

PART II

Performance Section—FY 2004 Performance Report (Unaudited)

OVERVIEW

This section of the document presents to the President, the Congress, and the public a clear picture of how the Department of Justice (DOJ or the Department) is working towards accomplishing its mission. The Performance Report provides a summary discussion of the Department's four strategic goals, and reports out on the key measures by detailing the program objective, FY 2004 target and actual performance, as well as a discussion section explaining whether the target was or was not achieved. Each key measure also includes information related to: data collection and storage; data validation and verification; and data limitations.

At the Department, performance planning and reporting is companion to the budget process. We recognize that performance information is vital to making resource allocation decisions and should be an integral part of the budget. In addition to annual performance reporting, the Department provides detailed component-specific annual performance plans within individual budget submissions, which also serves as the Department's annual performance plan.

MEASURING DEPARTMENTAL IMPACT

Throughout FY 2004, the Department continued to improve our measures by establishing long-term performance goals and indicators reflecting results, not just workload or processes. For example, we focused law enforcement efforts on disrupting and dismantling targeted criminal groups, such as major drug trafficking organizations. In areas such as litigation, where results-oriented measurement is particularly difficult, we developed a new measure that will capture case resolutions for all of our litigating divisions. We will keep working to establish meaningful outcome-oriented goals and measures.

Measuring law enforcement performance presents unique challenges. Success for the Department is highlighted when justice is served fairly and impartially and the public is protected. In many areas, our efforts cannot be reduced to numerical counts of activities. Additionally, trying to isolate the effects of our work from other factors that affect outcomes over which the Department has little or no control presents a formidable challenge. We are pleased to report that violent and property crime rates in the United States (U.S.) remain at the lowest levels in 31 years; however, the Department does not rely on this macro-level indicator in measuring its performance. Many factors contribute to the rise and fall of the crime rates, including federal, state, local, and tribal law enforcement activities and sociological, economic, and other factors. Instead, we have focused on more targeted indicators such as those described above.

MEASURE REFINEMENT

Performance measurement is an iterative process. We strive to present the highest-level outcome-oriented measures available. Each year, measures are replaced and refined due to a number of reasons, some of which are outside of the control of the Department. Overall, changes in performance measurement fall into three categories, which we note prior to the title of the measure on the following pages, where appropriate: *Measure Refined* – the display has been modified slightly as better data have become available; *New Measure* – this measure is new to the report; *Title Refined* – the title has been modified for clarity, however, the reported data remains unchanged.