with companies and each other. The use of anticompetitive agreements and practices to unduly expand market dominance or consummate mergers that eliminate competitors or harm competition results in higher prices, lower wages, fewer products, and more harmful products, all of which impose burdens on the American public.

The Justice Department will aggressively enforce antitrust laws both by actively investigating and prosecuting the full range of anticompetitive practices across many sectors of the economy and by identifying gaps in our current legal system. This includes deterring, detecting, investigating, and prosecuting antitrust and related crimes that affect government procurement and the labor markets, and identifying where supply chain disruptions are used as cover for unlawful collusive conduct. The Department will also engage with state Attorneys General, the Federal Trade Commission, other federal agencies, and international enforcers to strengthen relationships and promote collaboration in maintaining free and competitive marketplaces and protecting consumers. The Department will also continue to participate in and support the President’s July 9, 2021, Executive Order on Promoting Competition in the American Economy, including working collaboratively with other agencies as part of a “whole of government” approach to antitrust enforcement.

#### *Strategy 2: Promote Competitive Markets*

The Department will bring criminal and civil actions to prevent individuals and entities from gaining unfair advantage through fraudulent or deceptive conduct, including market manipulation and insider trading. We will also protect the interests of all stakeholders in the bankruptcy process by advocating for strict, equitable compliance with the law and by promoting management and professional accountability in business reorganization cases.



## Goal 4: Ensure Economic Opportunity and Fairness for All

### Objective 4.1: Reinvigorate Antitrust Enforcement and Consumer Protection

#### *Strategy 3: Reinvigorate Consumer Protection*

The Department, in partnership with other agencies and foreign, state, and Tribal governments, will also advance criminal and civil actions under consumer protection laws. We will not tolerate the defrauding and obstruction of scientific and consumer protection agencies, which can jeopardize public trust in their important work. And we will protect the public from phone and email scammers and unscrupulous tax preparers.

#### **Key Performance Indicators:**

- Number of active civil non-merger investigations
- Percent of Consumer Protection Branch cases favorably resolved

**Contributing DOJ Components:** ATR, CIV, CRM, TAX, USAO, USTP, FBI



## Goal 4: Ensure Economic Opportunity and Fairness for All

### Objective 4.2: Combat Corruption, Financial Crime, and Fraud

Financial crime can be devastating for victims, wiping out a lifetime of savings. In 2020, reports of financial victimization via fraud, especially internet-enabled fraud, reached all-time highs. Even when there are no identifiable individual victims, corporate crime destabilizes markets and creates risks to consumers. To prevent and disrupt such violations, the Department will work to pursue not just corporations that participate in such practices, but also the individuals responsible. Finally, the government has an obligation to spend taxpayer dollars responsibly, which requires detecting, targeting, and reducing fraud in government contracting and programs.

#### ***Strategy 1: Deter and Prosecute Corporate Crime***

The essence of the rule of law is that like cases are treated alike, and that there is not one rule for the rich and another for the poor. The Department will aggressively prosecute corporate crime, not only by holding companies accountable for their criminal conduct, but also by prosecuting the individuals who commit and profit from corporate malfeasance. The Department will emphasize to the private sector and the investing public that corporations, and the individuals who run them, must comply with the law. The FBI, as well as the Criminal Division and our U.S. Attorney’s Offices, will lead the Department’s corporate criminal enforcement efforts. In addition, the Department will partner with entities at every level of government and around the world to tackle corporate crime.

#### ***Strategy 2: Combat Public Corruption***

The Department remains resolutely committed to enforcing domestic anti-corruption laws targeting the criminal corruption of federal, state, and local governments. Through enhanced coordination with law enforcement partners and prosecutors nationwide, as well as through expanded investigative analysis, the Department will seek to disrupt all efforts by government officials to criminally abuse and profit from their positions. The Department will also address the concomitant efforts of individuals seeking to corrupt these officials. Because of corruption’s corrosive effects on our democratic institutions, the Department will also continue to investigate and, as appropriate, prosecute bribery, extortion, fraud, and other criminal conduct by public officials or those who seek to corrupt them.

#### ***Strategy 3: Combat Corporate Corruption and Advance International Anti-Corruption Efforts***

The Department will continue to develop relationships and work in parallel with our foreign law enforcement partners to tackle the most complex international fraud, money laundering, and corruption schemes. Because transnational corruption can empower corrupt regimes and destabilize foreign governments – potentially resulting in significant threats to our national security – the Department will redouble its efforts to investigate and prosecute foreign corruption and to build the capacity of our foreign partners to combat corruption before those threats reach our shores.



## Goal 4: Ensure Economic Opportunity and Fairness for All

### Objective 4.2: Combat Corruption, Financial Crime, and Fraud

#### Key Performance Indicators:

- Percent of corporate criminal cases in which individual responsibility was evaluated
- Percent of corporate criminal resolutions containing compliance reporting obligations that are evaluated by DOJ at least annually
- Number of criminal disruptions or dismantlements in public corruption and fraud against the government
- Percent of new contacts by the FBI with foreign anti-corruption agencies that progress to mutual sharing of information or assistance or result in a new international corruption case

**Contributing DOJ Components:** CIV, CRM, TAX, USAO, FBI



## Goal 5: Administer Just Court and Correctional Systems



## Goal 5: Administer Just Court and Correctional Systems

Administering the federal prison system and immigration courts are among the Department’s most solemn responsibilities. Prison serves as a necessary deterrent to and consequence of criminal behavior, but it also provides an opportunity to prevent recidivism through rehabilitation and reentry programs that successfully reintegrate formerly incarcerated individuals into communities. Similarly, the rule of law requires that the immigration laws be enforced, but justice requires that this enforcement be humane and compassionate. In both realms, the Department strives to demonstrate the professionalism, integrity, and respect that are the Department’s hallmarks.

### Agency Priority Goal: Improving Efficiency in Immigration Adjudication

The Justice Department is committed to ensuring the fairness of, and improving the efficiency of, the immigration court system. By September 30, 2023, the Executive Office for Immigration Review (EOIR) will: (1) decrease median case completion time by 25% from a FY 2021 baseline of 947 days; and (2) reduce the vacancy gap for immigration judges to 5% from a FY 2021 baseline of 12%.

*Enterprise Risks*

- Impact of technology
- Data collection and analysis limitations
- Building trust
- Staffing
- Need for community support
- COVID-19 pandemic-related challenges
- Changes in the legal landscape
- Threats to prison security



## Goal 5: Administer Just Court and Correctional Systems

### Objective 5.1: Administer an Equitable and Efficient Immigration Court System

The Justice Department is responsible for equitably and efficiently administering our nation’s immigration courts. In January 2021, there were nearly 1.3 million outstanding cases before the immigration courts – the largest ever pending caseload.

#### ***Strategy 1: Reduce the Backlog of Immigration Cases***

The Department will increase the capacity of the immigration adjudication system. We will continue to seek the necessary resources from Congress to develop a more efficient and forward-looking system for hiring immigration judges to ensure that vacancies, including any new positions provided by Congress, are filled in a timely manner. We will also work to provide both new and experienced immigration judges with process-oriented training to help them manage their courtrooms and dockets more efficiently. Finally, we will identify strategies for eliminating non-priority cases from the immigration courts to free up additional capacity.

#### ***Strategy 2: Advance a Fair, Equitable, and Efficient Immigration Adjudication System***

Throughout the adjudication process, the Department will focus on both procedural and substantive fairness, including ensuring that adjudicators are impartial, that laws are applied humanely and equitably, that all parties are treated with respect and dignity, and that cases are resolved in accordance with the Administration’s priorities and all applicable laws and regulations. We will accomplish this, in part, by providing continued and increased training to immigration adjudicators and litigators—addressing topics including changes in immigration law; cultural differences that may be relevant in an adjudicatory or litigation context; and expectations about their individual responsibilities. We will also increase access to quality interpreters who provide full and complete translations during proceedings. We will enhance efforts to provide legal orientation and legal services to individuals, including those navigating immigration adjudication proceedings. Additionally, the Department will report on training efforts associated with immigration adjudication and litigation and will request from the public and relevant stakeholders suggested training topics for consideration.

#### ***Strategy 3: Improve Public Confidence in Immigration Courts***

The Department will work to earn the public’s trust in the immigration court system. The Department will publicly release materials that clarify guidelines and expectations for hiring adjudicators, including the importance of diversity of professional experience. The Department will also provide greater transparency into the process for raising, adjudicating, and resolving concerns regarding the conduct and professionalism of immigration adjudicators and immigration practitioners. We will also publicize immigration adjudication and litigation data and priorities.



## Goal 5: Administer Just Court and Correctional Systems

### Objective 5.1: Administer an Equitable and Efficient Immigration Court System

#### ***Strategy 3: Improve Public Confidence in Immigration Courts (Continued)***

To ensure that noncitizens' claims are fully considered, the Department will provide clear, public information in a variety of languages and formats concerning the immigration system and process; opportunities to find free or low-cost legal assistance; immigration law, regulatory, and policy information; and expectations for appropriate conduct by all parties to a proceeding—respondent, attorneys, and adjudicator. Additionally, consistent with appropriations, we will increase the reach of existing legal access programs and provide improved and new services, including the opportunity for noncitizens to seek personal guidance concerning general information not rising to the level of representation.

#### **Key Performance Indicators:**

- Median case completion time
- Average number of vacancy-days for immigration adjudicator positions
- Percent of immigration judges who have received all relevant continuing legal education annually
- Visits to the Immigration Court Online Resource (ICOR)

**Contributing DOJ Components:** CIV, USAO, USMS, ATJ, EOIR



## Goal 5: Administer Just Court and Correctional Systems

### Objective 5.2: Maintain a Safe and Humane Prison System

The federal prison and pretrial detention systems are a critical part of the Department’s criminal justice mission. It is equally critical that prisons, detention centers, and community-based facilities are safe, humane, cost-efficient, and appropriately secure. Adequate staffing is a prerequisite to safe and secure facilities, and we must ensure that even facilities in hard-to-recruit areas are fully staffed. Additionally, we must pay special attention to the changing health and safety needs of incarcerated individuals. As more individuals who have paid their debt to society complete their prison terms, we must combat barriers to reentry and proactively provide the tools and resources these individuals need to succeed and thrive.

#### ***Strategy 1: Ensure the Health, Safety, and Wellbeing of Incarcerated Individuals and Correctional Staff***

The Justice Department will confine incarcerated individuals in prisons and community-based facilities that are humane, cost-efficient, and secure. BOP will work to house inmates in the least restrictive setting necessary to ensure their own safety, as well as the safety of staff, other inmates, and the public. BOP will also ensure that any placement in restrictive housing is regularly reviewed and that restrictive housing units maintain adequate conditions for environmental, health, mental health, and fire safety. To these ends, BOP will seek to ensure that its hiring, retention, training, and evaluation practices are adequate to provide a safe environment for individuals and correctional staff. The Department will continue its hiring efforts to ensure that all BOP facilities have appropriate staffing levels to provide secure facilities and expand access to programs that reduce the risk of recidivism and in-prison misconduct. To accurately track staffing levels, BOP will develop and implement a reliable staffing model and stable hiring pipeline to anticipate vacancies and reduce the length of time positions are unfilled.

#### ***Strategy 2: Fully Implement the First Step Act and Ease Barriers to Successful Reentry***

The Department must provide meaningful opportunities to incarcerated individuals for rehabilitation and reentry to the community. The Department will seek to ensure that it is faithfully executing the First Step Act (FSA) by continuing to revalidate the risk-and-needs assessment system; update any associated policies; deliver evidence-based rehabilitative programming opportunities to all incarcerated individuals; and develop performance metrics to track compliance with the statute on an ongoing, real-time basis. In addition, recognizing that contact with relatives and other loved ones is an important component of a rehabilitative environment, the Department will work to promote and facilitate family visitation. More broadly, the Department will also pursue efforts to support and promote policies that reduce unfair and disparate barriers to successful reentry to society and will coordinate with other agencies to expand access to housing, employment, health care, education, and other opportunities and supports for formerly incarcerated individuals.



## Goal 5: Administer Just Court and Correctional Systems

### Objective 5.2: Maintain a Safe and Humane Prison System

#### *Strategy 3: Ensure Transparency, Accountability, and Effective Oversight of All Federal Prisons and Detention Centers*

To ensure the heads of individual prisons and detention centers are accountable for their institutions, the Department will continuously monitor performance metrics. Additionally, the Department will empower appropriate components to thoroughly investigate allegations of improper conduct or adverse conditions at institutions, hold staff accountable for misconduct, and remedy improper conditions as promptly as possible. BOP will regularly disseminate information to the public, including data about prison populations, use of restrictive housing, availability and use of First Step Act programming, and recidivism rates of persons released from BOP custody.

#### **Key Performance Indicators:**

- Percent of funded corrections officer positions filled at the end of each fiscal year
- Percent of inmates in federal custody who have successfully completed or are enrolled in an FSA program or activity
- Percent of inquiries from external stakeholders that BOP responds to within the target response time

**Contributing DOJ Components:** CIV, BOP, USMS, OJP, USPC



FYs 2022-2026 Learning  
Agenda

# Learning Agenda: Introduction

## What is the Learning Agenda?

The Learning Agenda, also known as an evidence-building plan, identifies evidence gaps related to the Department’s strategic goals and objectives. The Learning Agenda is built around a set of priority questions that can be answered through rigorous evidence building, including research, evaluation, statistics, and analysis. The evidence built around each one of these questions will advance the Department’s ability to effectively achieve its strategic goals and objectives, both in the short term and in the long term.

The Learning Agenda also serves as a tool for teams within the Department – and potentially external stakeholders, as well – to spur coordinated research and analysis. The priority questions in the learning agenda were identified through a whole-agency effort, and all of them will require coordinated planning and collaboration to answer. It is hoped that the learning agenda might also allow external stakeholders with capacity for rigorous evidence building to engage on topics of importance to the Department’s mission.

Finally, the Learning Agenda serves as a public document of the Department’s priorities for evidence building. This enables transparency and accountability as the Department invests in evaluation, statistics, data analysis, and other types of research and analysis with the ultimate goal of delivering on its mission for the American people.

## How was this Learning Agenda developed?

The entire Department contributed to this Learning Agenda. The identification of evidence gaps and priority questions was tightly integrated into the Department’s strategic planning process. This will ensure that evidence-building activities over the next four years will directly support the Department’s strategic goals and objectives. The evidence gaps identified, and the priority questions that resulted, came from components across the Department – including components that focus on law enforcement, litigation, grant making, and other essential activities under all five of the Department’s strategic goals.

## The Learning Agenda is a living document

The Learning Agenda is meant to be iterative and flexible. Just as identifying evidence gaps and defining priority questions was a whole-agency effort, implementing the Learning Agenda through rigorous evidence building will require significant coordination and collaboration among components across the Department. As this work progresses, the priority questions will likely evolve and adapt to changes in technical capacity and resources; results and findings may answer preliminary questions and open up new lines of research. Accordingly, this Learning Agenda will be revisited and updated annually.



## Goal 1: Uphold the Rule of Law

The Department’s first core priority is upholding the rule of law, both by protecting our democratic institutions and by promoting good government through our own management and administration.

In support of these objectives, the Department will prioritize building evidence in two key areas. First, we will pursue new methods of using data and rigorous analysis to identify programs at risk of fraud, and we will take a variety of evidence-building approaches to identify effective tools for preventing fraud, waste, and abuse. Second, we will fill important knowledge gaps related to establishing and maintaining high-quality management, functional support systems, and a diverse and inclusive workforce. To facilitate innovation, we will seek evidence on effective management structures and will develop an evidence-based approach to training leaders to promote creativity and collaborative problem solving. To promote diversity, we will take a rigorous approach to understanding our hiring, onboarding, and retention practices, with particular focus on barriers that could have inequitable impact across demographic groups. In the wake of the COVID-19 pandemic, we will also build evidence on the impact of telework in support of our objective to recruit, retain, and foster a high-performing and diverse workforce.

### Priority Questions:

- What new and expanding public programs are at risk of fraud?
- What are the most effective strategies, programs, and policies for preventing fraud, waste, and abuse targeting public programs?
- How are large organizations, both within and outside of the executive branch, structured to promote innovation, and how can the Department most effectively adopt or adapt these structures?
- What are the most critical elements of management training and development to ensure successful leadership?
- In the wake of the COVID-19 pandemic, what is the impact of telework on productivity, diversity, recruitment, and retention?
- Where are there gaps in the demographics of the Department’s workforce that do not reflect the national labor force? What barriers to hiring and retention might contribute to these gaps?
- Are recently hired employees satisfied with their hiring and onboarding experience? Are there disparities across demographic groups and components?



## Goal 2: Keep Our Country Safe

Keeping our country safe through a wide range of strategies and tools remains one of the highest priorities of the Department of Justice.

The Department will build evidence on a range of topics supporting all its objectives under this broad strategic goal. Threats to national security continue to evolve both in scale and in kind, and the FBI has assessed that lone actors now constitute the greatest terrorist threat to the United States. Several of the Department’s highest priorities for evidence building involve developing richer understandings of the processes by which lone actors are radicalized or adopt extremist beliefs that motivate them to terrorism. Developing evidence-based strategies for detecting and countering these processes is essential. Thus, two of our priority questions focus on countering radicalization that occurs through social media and countering both online and offline forms of misinformation, disinformation, and malinformation.

The Department works to protect public safety in a wide variety of ways, ranging from investigations to cutting-edge prosecutions to grants for community-based interventions and victim services. We have identified an equally broad set of critical topics for evidence building, all of which have the potential to help maximize the effectiveness of these many strategies and tools. A richer understanding of current and persistent drivers of violent crime, for example, will enable us to optimize our use of resources both at the federal law enforcement level and at the grantmaking level. Evaluation of the large-scale Project Safe Neighborhoods program will help to optimize its implementation and identify specific evidence-based strategies for combating violent crime in districts around the country. Other priority questions in this area will enable us to optimize our use of resources for other forms of investigation, prosecution, litigation, and grantmaking. In particular, we will seek to understand barriers to accessing victim services, especially any barriers that have disproportionate impact on underserved or hard-to-reach populations.

Several priority questions focus on increasing and improving the reporting of crimes, threats, and hostile activities to law enforcement. Building evidence on why victims and others do not always report to law enforcement will enable us and our partners to take steps to increase reporting – for example, by removing administrative obstacles or addressing concerns that might prevent individuals and organizations from reporting. Improved reporting would provide us and our partners more complete information with which to counter threats to national security, combat terrorism, and enhance cybersecurity.

### Priority Questions:

- What are the obstacles preventing victims of hostile activities that target U.S. national assets from reporting crimes to law enforcement, and how can these obstacles be addressed to increase reporting?
- What is the role of social media in the radicalization of individuals, and how can the Department best counter such radicalization consistent with First Amendment and privacy rights?



## Goal 2: Keep Our Country Safe

### Priority Questions:

- How can the Department best address inconsistent terrorism incident reporting across national, state, and local authorities?
- What are the most effective strategies for identifying, countering, and building resistance to online and offline forms of misinformation, disinformation, and malinformation that contribute to extremist beliefs and terrorist activity?
- What are the drivers of recent increases in violent crime, and which are likely to persist as our nation emerges from the COVID-19 pandemic?
- Which district-level strategies under Project Safe Neighborhoods are most effective in reducing violent crime, and how can the Department most effectively implement this program in fidelity with the evidence-based comprehensive violent crime reduction strategy?
- What characteristics of grantees are predictive of success in effectively implementing community-based interventions to reduce violent crime?
- What are the most effective ways for the Department to increase private sector reporting of cyber incidents and threat information?
- How can the Department most effectively recruit, train, and retain cyber-skilled staff to meet the evolving cyber threat?
- What notification, messaging, and outreach strategies are most effective in hardening cyber defenses across private sector and government?
- What is the most resource-effective approach to disrupting and dismantling the drug trafficking organizations (DTOs) that are fueling the opioid and substance-abuse epidemic?
- Which criminal justice processes and victim service programs are most effective in addressing the needs of crime victims across different settings or contexts (e.g., programs embedded in criminal justice agencies, community-based programs)? Which best address the needs of underserved and hard-to-reach communities? What are the barriers to accessing these programs, and do they disproportionately affect traditionally unserved or underserved populations?



## Goal 3: Protect Civil Rights

Protecting civil rights is a core priority of the Justice Department. We are committed to a comprehensive approach to combating civil rights violations and reducing barriers to equal justice.

The Department has prioritized four topics for evidence building in support of this goal. The first, like several other questions in this learning agenda, focuses on increasing and improving the reporting of crimes to law enforcement. A richer understanding of the barriers to reporting hate crimes will enable us to more effectively deploy a variety of tools against such crimes. Another priority question calls for studying the impact of new policies designed to promote accountability and public confidence in federal law enforcement; this may require significant investment in data collection and analysis but has the potential to inform high-stakes decisions about implementation of these critical policies. We will also prioritize developing a richer understanding of the impact of the Department’s grantmaking on criminal justice innovation and reform.

### Priority Questions:

- How can the Department most effectively increase the reporting of hate crimes?
- What impact has new Department guidance for federal law enforcement components - specifically on chokeholds, no-knock warrants, and body-worn Cameras - had on accountability, transparency, and public confidence in the federal criminal justice system?
- What effect does the Department’s grant funding have on states, localities, and other recipients in spurring criminal justice innovation and evidence-based reforms? How are the Department’s grant programs influencing community investment in innovation and evidence-based reforms?
- What individuals are not currently receiving legal assistance/orientation services and referrals for representation, and why? How can the Department most effectively assess and address any access or equity barriers identified?



## Goal 4: Ensure Economic Opportunity and Fairness for All

To help ensure an economy that works for everyone, the Department will prioritize robust antitrust enforcement; deterring, detecting, and prosecuting corporate crime; and combating public corruption.

We prioritize three questions in this area. The first calls for a scientific approach to understanding the impact of cryptocurrency on bankruptcy proceedings. The second involves investigating the potential to more effectively combat corruption of federal, state, and local government by making greater use of data from disparate sources. The third is designed to optimize the Department's own prosecution of financial crime.

### Priority Questions:

- How is a growing domestic and international cryptocurrency market impacting bankruptcy proceedings now, and how will it do so in the future?
- What would be the impacts, benefits, and costs of combining the Department's multiple datasets related to identifying public corruption?
- How can filter reviews of prosecutions of complex, white-collar matters be optimized while following best practices and DOJ guidance and making efficient use of limited prosecutorial resources?



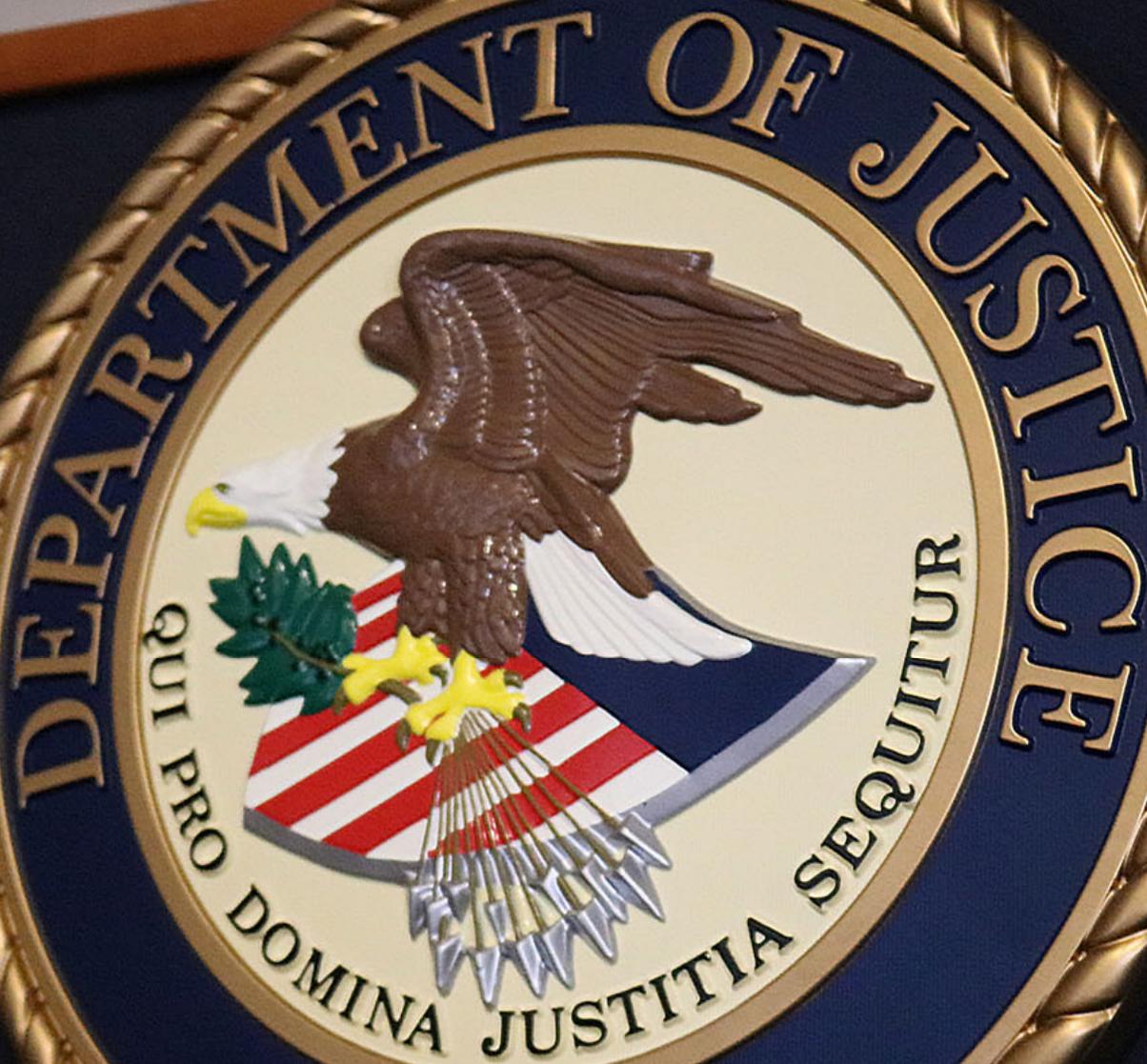
## Goal 5: Administer Just Court and Correctional Systems

Running immigration courts and the federal prison system are among the Department’s most solemn responsibilities.

We prioritize two questions in this area. The first is aimed at improving immigration court proceedings by identifying and adapting technical innovations from other courtroom contexts. The second concerns the long-term impact of programs, provided by the Federal Bureau of Prisons under the First Step Act of 2018, that are designed to support individuals’ reentry into the community and reduce the risk of future recidivism.

### Priority Questions:

- What technical innovations in courtroom proceedings more broadly can be adapted into the immigration context?
- What is the long-term impact of First Step Act programs on formerly incarcerated individuals returning to the community?



Appendices

# **Appendix A: Capacity Assessment for Evaluation, Statistics, Research, and Analysis — FY 2022**

# Introduction

The Capacity Assessment considers the Department’s capacity for building and using evidence to support decisions about programs and policies – and, in particular, our capacity for evaluation, statistics, research, and analysis. It is a requirement of the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) and is a joint effort of the Department’s Evaluation Officer, Statistical Official, and Chief Data Officer.

The Capacity Assessment is intended to:

- **Describe current capacity:** We take stock of the Department’s current strengths and resources, as a basis for documenting future capacity building.
- **Identify areas for growth:** We identify opportunities for expanding or enriching capacity for evidence building to support decisionmaking about programs and policies.

Some of the Department's current capacity for statistics, research, and analysis is dedicated to operational ends, such as specific investigations or cases. This Capacity Assessment focuses instead on evidence building to support higher-level decisionmaking – for example, policymaking, program design, and strategic decisionmaking about objectives and priorities. In some cases, the same capacity supports both types of work; in other cases, dedicated capacity has been established or might be needed for the latter type of evidence building.

In the course of this Capacity Assessment, we gathered detailed information from across the Department about current strengths and potential areas for growth. In this report, we offer general descriptions and highlight important themes.

# Approach and Methods

Because the Department comprises a large number of components that vary greatly in mission, size, organizational complexity, and evidence needs, our approach needed to balance consistency and specificity. To strike that balance, we conducted a series of semi-structured interviews with select individuals from 15 components. These components represented a cross-section of the Department in terms of mission type (for example, litigation, law enforcement, and grantmaking) and representation in the learning agenda. They also included the largest components, collectively accounting for 89% of the Department’s appropriations in FY 2021 and over 95% of staff as of January 2022.

Semi-structured interviews enabled us to learn in depth about pockets of evidence-building capacity and the detailed needs of different components. They were conducted by a team representing the Department’s Evaluation Officer, Statistical Official, and Chief Data Officer, which allowed us to cover a range of evidence-building methods with appropriate technical sophistication. The interviews were structured around three broad topics: current capacity; needs and areas for growth; and opportunities for expanding or enhancing capacity in the longer term.

In the future, the Department intends to both broaden and deepen its capacity assessment to cover more components, to better assess the use of evidence in routine decision making and to track growth using quantitative metrics.

***Participating components:***

- Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF)
- Civil Division (CIV)
- Civil Rights Division (CRT)
- Community Oriented Policing Services (COPS)
- Community Relations Service (CRS)
- Criminal Division (CRM)
- Drug Enforcement Administration (DEA)
- Executive Office for Immigration Review (EOIR)
- Federal Bureau of Investigation (FBI)
- Federal Bureau of Prisons (BOP)
- Office of Justice Programs (OJP)
- Office of Legal Policy (OLP)
- Office on Violence Against Women (OVW)
- U. S. Attorney’s Offices (USAO)
- U.S. Marshals Service (USMS)

# Findings: Current Capacity for Evidence Building

The Department's components showed a wide range of current capacity for evaluation, statistics, research, and analysis. Here we offer a high-level characterization of the Department's diverse and distributed capabilities, and we highlight themes that emerged in the course of our interviews.

## **Data Analysis**

Many components have teams with expertise and capacity for data analysis. These teams vary in size, purpose, and capacity for specific statistical or other types of analysis. Some teams are designed to summarize data on a variety of topics for their components' leadership, while others are designed for more intensive analysis on specific topics (for example, healthcare fraud or criminology).

Several components have also established cross-cutting initiatives, such as communities of practice, to bolster the use of data. Such initiatives facilitate knowledge sharing and promote standardizing processes. The Office of the Chief Information Officer (OCIO) has organized similar efforts at the Department level and has helped leverage resources across components to support innovative uses of data. The Department has also made substantial progress on [open data](#) efforts and establishing data management building blocks (including a data strategy, a data governance board charter, and a data catalog).

Components generally can access the data they require from other components and other federal agencies, though securing this access can sometimes require significant time and effort. On the other hand, components often lack the staff bandwidth to explore innovative uses of data from new sources while also pursuing their primary missions.

## **Evaluation**

Components also vary widely in their capacity for evaluation. The National Institute of Justice (NIJ), in the Office of Justice Programs (OJP), serves as the principal research and evaluation arm of DOJ. NIJ funds and conducts evaluations principally through grants, contracts, and cooperative agreements. Most evaluations are of grant-funded programs administered by state, local, Tribal, and other partners, though some are of programs initiated or administered by the Department. Other components also report capacity for evaluation, including the Bureau of Prisons, the Community Relations Service, the Drug Enforcement Administration (DEA), and the Office on Violence Against Women.

# Findings: Current Capacity for Evidence Building

## Statistics

DOJ's principal statistical capacity resides in the Bureau of Justice Statistics (BJS), also in OJP, which collects, analyzes, publishes, and disseminates information on crime, criminal offenders, victims of crime, and the operation of justice systems at all levels of government. BJS is one of 13 principal statistical agencies within the executive branch whose activities primarily involve the collection, compilation, processing, or analysis of information for statistical purposes. BJS provides statistical support to a wide range of stakeholders both within and outside the Department, including by hosting analytic tools on its website; publishing statistical reports; providing data; and advising on statistical techniques, data quality, and data access.

Many other components have statistical functions or programs and have pockets of statistical expertise that vary in size and purpose. These range from statistical teams that are positioned to provide analytical support to their component's leadership to individual statisticians who provide support on specific issues or topics.

## Other Research and Analysis

Expertise in a wide range of types of research and analysis exists in many places across the Department. This ranges from primary evidence-building activities to higher-level synthesis, interpretation, and translation of research findings into policy or program design. For example, NIJ maintains a central resource, called CrimeSolutions, to help practitioners and policymakers understand what works in justice-related programs and practices. Its purpose is to assist in practical decisionmaking and program implementation by gathering information on justice-related programs and practices, reviewing evaluation and meta-analysis research against standard criteria, and displaying information in accessible formats. Many components also reported relying on contractor support for various types of research and analysis.

# Findings: Challenges, Solutions, and Areas for Growth

Interviews yielded a number of valuable insights regarding challenges, solutions, and other opportunities to expand the Department's capacity for evidence building. These fell into six broad categories:

## **Consolidating and sharing data across components**

Though many components reported successfully accessing and using data from other components, some also saw opportunities for greater sharing and consolidation of data across the Department. One example involved consolidating case data into a single case management system for the Department's litigating components. Another involved consolidating and standardizing data collected through the 94 U.S. Attorney's Offices; such data is currently compiled through ad-hoc requests, and data quality is sometimes limited by inconsistencies across offices in how the data is generated.

## **Leveraging data from sources outside the Department**

Though many components reported success in acquiring data from sources outside the Department, some also reported limitations on such acquisition. Data sources that were mentioned include other federal agencies, as well as state, local, and Tribal sources.

## **Facilitating the use of data through technology and training**

Several components saw opportunities to promote and facilitate the use of data by the Department's attorneys and other non-technical staff. Three solutions were mentioned:

- Interactive reporting tools can make data more accessible for non-technical users. For example, NIJ is currently developing an interface that will allow non-technical users to generate and view reports based on the FBI's Uniform Crime Reporting data. Multiple components expressed an interest in developing tools of this sort for other datasets.
- Dashboards, or reporting tools that are designed around frequently requested statistics or summaries of data, can also make data more accessible and interpretable for non-technical users.
- Regular trainings can promote data literacy and statistical literacy for non-technical staff.

# Findings: Challenges, Solutions, and Areas for Growth

## **Promoting evaluation**

Several components saw opportunities to promote and facilitate rigorous program evaluation. These opportunities fell in three categories:

- Several of DOJ's grantmaking offices reported that inflexibilities in funding sometimes prevented them from conducting evaluations or focusing on highest-priority evaluations. Removing constraints on funding could enable more targeted evaluations to identify effective interventions in specific contexts (as opposed to broader evaluations of entire programs). Dedicated funds or carveouts for evaluation would enable evidence building alongside program operations.
- Several components mentioned that administrative data – and, in particular, grant performance data – could be valuable for evaluation purposes but was limited both in content and in quality. A more flexible system for collecting such data would enable the Department to collect information more strategically for evaluation purposes.
- In addition to tracking quantitative measures of program performance, the Department might place greater emphasis on gathering qualitative information about program implementation. Rigorous process/implementation evaluations can lead to significant improvements in program operations.

## **Hiring and training for greater technical capacity**

Several components expressed interest in expanding their staffs' technical skills, especially in the area of data analysis. This can be done through hiring new talent, though components indicated that hiring front-line mission staff often takes precedence over recruiting for technical skills. Some components reported success in training existing staff into newly designated technical positions (for example, data scientist and data analyst positions).

## **Modernizing technological solutions for collection, storage, and analysis of data**

Legacy information technology systems are a significant barrier to evidence building. Several components reported that potentially useful data is trapped in unusable forms such as word processing documents. Other components reported that outdated data systems made responding to new information requests difficult and resource intensive. Upgraded technological solutions for data collection, data storage, and data analysis could have substantial value.

# Conclusion

The Department has a range of capacities for evidence building and evidence use, which is to be expected given its size, organizational complexity, and diverse missions represented among its many components. In addition to the Department’s principal evidence building units – NIJ and BJS – there are teams and individuals with capacity for data analysis, evaluation, statistics, and other forms of research and analysis distributed across the Department. In-depth interviews revealed strengths and successes – including recent cross-cutting initiatives to expand capacity for data analysis, in particular – as well as a great number of valuable insights regarding challenges, potential solutions, and other opportunities to expand the Department’s capacity for the building and use of evidence. Broadly speaking, areas for growth involved:

- Consolidating and sharing data across components
- Leveraging data from sources outside the Department
- Promoting the use of data through technology and training
- Promoting evaluation through changes in funding, improvements in data quality, and a greater emphasis on evidence building alongside program operations
- Hiring and training for greater technical capacity, and providing additional staff or contractual support for implementing new evidence-building activities and Evidence Act requirements
- Modernizing technological solutions for collection, storage, and analysis of data

# **Appendix B: Key Performance Indicators**

# Key Performance Indicators

The Department of Justice Strategic Plan for Fiscal Years 2022-2026 includes specific long-term outcome goals, covering the five 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 FYs 2022-2026. 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 with the Department’s priorities, addresses important policy issues, and expresses the Department’s continued commitment to making progress on a range of issues of public importance. 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.

Strategic Objective	Long-Term Outcome Goals	Lead Component(s)	Annual Performance Measure
1.1	Resolve at least 75 percent of OPR inquiries within one year	OPR	Percent of OPR inquiries resolved within one year
1.1	Increase the number of criminal government program fraud cases where the proactive use of data led to the opening of an investigation	CRM	Number of criminal government program fraud cases where the proactive use of data led to the opening of an investigation by the Criminal Division
1.1	Increase the number of U.S. Attorney’s Offices that received proactive data leads in criminal government fraud cases from the Criminal Division	CRM	Number of U.S. Attorney’s Offices that received proactive data leads in criminal government fraud cases from the Criminal Division
1.1	Increase the percent of cases concerning COVID-19 related fraud in which the Department seeks restitution to 90 percent	USAO	Percent of cases concerning COVID-19 related fraud in which the Department seeks restitution
1.1	Favorably resolve 90 percent of COVID-19 related fraud cases	USAO	Percent of COVID-19 related fraud cases favorably resolved
1.1	Reduce the ratio of Department’s FOIA backlog to incoming requests to 30 percent	OIP	Ratio of backlogged to incoming FOIA requests
1.2	Increase the Department’s average score on each question by 5 percentage points	JMD HR	Percent increase in the Department’s average score on selected FEVS questions related to how well managers cultivate innovation, creativity, and collaboration.
1.2	Each employee involved in hiring completes implicit bias and interview skills training within the last three years	JMD HR	Percent of people involved in hiring who have completed implicit bias and interview skills training within the last three years
1.2	20 percent reduction in disparities in employee attrition rates	JMD HR	Disparities in employee attrition rates

Strategic Objective	Long-Term Outcome Goals	Lead Component(s)	Annual Performance Measure
1.2	100 percent of new or redesigned DOJ Public Facing websites adopt U.S. Web Design System, use plain language, and use user-centered design	JMD OCIO	Percent of Department websites reflecting U.S. Web Design System requirements and meeting best practices for plain language and user-centered design.
1.2	50 percent of identified datasets accessible by authorized component users	JMD OCIO	Percent of common data sets accessible amongst DOJ components.
2.1	Conduct 400 counterintelligence program disruptions or dismantlements per year	FBI	Number of counterintelligence program disruptions or dismantlements
2.1	Favorably resolve 90 percent of prosecutions brought against defendants engaged in a) hostile activities against national assets b) intelligence gathering or c) export and sanction violations	NSD	Percent of prosecutions brought against defendants engaged in a) hostile activities against national assets, b) intelligence gathering, or c) export violations that are favorably resolved
2.1	Favorable adjudication of 97 percent of DOJ-led foreign investment cases	NSD	Percent of Department-led foreign investment cases that were adjudicated favorably
2.2	Conduct 600 terrorism disruptions effected through investigations per year	FBI	Number of terrorism disruptions effected through investigations
2.2	Favorably resolve 90 percent of counterterrorism defendant cases	NSD	Percent of counterterrorism defendants whose cases were favorably resolved
2.2	Increase the number of individuals in the Department trained to prosecute domestic terrorism and domestic violent extremism through virtual and in person trainings	NSD	Number of individuals in the Department trained to prosecute domestic terrorism and domestic violent extremism
2.2	15 percent of Department-issued Intelligence Information Reports used in the development of United States Intelligence Community Intelligence Products	FBI	Percent of Department-issued Intelligence Information Reports used in the development of United States Intelligence Community Intelligence Products
2.3	Favorably resolve 90 percent of federal violent crime defendants' cases	CRM, USAO	Percent of federal violent crime defendants' cases favorably resolved
2.3	Increase the volume of U.S. Attorney's Office records uploaded to the National Instant Criminal Background Check System by 10 percent	USAO	Volume of U.S. Attorney's Office records uploaded to the National Instant Criminal Background Check System
2.3	Increase the percentage of grantees that have conducted community engagement activities as part of the program planning for their crime reduction initiative to 65 percent	OJP	Percent of grantees that conduct community engagement activities as part of the program planning for their crime reduction initiative
2.4	5 percent increase in disruptions of malicious cyber actors' use of online infrastructure through proactive operations and judicial means	FBI	Percent increase in disruptions of malicious cyber actors' use of online infrastructure through proactive operations and judicial means

Strategic Objective	Long-Term Outcome Goals	Lead Component(s)	Annual Performance Measure
2.4	Cases are opened, added to existing cases, or resolved or investigative actions are conducted within 72 hours for 65 percent of reported incidents	FBI	Percent of reported ransomware incidents from which cases are opened, added to existing cases, or resolved or investigative actions are conducted within 72 hours
2.4	3 percent increase in operations conducted jointly with strategic partners	FBI	Percent increase in operations conducted jointly with strategic partners
2.4	Achieving a success criterion of less than .001 percent will exhibit the effectiveness of the Department at protecting DOJ systems from internal and external threats	JMD OCIO	Percent of confirmed cyber incidents to Department systems
2.4	Disseminate 100 threat advisories to the private sector per year	FBI	Number of threat advisories disseminated to the private sector
2.5	Increase the disruptions or dismantlements of drug trafficking organizations focused on the highest priority targets to 37 percent	OCDETF	Percent of disruptions or dismantlements of drug trafficking organizations focused on the highest priority targets
2.5	Decrease the amount of diversion, nationally, of opioids and stimulants	DEA	Amount of diversion, nationally, of opioids and stimulants
2.5	Increase the percent of relevant-funded grantee programs that provide medication-assisted-treatment, which includes medication plus counseling, as part of their substance abuse services	OJP	Percent of relevant-funded grantee programs that provide medication-assisted-treatment, which includes medication plus counseling, as part of their substance use disorder services
2.6	Increase the percentage of services for traditionally underserved victim populations through VOCA-funded organizations and anti-human trafficking programs	OJP	Percent increase in services to traditionally underserved victim populations through VOCA-funded organizations and anti-human trafficking programs
2.6	Achieve 80 percent of USAOs conducting training on trauma-informed and culturally sensitive approaches	USAO	Percent of USAOs conducting training on trauma-informed and culturally-sensitive approaches for attorneys, victim witness specialists, and support staff
2.6	Achieve 80 percent of victims reporting that they entered and maintained permanent housing upon exit from an OVW-funded transitional housing program 6 months after program completion	OVW	Percent of victims reporting that they entered and maintained permanent housing upon exit from an OVW-funded transitional housing program 6 months after program completion (Transitional Housing Program only)
2.6	Increase the percent of crimes-against-children FBI cases that address abductions, hands-on offenders, sextortion, or enticement to 50 percent	FBI	Percent of crimes-against-children FBI cases that address abductions, hands-on offenders, sextortion, or enticement
2.6	Develop infrastructure to engage and share resources and training with state and local law enforcement agencies on elder abuse, neglect, and financial exploitation and fraud in 50 percent of states and territories	CIV	Number of formal relationships established with state, county, and local law enforcement, either directly or through state Police Officer Standards and Training councils or commissions, to communicate elder justice best practices

Strategic Objective	Long-Term Outcome Goals	Lead Component(s)	Annual Performance Measure
2.6	Favorably resolve 90 percent of Indian country homicide cases and sexual abuse cases	USAO	Percent of Indian Country homicide cases and sexual abuse cases favorably resolved
3.1	Increase the number of new Voting Rights Act matters initiated to 16	CRT	Number of new Voting Rights Act matters initiated
3.1	Favorably resolve 75 percent of cases prosecuting threats of violence and intimidation against election officials	CRM	Percent of cases prosecuting threats of violence and intimidation against election officials that are favorably resolved
3.1	Conduct Release Orientation Program at 100 percent of Bureau of Prison facilities	BOP	Percent of BOP facilities providing structured curriculum on voting rights to releasing individuals
3.2	Complete 5 Title VII and USERRA investigations per year	CRT	Number of Title VII and USERRA investigations
3.2	Increase the number of Limited English Proficiency individuals who access department-funded materials in their native language to understand federal hate crimes and anti-discrimination laws	CRT	Number of Limited English Proficiency individuals who access department-funded materials in their native language to understand federal hate crimes and anti-discrimination laws
3.2	Increase the percent of United States Attorney’s Offices meeting at least annually with local law enforcement partners and community stakeholders to collaborate on efforts to prevent hate crimes and incidents to 100 percent	USAO	Percent of United States Attorney’s Offices that meet at least annually with local law enforcement partners and community stakeholders to collaborate on efforts to prevent hate crimes and incidents
3.2	Increase the percent of criminal cases addressing civil rights violations, including hate crimes, favorably resolved to 80 percent	CRT	Percent of criminal cases addressing civil rights violations, including hate crimes, favorably resolved
3.3	100 percent of federal law enforcement officers receive Use of Force Sustained Training within a three-year period	ATF, BOP, DEA, FBI, USMS	Percent of federal law enforcement officers who receive Use of Force Sustained Training within a three-year period
3.3	Increase the percent of participants in CRS facilitated police-community relations program who perceive stronger community capacity to address alleged inequities	CRS	Percent of participants in CRS facilitated police-community relations programs who perceive stronger community capacity to address alleged inequities
3.3	100 percent of federal law enforcement officers equipped with body-worn cameras and associated training	ATF, DEA, FBI, USMS	Percent of federal law enforcement officers equipped with body-worn cameras and associated training
3.3	Increase the percent of Justice Assistance Grant program law enforcement grantees using innovative and evidence-based practices	OJP	Percent of Justice Assistance Grant Program law enforcement grantees using innovative and evidence-based practices
3.4	Increase the percentage of eligible individuals represented by consistent defense counsel throughout their justice system involvement	OJP	Percent of eligible individuals represented by consistent defense counsel throughout that individual’s justice system involvement

Strategic Objective	Long-Term Outcome Goals	Lead Component(s)	Annual Performance Measure
3.4	Increase the number of strategic partnerships across all levels of government and types of organizations to advance access to justice both domestically and internationally to 20	ATJ	Number of Justice Department strategic partnerships established by the Office for Access to Justice to improve equal access to justice
3.5	Designation and training of environmental justice coordinators for all U.S. Attorney’s Offices	USAO	Number of Environmental Justice Coordinators designated
3.5	Increase the percent of participants in CRS programs relating to environmental justice issues who report they perceive that their community's capacity to address alleged inequity has improved as a result of the CRS service by 50 percent	CRS	Percent of participants in CRS facilitated environmental justice programs who perceive stronger community capacity to address alleged inequities
3.5	Increase the number of matters that address adverse environmental and public health effects brought under civil rights statutes to 16 per year	CRT	Number of matters that address adverse environmental and public health effects brought under civil rights statutes
3.5	Increase the percent of environmental enforcement matters in or substantially affecting overburdened and underserved communities that are favorably resolved	ENRD	Percent of environmental enforcement matters in or substantially affecting overburdened and underserved communities that are favorably resolved
3.5	Decrease the energy intensity used by the Department	JMD FASS	Energy intensity used by the Department
4.1	Increase the number of active civil non-merger investigations to 64	ATR	Number of active civil non-merger investigations
4.1	Increase the percent of Consumer Protection Branch cases favorably resolved to 85 percent	CIV	Percentage of Consumer Protection Branch cases favorably resolved
4.2	Evaluate individual responsibility in all corporate criminal cases	CRM, USAO	Percent of corporate criminal cases in which individual responsibility was evaluated
4.2	At least annually evaluate 95 percent of corporate criminal resolutions containing compliance reporting obligations	CRM, USAO	Percent of corporate criminal resolutions containing compliance reporting obligations that are evaluated by DOJ at least annually
4.2	Achieve 545 criminal disruptions or dismantlements in public corruption and fraud against the government per year	FBI	Number of criminal disruptions or dismantlements in public corruption and fraud against the government
4.2	Reach 60 percent of FBI contacts with foreign anti-corruption agencies progressing to mutual sharing of information or assistance or result in a new international corruption case	FBI	Percent of new contacts by the FBI with foreign anti-corruption agencies that progress to mutual sharing of information or assistance or result in a new international corruption case
5.1	Reduce the median case completion time to 423 days	EOIR	Median case completion time
5.1	Decrease the average number of vacancy-days for immigration adjudicator positions to 297 days	EOIR	Average number of vacancy-days for immigration adjudicator positions

<b>Strategic Objective</b>	<b>Long-Term Outcome Goals</b>	<b>Lead Component(s)</b>	<b>Annual Performance Measure</b>
5.1	Increase the percent of immigration judges who have received all relevant continuing legal education annually to 95 percent	EOIR	Percent of immigration judges who have received all relevant continuing legal education annually
5.1	Achieve 36,0000 annual visits to the Immigration Court Online Resource	EOIR	Visits to the Immigration Court Online Resource
5.2	Increase the percent of funded correction officers positions filled at the end of the fiscal year	BOP	Percent of funded corrections officer positions filled at the end of each fiscal year
5.2	Increase the number of inmates in federal custody who have successfully completed or enrolled in an FSA program or activity to 70 percent	BOP	Percent of inmates in federal custody who have successfully completed or are enrolled in an FSA program or activity
5.2	Respond to 95 percent of inquiries from external stakeholders to the Bureau of Prisons within the target response time	BOP	Percent of inquiries from external stakeholders that BOP responds to within the target response time

## Appendix C: Image Details

- Cover Photo: Facade of the Robert F. Kennedy Main Justice Department building as seen from 10th Street NW in Washington, DC.
- [AG Photo](#): Portrait of Merrick Garland, the Attorney General of the United States.
- [DAG Photo](#): Portrait of Lisa Monaco, the Deputy Attorney General.
- [ASG Photo](#): Portrait of Vanita Gupta, the Associate Attorney General.
- Overview Photo: Engraving of a blindfolded Lady of Justice on a vase.
- Goal 1 Photo: Corner entrance to the Robert F. Kennedy Main Justice Department building with the inscription “Justice in the life and conduct of the state is possible only as first it resides in the hearts and souls of the citizens.”
- [Goal 2 Photo](#): The entranceways and loggias leading to the building’s Great Court feature the master craftwork of a true pioneer in mosaic tile. John Joseph Earley carefully selected white quartz, blue and yellow ceramics, black and red vitreous enamel, and gold for the Justice Department mosaics.
- [Goal 3 Photo](#): With its multi-lipped bowl, this fountain in the center of The Great Court creates a circular screen of water, which falls into a lower basin.
- [Goal 4 Photo](#): The Great Hall of the Department of Justice, located on the second floor of the building. The two-story Great Hall features Art Deco light fixtures, aluminum trims and railings, a terra-cotta tile floor, and the stately Spirit of Justice and Majesty of Law statues.
- [Goal 5 Photo](#): Situated on the fifth floor, Louis Bouche’s mural series, *Activities of the Department of Justice*, illustrates how the principles of law and justice are upheld by the Department. The series shows both the social benefits of the Department’s functions and the negative aspects of society that require the involvement of the Department.
- [Learning Agenda Photo](#): A downward view of one of five stairways leading to the first floor. All railing work is aluminum, and the steps on the stairs are crafted of marble.
- Appendices Photo: The Department of Justice seal on a podium with the motto “qui pro domina justitia sequitur,” or “who prosecutes on behalf of justice.”

# Appendix D: Abbreviations and Acronyms

A		D	
<b>APG</b>	Agency Priority Goals	<b>DAG</b>	Deputy Attorney General
<b>APP</b>	Annual Performance Plan	<b>DEA</b>	Drug Enforcement Agency
<b>APR</b>	Annual Performance Report	<b>DEIA</b>	Diversity, Equity, Inclusion, and Accessibility
<b>ATF</b>	Bureau of Alcohol, Tobacco, Firearms, and Explosives	<b>DOJ</b>	Department of Justice
<b>ATJ</b>	Office for Access to Justice	<b>DTO</b>	Drug Trafficking Organization
<b>ATR</b>	Antitrust Division	<b>E</b>	
<b>B</b>		<b>ENRD</b>	Environmental and Natural Resources Division
<b>BJS</b>	Bureau of Justice Statistics	<b>EO</b>	Executive Order
<b>BOP</b>	Federal Bureau of Prisons	<b>EOIR</b>	Executive Office of Immigration Review
<b>C</b>		<b>F</b>	
<b>CIV</b>	Civil Division	<b>FARA</b>	Foreign Agents Registration Act
<b>COPS</b>	Community Oriented Policing Services	<b>FBI</b>	Federal Bureau of Investigation
<b>CRM</b>	Criminal Division	<b>FCSC</b>	Foreign Claims Settlement Commission
<b>CRS</b>	Community Relations Services	<b>FEVS</b>	Federal Employee Viewpoint Survey
<b>CRT</b>	Civil Rights Division	<b>FOIA</b>	Freedom of Information Act

# Appendix D: Abbreviations and Acronyms

<b>FSA</b>	First Step Act	<b>NICS</b>	National Instant Criminal Background Check System
<b>FY</b>	Fiscal Year	<b>NIJ</b>	National Institute of Justice
<b>H</b>		<b>NSD</b>	National Security Division
<b>HR</b>	Human Resources	<b>O</b>	
<b>I</b>		<b>OAG</b>	Office of the Attorney General
<b>ICOR</b>	Immigration Court Online Resource	<b>OASG</b>	Office of the Associate Attorney General
<b>J</b>		<b>OCDETF</b>	Organized Crime Drug Enforcement Task Forces
<b>JMD</b>	Justice Management Division	<b>ODAG</b>	Office of the Deputy Attorney General
<b>K</b>		<b>OCIO</b>	Office of the Chief Information Officer
<b>KPI</b>	Key Performance Indicator	<b>OIG</b>	Office of the Inspector General
<b>L</b>		<b>OIP</b>	Office of Information Policy
<b>LEP</b>	Limited English Proficiency	<b>OJP</b>	Office of Justice Programs
<b>LGBTQI+</b>	Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex Community	<b>OLA</b>	Office of Legislative Affairs
<b>N</b>		<b>OLC</b>	Office of Legal Counsel
<b>NCIJTF</b>	National Cyber Investigative Joint Task Force	<b>OLP</b>	Office of Legal Policy
<b>NIBRS</b>	National Incident Base Reporting System	<b>OMB</b>	Office of Management and Budget

# Appendix D: Abbreviations and Acronyms

<b>OPA</b>	Office of Public Affairs	<b>USNCB</b>	United States National Central Bureau (Interpol)
<b>OPCL</b>	Office of Privacy and Civil Liberties	<b>USPC</b>	United States Parole Commission
<b>OPR</b>	Office of Professional Responsibility	<b>USTP</b>	United States Trustee Program
<b>OSG</b>	Office of the Solicitor General	<b>V</b>	
<b>OTJ</b>	Office of Tribal Justice	<b>VOCA</b>	Victims of Crimes Act
<b>OVW</b>	Office on Violence Against Women	<b>VRA</b>	Voting Rights Act
<b>P</b>			
<b>PARDON</b>	Office of the Pardon Attorney		
<b>S</b>			
<b>SPPS</b>	Strategic Planning and Performance Staff		
<b>T</b>			
<b>TAX</b>	Tax Division		
<b>U</b>			
<b>USAO</b>	United States Attorney's Office		
<b>USERRA</b>	Uniformed Services Employment and Reemployment Rights Act		
<b>USMS</b>	United States Marshals Service		

## Appendix E: Component Websites

Component	Website
American Indian and Alaska Native Affairs Desk (OJP)	<a href="http://www.ojp.gov/topics/tribal-justice">www.ojp.gov/topics/tribal-justice</a>
Antitrust Division	<a href="http://www.justice.gov/atr">www.justice.gov/atr</a>
Bureau of Alcohol, Tobacco, Firearms and Explosives	<a href="http://www.atf.gov">www.atf.gov</a>
Bureau of Justice Assistance (OJP)	<a href="https://bja.ojp.gov/">https://bja.ojp.gov/</a>
Bureau of Justice Statistics (OJP)	<a href="http://www.bjs.ojp.gov">www.bjs.ojp.gov</a>
Civil Division	<a href="http://www.justice.gov/civil">www.justice.gov/civil</a>
Civil Rights Division	<a href="http://www.justice.gov/crt">www.justice.gov/crt</a>
Community Oriented Policing Services	<a href="https://cops.usdoj.gov/">https://cops.usdoj.gov/</a>
Community Relations Service	<a href="http://www.justice.gov/crs">www.justice.gov/crs</a>
Criminal Division	<a href="http://www.justice.gov/criminal">www.justice.gov/criminal</a>
Diversion Control Program (DEA)	<a href="http://www.dea.gov/operational-division/diversion">www.dea.gov/operational-division/diversion</a>
Drug Enforcement Administration	<a href="http://www.dea.gov">www.dea.gov</a>
Environment and Natural Resources Division	<a href="http://www.justice.gov/enrd">www.justice.gov/enrd</a>
Executive Office for Immigration Review	<a href="http://www.justice.gov/eoir">www.justice.gov/eoir</a>
Executive Office for U.S. Attorneys	<a href="http://www.justice.gov/usao/eousa">www.justice.gov/usao/eousa</a>
Executive Office for U.S. Trustees	<a href="http://www.justice.gov/ust">www.justice.gov/ust</a>
Federal Bureau of Investigation	<a href="http://www.fbi.gov">www.fbi.gov</a>
Federal Bureau of Prisons	<a href="http://www.bop.gov">www.bop.gov</a>
Foreign Claims Settlement Commission of the United States	<a href="http://www.justice.gov/fcsc">www.justice.gov/fcsc</a>
INTERPOL Washington	<a href="http://www.justice.gov/interpol-washington">www.justice.gov/interpol-washington</a>
Justice Management Division	<a href="http://www.justice.gov/jmd">www.justice.gov/jmd</a>
National Criminal Justice Reference Service (OJP)	<a href="http://www.ojp.gov/ncjrs">www.ojp.gov/ncjrs</a>
National Institute of Corrections	<a href="http://www.nicic.gov">www.nicic.gov</a>
National Institute of Justice	<a href="https://nij.ojp.gov/">https://nij.ojp.gov/</a>
National Security Division	<a href="http://www.justice.gov/nsd">www.justice.gov/nsd</a>
Office for Access to Justice	<a href="http://www.justice.gov/atj">www.justice.gov/atj</a>

## Appendix E: Component Websites

Component	Website
Office of the Associate Attorney General	<a href="http://www.justice.gov/asg">www.justice.gov/asg</a>
Office of the Attorney General	<a href="http://www.justice.gov/ag">www.justice.gov/ag</a>
Office of the Deputy Attorney General	<a href="http://www.justice.gov/dag">www.justice.gov/dag</a>
Office of Information Policy	<a href="http://www.justice.gov/oip">www.justice.gov/oip</a>
Office of the Inspector General	<a href="http://www.justice.gov/oig">www.justice.gov/oig</a>
Office of Justice Programs	<a href="http://www.ojp.gov">www.ojp.gov</a>
Office of Juvenile Justice and Delinquency Prevention (OJP)	<a href="https://ojjdp.ojp.gov/">https://ojjdp.ojp.gov/</a>
Office of Legal Counsel	<a href="http://www.justice.gov/olc">www.justice.gov/olc</a>
Office of Legal Policy	<a href="http://www.justice.gov/olp">www.justice.gov/olp</a>
Office of Legislative Affairs	<a href="http://www.justice.gov/ola">www.justice.gov/ola</a>
Office of the Pardon Attorney	<a href="http://www.justice.gov/pardon">www.justice.gov/pardon</a>
Office of Professional Responsibility	<a href="http://www.justice.gov/opr">www.justice.gov/opr</a>
Office of Public Affairs	<a href="http://www.justice.gov/opa">www.justice.gov/opa</a>
Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking	<a href="https://smart.ojp.gov/">https://smart.ojp.gov/</a>
Office of the Solicitor General	<a href="http://www.justice.gov/osg">www.justice.gov/osg</a>
Office of Tribal Justice	<a href="http://www.justice.gov/otj">www.justice.gov/otj</a>
Office for Victims of Crime (OVC)	<a href="https://ovc.ojp.gov/">https://ovc.ojp.gov/</a>
Office on Violence Against Women	<a href="http://www.justice.gov/ovw">www.justice.gov/ovw</a>
Organized Crime Drug Enforcement Task Forces	<a href="https://www.justice.gov/ocdetf">https://www.justice.gov/ocdetf</a>
Professional Responsibility Advisory Office	<a href="https://www.justice.gov/prao">https://www.justice.gov/prao</a>
Tax Division	<a href="http://www.justice.gov/tax">www.justice.gov/tax</a>
U.S. Attorneys	<a href="http://www.justice.gov/usao">www.justice.gov/usao</a>
U.S. Marshals Service	<a href="http://www.usmarshals.gov">www.usmarshals.gov</a>
U.S. Parole Commission	<a href="http://www.justice.gov/uspc">www.justice.gov/uspc</a>