

INTRODUCTION

"The American dream is about living and prospering in a secure, lawful, hopeful, and safe society, and it is a dream that for many years has been protected in large part by the actions and the activities of men and women just like you . . . we are the stewards of the American dream!"

*Attorney General Alberto R. Gonzales
February 15, 2006*

These words, spoken by Attorney General Alberto R. Gonzales to Department of Justice employees on the occasion of the first anniversary of his swearing in as Attorney General, speak to the tremendous responsibility of the Department to preserve the American dream for all those who live on our soil.

The responsibility extends over the broad spectrum of American life. It begins, however, with the fight on terrorism. Without a measure of security against enemies who seek to destroy the American promise of liberty and prosperity, the American dream cannot be realized. Since the attacks of September 11, 2001, providing that security has been the Department's top priority. As Deputy Attorney General Paul J. McNulty has said: "The extent of September 11th's impact on the Department of Justice cannot be overstated." As described in these pages, we will continue to enhance our counterterrorism capabilities by strengthening and restructuring our organizations, setting new priorities, and developing new investigative and prosecutorial methods. Moreover, we will continue to work vigorously within the Department, as well as with agencies outside, to improve how we collect, maintain, use, and disseminate intelligence information to preempt any future attacks.

Our responsibility extends beyond providing security from terrorists, however. It extends to making our streets safe for our families; to protecting our children from pernicious predators who exploit the advances of technology and the anonymity of the Internet to achieve their nefarious aims; and to ridding our communities of illegal guns and drugs, which erode our chances to live in a safe society and pursue our dreams.

DOJ's dedicated employees strive to create a level playing field for all Americans, by targeting those who would abuse their power, whether it be in government or the corporate world; they stand as advocates for the American people to protect the American way, whether by preserving the environment, business opportunity, or the stability of the justice system created by our forefathers and preserved by the generations of Americans that followed.

In his address, Attorney General Gonzales pledged all the Department's assets to a resolute approach to protect the dream: "With whatever resource we obtain as a department, we will work smarter, better, and more efficiently, which are the hallmark traits of good government and public service." The *DOJ Strategic Plan for FY 2007-2012* describes how we will use our resources. It assures the public that those resources will be devoted to our most critical mission areas, and that none will be wasted through duplicative or overlapping activities.

The plan describes comprehensive, realistic, multiyear strategies for carrying out the Department's mission and meeting our responsibilities. It is oriented toward achieving our vision of securing equal justice for all, enhancing respect for the rule of law, and making America a safer and less violent nation. It provides to the President, the Congress, and the American people an overview of the problems and challenges the Department faces in the years ahead and the goals and objectives we have set for ourselves. It is a reaffirmation of our commitment to be responsible stewards of the American dream.

THE DEPARTMENT OF JUSTICE MISSION, ORGANIZATION, AND CORE VALUES

General, the Department of Justice comprises some 40 separate component organizations, some with multiple areas of expertise, others with areas that are very specialized. (See organization chart.)

Mission

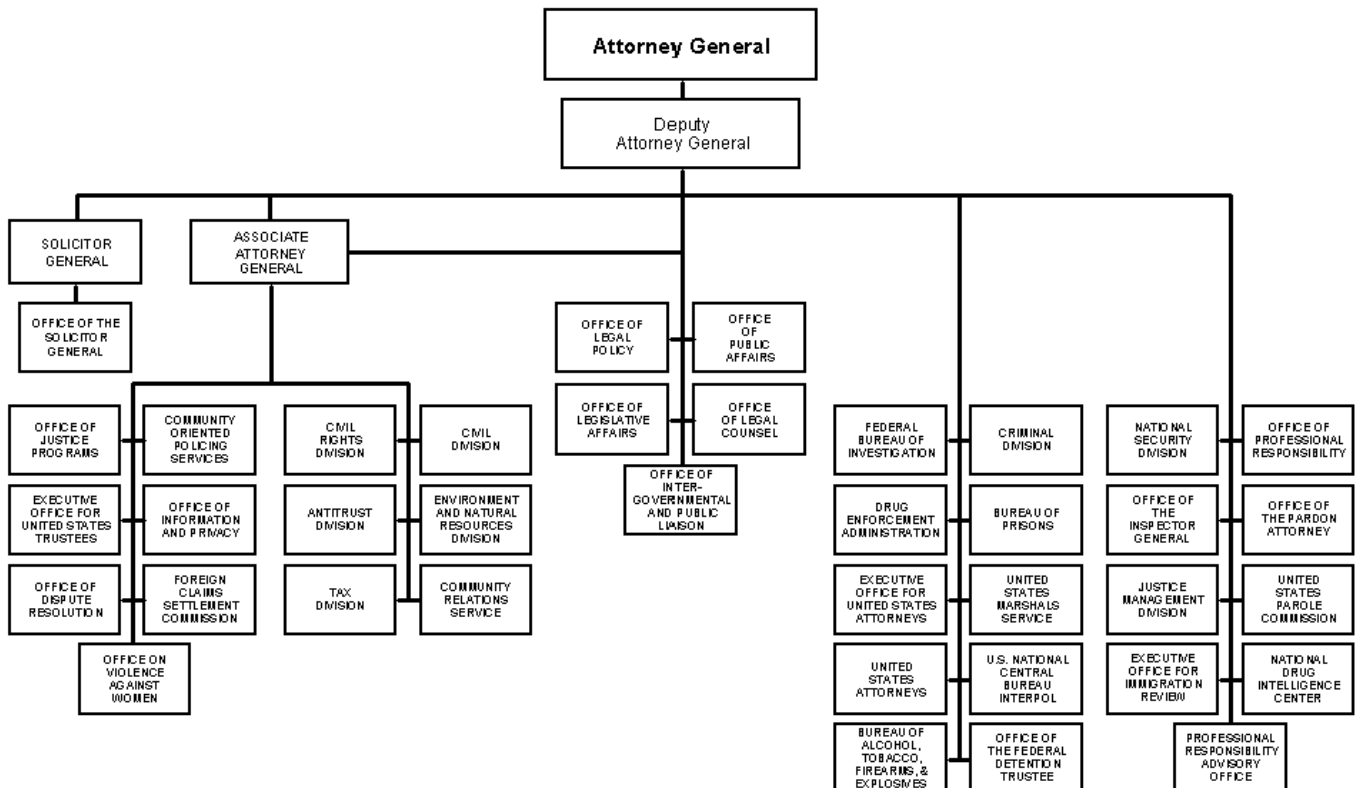
The mission statement of the Department of Justice reflects the breadth of its responsibility: "...to enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling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

Organization

A mandate as broad as that of the Department of Justice requires an organizational structure capable of meeting it. Led by the Attorney

These components include the United States Attorneys, who prosecute offenders and represent the United States Government in court; the major investigative agencies – the Federal Bureau of Investigation; the Drug Enforcement Administration; and the Bureau of Alcohol, Tobacco, Firearms, and Explosives – which deter and investigate crimes, and arrest criminal suspects; the United States Marshals Service, which protects the federal judiciary, apprehends fugitives, and detains persons in federal custody; the Office of the Federal Detention Trustee, which oversees detention management; and the Federal Bureau of Prisons which confines convicted offenders. The most recently established component is the National Security Division, which brings together national security, counterterrorism, counterintelligence, and foreign intelligence

U.S. DEPARTMENT OF JUSTICE



surveillance operations under a single authority.

Litigating divisions represent the interests of the American people and enforce federal criminal and civil laws. These organizations include the Antitrust Division, Civil Division, Civil Rights Division, Criminal Division, Environmental and Natural Resources Division, and Tax Division. The Office of Justice Programs and the Office of Community Oriented Policing Services provide leadership and grant assistance to state, tribal, and local governments, while the Office on Violence Against Women is responsible for activities under the Violence Against Women Acts of 1994 and 2000.

Other major departmental components include the National Drug Intelligence Center, the United States Trustees, the United States Parole Commission, the Justice Management Division, the Executive Office for Immigration Review, the Community Relations Service, the Office of the Inspector General, and several offices that advise the Attorney General on policy, law, legislation, and oversight.

Headquartered in Washington, D.C., the Department conducts most of its work in offices located throughout the country and overseas. To execute the mission, the Department depends on each of its 106,000 loyal, skilled, and dedicated employees.

Core Values

Our core values underlie our work, inform our strategic goals, and guide our employees:

❖ *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.

❖ *Honesty and Integrity*

We adhere to the highest standards of ethical behavior, cognizant that as custodians of public safety our motives and actions must be beyond reproach.

❖ *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.

❖ *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.

PLANNING, PERFORMANCE, AND BUDGET

The Department of Justice Strategic Plan for Fiscal Years 2007-2012 is prepared pursuant to the requirements of the Government Performance and Results Act. It updates and supersedes the strategic plan published by the Department at the end of September 2003, covering fiscal years (FY) 2003-2008. This updated plan, the first under Attorney General Alberto R. Gonzales, incorporates a number of changes that reflect the goals, objectives, and areas of emphases embraced by this Attorney General.

The plan for 2007-2012 also modifies slightly the alignment of the Department's strategic goals and objectives to facilitate alignment with the DOJ budget. The plan identifies three major goals instead of the four delineated in the last plan; the number of objectives rises by one, to 19. Supporting the objectives within the three goals are underlying management and support initiatives that cut across all program lines. Tied to these initiatives are the Office of Records Management Policy, Office of the Inspector General, Office of Professional Responsibility, and the Public Responsibility Advisory Office.

Support and enabling activities also incorporate elements of the President's Management Agenda.

Within the Department, strategic planning is the heart of the Department's efforts to implement performance-based management. The cycle involves setting long-term goals and objectives, translating these goals and objectives into budgets and program plans, implementing programs and monitoring their performance, and evaluating results. In this cycle, the Department's strategic plan provides the overarching framework for component strategic plans as well as annual performance plans, budgets, and reports.

The FY 2007 - 2012 plan has been updated using a mix of bottom-up and top-down approaches. Early in the process, components were invited to propose goals and objectives that they deemed most important to their missions. These proposals were reviewed by the Strategic Plan Working Group, which had general oversight responsibility for the plan's revision. The Group, led by the Assistant Attorney General for Administration, is composed of officials from the Offices of the Attorney General and Deputy Attorney General, as well as from the Offices of Legal Policy, Legislative Affairs, and the Inspector General. The Working Group represented the Department's leadership, and facilitated the clearance process through the Attorney General and his staff.

We regard this strategic plan as an improvement over its predecessors. Nevertheless, we recognize that further improvements can be made. Implementing a system that effectively links planning, budgeting, and performance is an ongoing process that demands constant, significant attention from the agency's leadership, as well as from its rank and file employees.

ORGANIZATION OF THE PLAN

The plan is divided into six sections. The first section introduces the plan and provides background information. The second gives an overview of the major issues and trends that are

driving our strategic goals and objectives. The next three sections set forth those goals, objectives, and strategies for the next 5 years. The last section provides a description of the key programs and initiatives, including the President's Management Agenda, which support or enable the mission. The Appendices include: (A) a listing of the long-term outcome goals for activities described in the plan; (B) a crosswalk between the strategic objectives in this plan compared to the previous version; (C) a schedule of ongoing and planned program evaluations within the components; (D) a summary of the external factors that may affect goal achievement; (E) a glossary of abbreviations and acronyms, and (F) a list of Justice component web sites.

The scope and complexity of the Department's mission make it impossible to describe in a single document the full range and content of the Department's programs and activities. Where appropriate, reference has been made to other plans and reports that provide more detailed information in specific areas. Included among these are the strategic plans drafted by several of the larger DOJ components. To access these plans, please refer to the specific component's web site.

This plan is available at <http://www.usdoj.gov>.