

# Section I Overview

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Established July 1, 1870 (28 U.S.C. § 501 and 503), the Department of Justice (DOJ or the Department) is headed by the Attorney General of the United States. The Department was created to control federal law enforcement, and all criminal prosecutions and civil suits in which the United States has an interest. The structure of the Department has changed over the years, with the addition of a Deputy Attorney General, Associate Attorney General, Assistant Attorneys General, and the formation of Divisions and components; however, unchanged is the commitment and response to securing equal justice for all, enhancing respect for the rule of law, and making America a safer and more secure Nation.

## Mission

The mission of the Department of Justice, as reflected in its Strategic Plan for fiscal years (FY) 2014-2018, is as follows:

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

In carrying out the Department's mission, we are guided by the following core values:

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**Equal Justice Under the Law.** Upholding the laws of the United States is the solemn responsibility entrusted to us by the American people. We enforce these laws fairly and uniformly to ensure that all Americans receive equal protection and justice under the law.

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**Honesty and Integrity.** We adhere to the highest standards of ethical behavior.

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**Commitment to Excellence.** We seek to provide the highest levels of service to the American people. We are effective and responsible stewards of the taxpayers' dollars.

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**Respect for the Worth and Dignity of Each Human Being.** We treat each other and those we serve with fairness, dignity, and compassion. We value differences in people and ideas. We are committed to the well-being of our employees and to providing opportunities for individual growth and development.

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## Strategic Goals and Objectives

From our mission and core values stem the Department's strategic and annual planning processes. The Department embraces the concepts of performance-based management. At the heart of these concepts is the understanding that improved performance is realized through greater focus on mission, agreement on goals and objectives, and timely reporting of results. In the Department, strategic planning is the first step in an iterative planning and implementation cycle. This cycle, which is the center of the Department's efforts to implement performance-based management, involves setting long-term goals and objectives, translating these goals and objectives into budgets and program plans, implementing programs, monitoring performance, and evaluating results. In this cycle, the Department's FY 2014-2018 Strategic Plan provides the overarching framework for component and function-specific plans as well as annual performance plans, budgets, and reports. The Strategic Plan is available electronically on the Department's website at: <http://www.justice.gov>.

# DOJ's Fiscal Year 2014-2018 Strategic Framework

## Prevent Terrorism and Promote the Nation's Security Consistent with the Rule of Law

Prevent, disrupt, and defeat terrorist operations before they occur by integrating intelligence and law enforcement efforts to achieve a coordinated response to terrorist threats	Prosecute those involved in terrorist acts	Investigate and prosecute espionage activity against the United States, strengthen partnerships with potential targets of intelligence intrusions, and proactively prevent insider threats	Combat cyber-based threats and attacks through the use of all available tools, strong private-public partnerships, and the investigation and prosecution of cyber-threat actors
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## Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law Goal 2. Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law

Combat the threat, incidence, and prevalence of violent crime by leveraging strategic partnerships to investigate, arrest, and prosecute violent offenders and illegal firearms trafficker	Prevent and intervene in crimes against vulnerable populations and uphold the rights of, and improve services to, America's crime victims	Disrupt and dismantle major drug trafficking organizations to combat the threat, trafficking, and use of illegal drugs and the diversion of licit drugs	Investigate and prosecute corruption, economic crimes, and transnational organized crime	Promote and protect American civil rights by preventing and prosecuting discriminatory practices	Protect the federal fisc and defend the interests of the United States
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## Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels

Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs	Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence	Provide safe, secure, humane, and cost-effective confinement and transportation of federal detainees and inmates	Reform and strengthen America's criminal justice system by targeting only the most serious offenses for federal prosecution, expanding the use of diversion programs, and aiding inmates in reentering society
Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement	Prevent and respond to genocide and mass atrocities and ensure that perpetrators of such crimes are held accountable in the United States, and if appropriate, their home countries	Adjudicate all immigration cases promptly and impartially in accordance with due process	Strengthen the government-to-government relationship between tribes and the United States; improve public safety in Indian Country; and honor treaty and trust responsibilities through consistent, coordinated policies, activities, and litigation

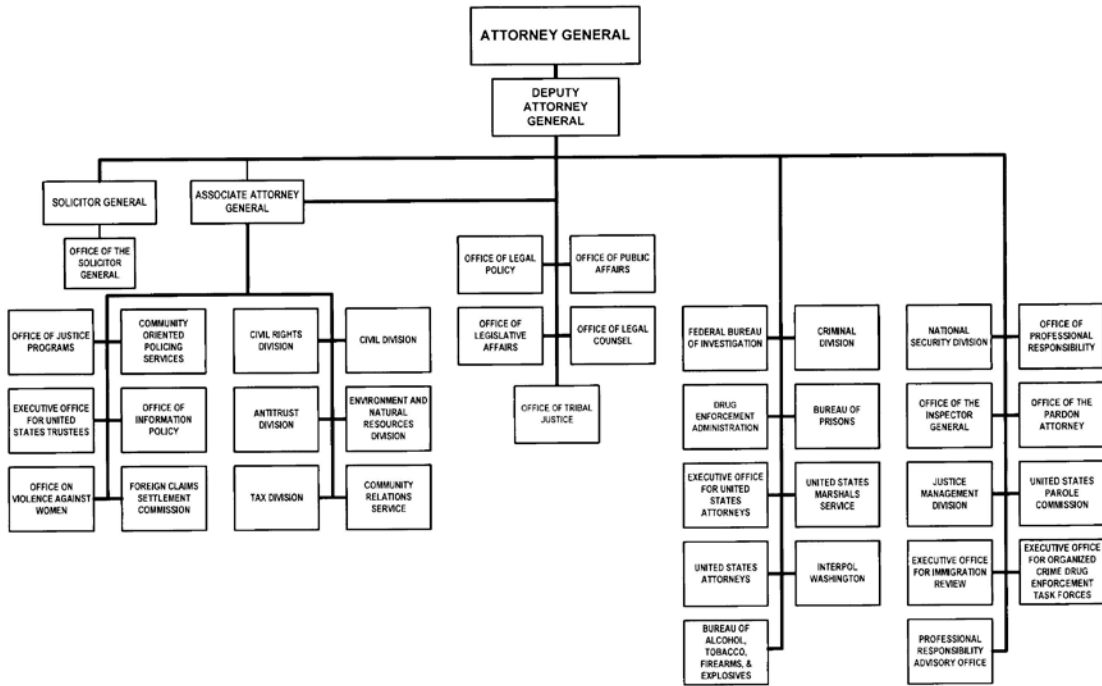
## Organizational Structure


Led by the Attorney General, the Department is comprised of more than 40 separate component organizations. These include the U.S. Attorneys (USAs) who prosecute offenders and represent the United States government in court; the major investigative agencies – the Federal Bureau of Investigation (FBI), the Drug Enforcement Administration (DEA), and the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), which deter and investigate crimes and arrest criminal suspects; the U.S. Marshals Service (USMS), which protects the federal judiciary, apprehends fugitives, and detains persons in federal custody; the Bureau of Prisons (BOP), which confines convicted offenders; and the National Security Division (NSD), which brings together national security, counterterrorism, counterintelligence, and foreign intelligence surveillance operations under a single authority.

The Department's litigating divisions represent the rights and interests of the American people and enforce federal criminal and civil laws. The litigating divisions are comprised of the Antitrust (ATR), Civil (CIV), Civil Rights (CRT), Criminal (CRM), Environment and Natural Resources (ENRD), and Tax (TAX) Divisions. The Office of Justice Programs (OJP), the Office on Violence Against Women (OVW), and the Office of Community Oriented Policing Services (COPS) provide leadership and assistance to state, local, and tribal governments. Other major Departmental components include the Executive Office for U.S. Trustees (UST), the Justice Management Division (JMD), the Executive Office for Immigration Review (EOIR), the Community Relations Service (CRS), the Office of the Inspector General (OIG), Office of Tribal Justice (OTJ) and several offices that advise the Attorney General on policy, law, legislation, tribal justice matters, external affairs, and oversight. Headquartered in Washington, D.C., the Department conducts its work in offices located throughout the country and overseas.

The Department's organizational chart appears on the following page.

# U.S. DEPARTMENT OF JUSTICE



Approved by  Date: 11/26/12  
 ERIC H. HOLDER, JR.  
 Attorney General

## Financial Structure

The Department's financial reporting structure is comprised of nine principal components.

### Components:

- Assets Forfeiture Fund and Seized Asset Deposit Fund (AFF/SADF)
- Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
- Bureau of Prisons (BOP)
- Drug Enforcement Administration (DEA)
- Federal Bureau of Investigation (FBI)
- Federal Prison Industries, Inc. (FPI)
- Office of Justice Programs (OJP)
- Offices, Boards and Divisions (OBDs)\*
- U.S. Marshals Service (USMS)

### OBDs\*:

#### Offices

Office of the Attorney General  
Office of the Deputy Attorney General  
Office of the Associate Attorney General  
Community Relations Service  
Executive Office for Immigration Review  
Executive Office for U.S. Attorneys  
Executive Office for U.S. Trustees  
Executive Office for Organized Crime Drug  
Enforcement Task Forces

Office of Community Oriented Policing Services  
Office of Information Policy  
Office of Legal Counsel  
Office of Legal Policy  
Office of Legislative Affairs  
Office of Professional Responsibility  
Office of Public Affairs  
Office of the Inspector General  
Office of the Pardon Attorney  
Office of the Solicitor General  
Office of Tribal Justice  
Office on Violence Against Women  
Professional Responsibility Advisory Office  
U.S. Attorneys  
INTERPOL Washington

#### Boards

Foreign Claims Settlement Commission  
U.S. Parole Commission

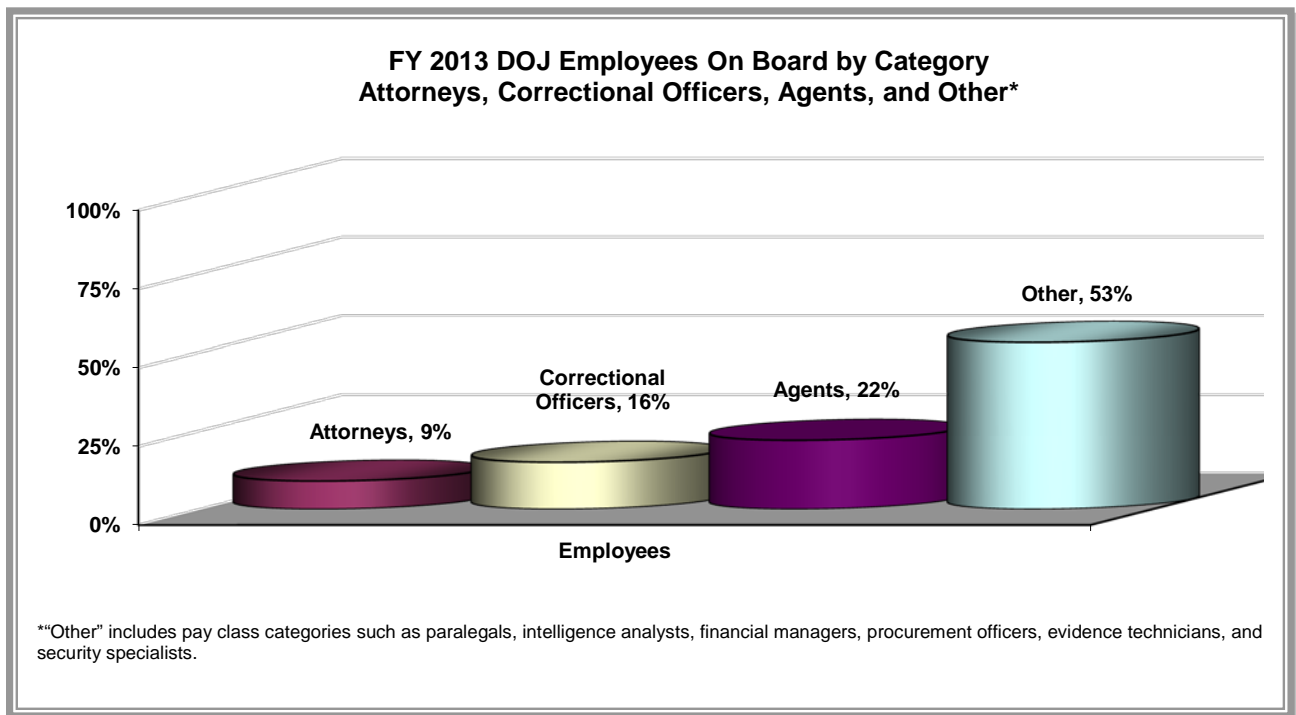
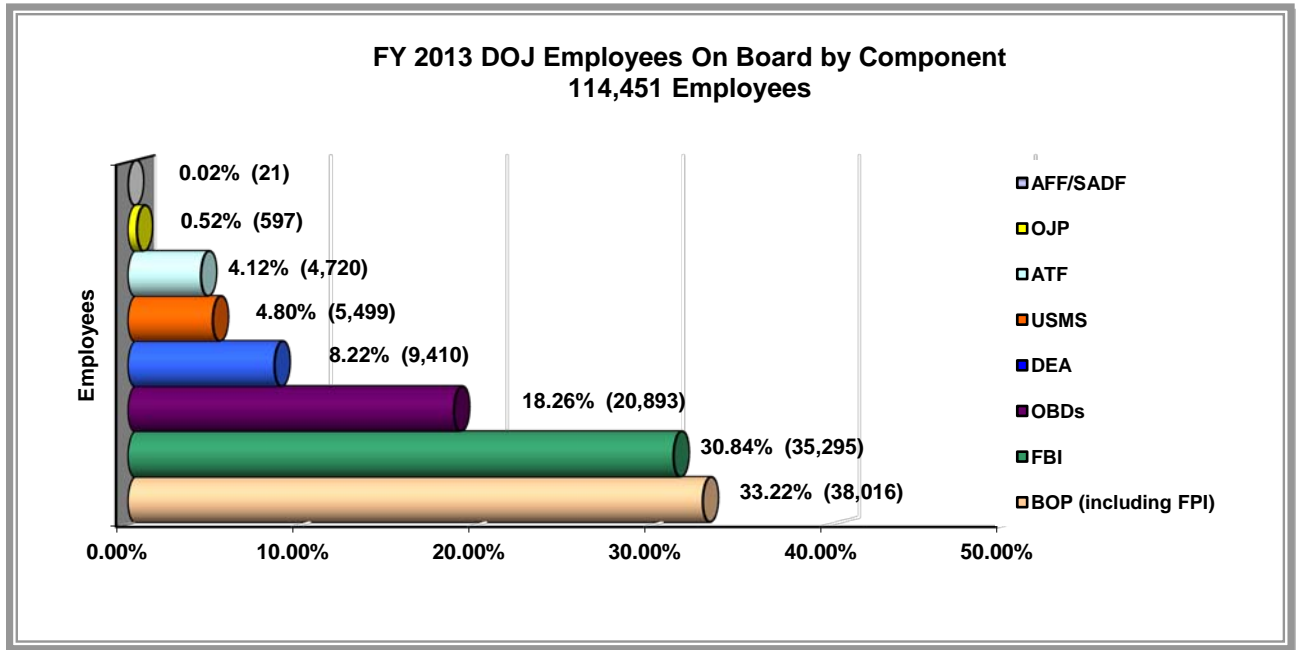
#### Divisions

Antitrust Division  
Civil Division  
Civil Rights Division  
Criminal Division  
Environment and Natural Resources  
Division  
Justice Management Division  
National Security Division  
Tax Division

## Summary of Financial Information

### FY 2013 Resource Information

The following pages provide summary-level resource and performance information regarding the Department's operations for FY 2013. The charts on this page reflect employees on board as of September 21, 2013.



**Table 1. Sources of DOJ Resources**  
(Dollars in Thousands)

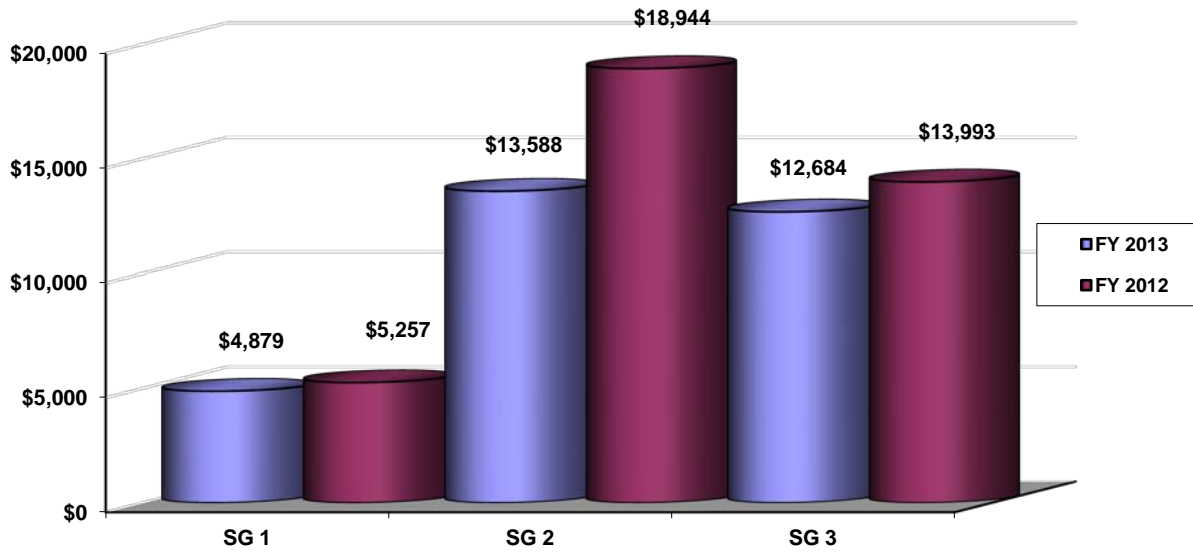
Source	FY 2013	FY 2012	% Change
<b>Earned Revenue:</b>	\$3,113,417	\$3,115,804	<b>(0.1)%</b>
<b>Budgetary Financing Sources:</b>			
Appropriations Received	28,123,027	27,693,689	<b>1.6%</b>
Appropriations Transferred-In/Out	255,845	330,471	<b>(22.6)%</b>
Nonexchange Revenues	1,496,352	2,803,960	<b>(46.6)%</b>
Donations and Forfeitures of Cash and Cash Equivalents	1,826,480	4,194,465	<b>(56.5)%</b>
Transfers-In/Out Without Reimbursement	140,230	109,395	<b>28.2%</b>
Other Adjustments	(2,576,563)	(192,761)	<b>(1,236.7)%</b>
<b>Other Financing Sources:</b>			
Donations and Forfeitures of Property	185,772	120,275	<b>54.5%</b>
Transfers-In/Out Without Reimbursement	2,080	(12,623)	<b>116.5%</b>
Imputed Financing from Costs Absorbed by Others	801,659	878,014	<b>(8.7)%</b>
Other Financing Sources	(6,166)	(5,199)	<b>(18.6)%</b>
<b>Total DOJ Resources</b>	<b>\$33,362,133</b>	<b>\$39,035,490</b>	<b>(14.5)%</b>

**Table 2. How DOJ Resources Were Spent**  
(Dollars in Thousands)

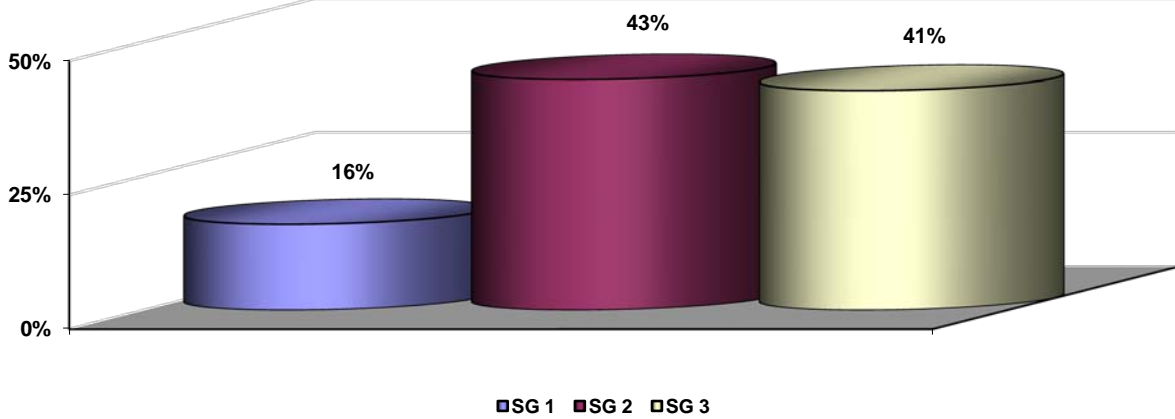
Strategic Goal (SG)	FY 2013	FY 2012	% Change
<b>1</b> Prevent Terrorism and Promote the Nation's Security Consistent with the Rule of Law			
Gross Cost	\$5,294,213	\$5,727,278	
Less: Earned Revenue	<u>415,488</u>	<u>470,233</u>	
Net Cost	4,878,725	5,257,045	<b>(7.2)%</b>
<b>2</b> Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law			
Gross Cost	15,020,702	20,059,682	
Less: Earned Revenue	<u>1,432,577</u>	<u>1,115,263</u>	
Net Cost	13,588,125	18,944,419	<b>(28.3)%</b>
<b>3</b> Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels			
Gross Cost	13,949,532	15,523,414	
Less: Earned Revenue	<u>1,265,352</u>	<u>1,530,308</u>	
Net Cost	12,684,180	13,993,106	<b>(9.4)%</b>
<b>Total Gross Cost</b>	<b>34,264,447</b>	<b>41,310,374</b>	
<b>Less: Total Earned Revenue</b>	<b><u>3,113,417</u></b>	<b><u>3,115,804</u></b>	
<b>Total Net Cost of Operations</b>	<b>\$31,151,030</b>	<b>\$38,194,570</b>	<b>(18.4)%</b>



**Comparison of Net Costs by Strategic Goal - FY 2013 and 2012**  
 (Dollars in Millions)



**FY 2013 Percentage of Net Costs by Strategic Goal**



## Analysis of Financial Statements

The Department's financial statements received an unmodified audit opinion for the fiscal years ended September 30, 2013 and 2012. These statements were prepared from the accounting records of the Department in accordance with the accounting principles generally accepted in the United States and Office of Management and Budget (OMB) Circular A-136, *Financial Reporting Requirements*. These principles are the standards promulgated by the Federal Accounting Standards Advisory Board (FASAB).

The following information highlights the Department's financial position and results of operations in FY 2013. The complete set of financial statements, related notes, and the opinion of the Department's auditors can be found in the Department's FY 2013 Agency Financial Report, which is available online at:

<http://www.justice.gov/ag/annualreports/afr2013/TableofContents.htm>.

**Assets:** The Department's Consolidated Balance Sheet as of September 30, 2013, shows \$41.4 billion in total assets, a decrease of \$1.8 billion over the previous year's total assets of \$43.2 billion. Fund Balance with U.S. Treasury (FBWT) was \$23.2 billion, which represented 56 percent of total assets.

**Liabilities:** Total Department liabilities were \$15.3 billion as of September 30, 2013, a decrease of \$595 million from the previous year's total liabilities of \$15.9 billion. This decrease is primarily due to reduction in the estimation in grant liabilities and accruals related to payroll activities.

**Net Cost of Operations:** The Consolidated Statement of Net Cost presents the Department's gross and net cost by strategic goal. The net cost of the Department's operations totaled \$31.2 billion for the fiscal year ended September 30, 2013, a decrease of \$7.0 billion from the previous year's net cost of operations of \$38.2 billion. This decrease is related to the full recognition of the expense associated with the September 11<sup>th</sup> Victim Compensation Fund liability in FY 2012 and the effects of sequestration in FY 2013.

Brief descriptions of some of the major costs for each Strategic Goal are as follows:

Strategic Goal	Description of Major Costs
1	Includes resources dedicated to counterterrorism initiatives for ATF, CRM, DEA, FBI, NSD, USAs, and USMS
2	Includes resources for the AFF/SADF, ATF, BOP, COPS, CRS, DEA, FBI, Foreign Claims Settlement Commission (FCSC), Organized Crime Drug Enforcement Task Forces (OCDETF), OJP, Office of Legal Counsel, Office of the Pardon Attorney (OPA), Office of the Solicitor General (OSG), OVW, USAs, USMS, INTERPOL Washington, UST, ATR, CIV, CRT, CRM, ENRD, TAX and services to America's crime victims
3	Includes resources for BOP, EOIR, Fees and Expenses of Witnesses, FBI, FPI, OJP, Justice Prisoner Alien Transportation System, USMS, and U.S. Parole Commission

Management and administrative costs, including the costs for the Department's leadership offices, JMD, and others, are allocated to each strategic goal based on full-time equivalent (FTE) employment.<sup>1</sup>

**Budgetary Resources:** The Department's FY 2013 Combined Statement of Budgetary Resources shows \$39.5 billion in total budgetary resources, a decrease of \$5.8 billion from the previous year's total budgetary resources of \$45.3 billion. The decrease shown on the Other Adjustment line in Table 1 is primarily attributed to effects of the sequestration in FY 2013 which significantly decreased appropriations and mandated rescissions.

**Net Outlays:** The Department's FY 2013 Combined Statement of Budgetary Resources shows \$30.2 billion in net outlays, a decrease of \$1.4 billion from the previous year's total net outlays of \$31.6 billion. This decrease is related to budget reductions and spending authority.

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<sup>1</sup> FTE employment means the total number of regular straight-time hours (i.e., not including overtime or holiday hours) worked by employees, divided by the number of compensable hours applicable to each fiscal year. Annual leave, sick leave, compensatory time off, and other approved leave categories are considered "hours worked" for purposes of defining FTE employment.

## Data Reliability and Validity

The Department views data reliability and validity as critically important in the planning and assessment of its performance. As such, the Department makes every effort to ensure completeness and improve reliability of its performance information by performing “data scrubs” (routine examination of current and historical data sets, as well as looking toward the future for trends) to ensure the data we rely on to make day-to-day management decisions are as accurate and reliable as possible and targets are ambitious enough given the resources provided. In an effort to communicate our data limitations and commitment to providing accurate data, this document includes a discussion of data validation, verification, and any identified data limitations for each performance measure presented. The Department ensures each reporting component providing data for this report meets the following criteria:

*At a minimum, performance data are considered reliable if transactions and other data that support reported performance measures are properly recorded, processed, and summarized to permit the preparation of performance information in accordance with criteria stated by management. Performance data need not be perfect to be reliable, particularly if the cost and effort to secure the best performance data possible will exceed the value of any data so obtained.*

## Summary of Performance in FY 2013

The Government Performance and Results Act (GPRA) requires an agency’s Strategic Plan to be updated every four years and cover a period of not less than four years forward from the fiscal year in which it is submitted.

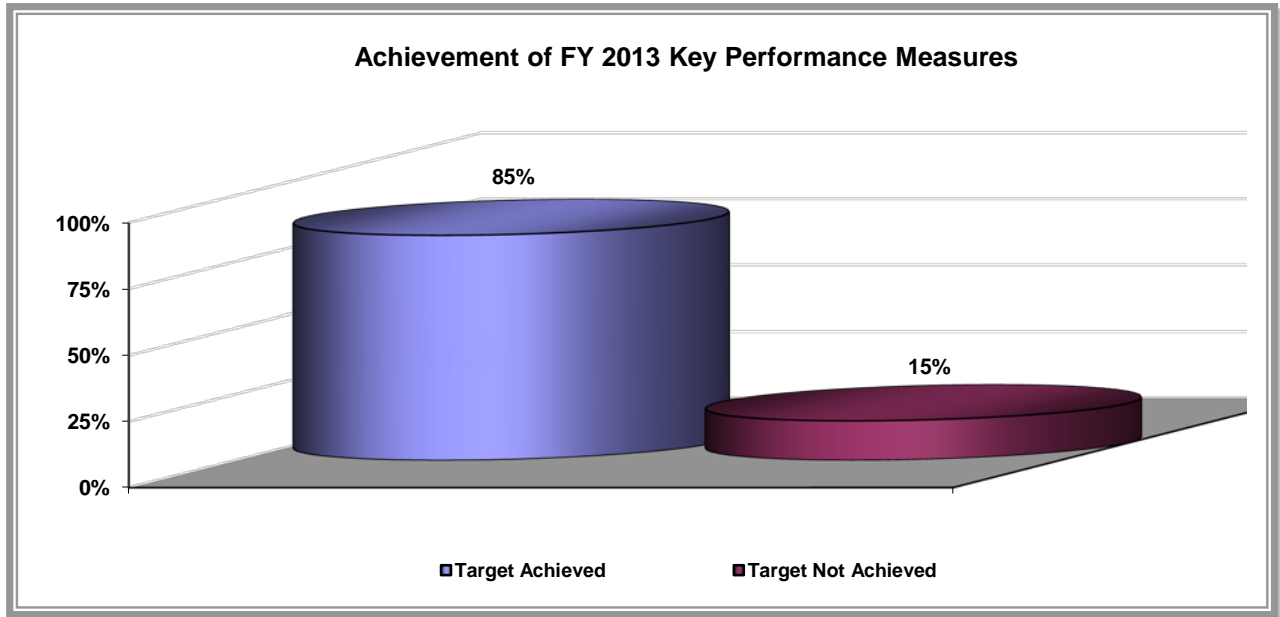
The Department’s new FY 2014-2018 Strategic Plan, which contains three strategic goals, is used for this report. The Department’s Plan also includes 30 key performance measures addressing DOJ’s highest priorities toward achieving its long-term outcome goals. The Department’s full Performance Report for these measures is included in Section II of this document. The Department strives to present the highest-level outcome-oriented measures available and fully report the accomplishments achieved during the reporting period.

During FY 2013, Departmental leadership continued to display a clear commitment to performance management through the reliance on formal quarterly status reviews. Additionally, Departmental components have worked to improve the quality and timeliness of financial and performance information that inform quarterly status reporting and operating plans.

The Department achieved 85 percent of its key measures in FY 2013. For this report, eight new measures are being baselined in FY 2014 and will begin reporting next year. The Department continues to emphasize long-term and annual performance measure development, placement of key performance indicators on cascading employee work plans, and Department-wide quarterly status reporting.

In FY 2013, the Department continued to examine its performance management system and implement improvements, where necessary. Additional improvement areas include developing trend reports and continuing to improve the quality and utility of performance information.

The chart below summarizes the Department's achievement of its FY 2013 key performance measures.



Please note that several performance measures reported in the Department's FY 2012 Performance and Accountability Report, including the FY 2012-2013 Priority Goals, have been retired and replaced with new measures aligning to the FY 2014-2018 Strategic Plan. Results from these retired performance measures can be found in the Department's FY 2013 Agency Financial Report, which is available online at: <http://www.justice.gov/ag/annualreports/afr2013/TableofContents.htm>.

## FY 2014 – 2015 Priority Goals

The FY 2012 OMB Budget and Performance Plan guidance memorandum required federal agencies to identify a limited number of Priority Goals that are considered priorities for both the Administration and the agency, have high relevance to the public or reflect the achievement of key agency missions, and would produce significant results over a 12 to 24 month timeframe. The Priority Goals should also represent critical elements of a federal agency's strategic plan and are linked to the larger DOJ policy framework and strategic plan goals.

The Department developed a new set of FY 2014-2015 Priority Goals to replace the FY 2012-2013 Priority Goals. The new Priority Goals align with the FY 2014-2018 Strategic Plan, and will be reported on a quarterly basis via performance.gov. The FY 2014-2015 Priority Goals are:

**Priority Goal 1, National Security: Protect Americans from terrorism and other threats to National Security, including cyber security threats.**

**By September 30, 2015, the Department of Justice will:**

- **Disrupt 125 terrorist threats and groups and disrupt and dismantle 200 cyber threat actors**

**Priority Goal 2, Violent Crime: Protect our Communities by Reducing Gun Violence using smart prevention and investigative strategies in order to prevent violent acts from occurring. By September 30, 2015, the Department will:**

- **Increase the number of records submitted to the National Instant Criminal Background Check System (NICS) Index by states and federal agencies by 10%;**
- **Increase the number of records entered into the National Integrated Ballistic Information Network (NIBIN) by 3%; and**
- **Increase the number of NIBIN "hits", that is, the linkage of two or more separate crime scene investigations, based upon comparisons of the markings made on fired ammunition recovered from crime scenes by 3%.**

**Priority Goal 3, Financial and Healthcare Fraud: Reduce financial and healthcare fraud. By September 30, 2015, the Department of Justice will:**

- **Reduce by 3 percent, the number of financial and healthcare fraud investigations pending longer than 2 years to efficiently and effectively drive those investigations to resolution.**

**Priority Goal 4, Vulnerable People: Protect vulnerable populations by increasing the number of investigations and litigation matters concerning child exploitation, human trafficking, and non-compliant sex offenders; and by improving programs to prevent victimization, identify victims, and provide services. By September 30, 2015, working with federal, state, local, and tribal partners, protect potential victims from abuse and exploitation through three sets of key indicators:**

- **Open investigations concerning non-compliant sex offenders, sexual exploitation of children, and human trafficking**
- **Open litigation matters concerning sexual exploitation of children and human trafficking**
- **Percent of children recovered within 72 hours of issuance of an AMBER alert**

## Possible Effects of Existing, Currently Known Demands, Risks, Uncertainties, Events, Conditions, and Trends

The Department's leadership is committed to ensuring its programs and activities will continue to be focused on meeting the dynamic demands of the changing legal, economic, and technological environments of the future.

### Sequestration

- The Department's budget was reduced by over \$1.6 billion in FY 2013 due to sequestration.
- The loss of DOJ staff was the biggest impact of sequestration and prior year funding constraints on the Department. The Department's mission and its employees are inextricably linked: we cannot fulfill our mission without our employees. As of September 21, 2013, DOJ lost over 3,505 staff since January 2011 due to budget constraints. The Department has fewer staff to conduct investigations, address legal matters, adjudicate immigration cases, and support state, local, and tribal partners. Sequestration affected not only the Department, but also the Courts and other key participants in the criminal justice system, resulting in delayed access to justice.

### Technology

- Advances in high-speed telecommunications, computers, and other technologies are creating new opportunities for criminals, new classes of crimes, and new challenges for law enforcement.
- Growing dependence on technology is creating an increasing vulnerability to illegal acts, especially white collar crime and terrorism.

### Economy

- Amount of regulation and the pace of economic growth and globalization are changing the volume and nature of anti-competitive behavior.
- The interconnected nature of the world's economy is increasing opportunities for criminal activity, including money laundering, white collar crime, and alien smuggling, as well as the complexity and scope of civil justice matters.

### Government

- Changes in the fiscal posture or policies of state and local governments could have dramatic effects on their capacity to remain effective law enforcement partners, e.g., the ability and willingness of these governments to allow federal use of their jail space affects achievement of detention goals.

### Globalization

- Issues of criminal and civil justice increasingly transcend national boundaries, requiring the cooperation of foreign governments and involving treaty obligations, multinational environment and trade agreements, and other foreign policy concerns.

**Social-Demographic**

- The numbers of adolescents and young adults, now the most crime-prone segment of the population are expected to grow rapidly over the next several years.

**Unpredictable**

- Responses to unanticipated natural disasters and their aftermath require the Department to divert resources to deter, investigate, and prosecute disaster-related federal crimes, such as charity fraud, insurance fraud and other crimes.
- Changes in federal laws may affect responsibilities and workload.
- Much of the litigation caseload is defensive. The Department has little control over the number, size, and complexity of the civil lawsuits it must defend.