

**United States Marshals Service
FY 2020 Performance Budget
President's Budget**

Salaries and Expenses Appropriation



March 2019

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I. United States Marshals Service (USMS) Overview

A. Introduction

The USMS requests \$1,373,416,000 for the Salaries and Expenses (S&E) appropriation to fund 5,212 positions, 3,885 Deputy U.S. Marshals (DUSMs), 23 Attorneys, and 4,946 full time equivalent (FTE) excluding reimbursable FTE. This request is an increase of \$61,924,000 from the FY 2019 Continuing Resolution funding level. This increase includes \$46,817,000 in adjustments-to-base (ATBs) and \$15,107,000 in program increases. These budget increases are necessary to meet the workload trends in USMS' core missions and enhance capacity to effectively address departmental priorities and initiatives.

Budget	Salaries & Expenses			
	Positions	DUSMs	FTE	Amount (\$000)
FY 2018 Enacted	5,177	3,850	4,928	\$1,311,492
FY 2019 Continuing Resolution	5,177	3,850	4,928	\$1,311,492
FY 2020 Request	5,212	3,885	4,946	\$1,373,416

The USMS request includes 122 positions and \$130,260,000 for information technology (IT) program. The USMS supports major IT areas such as mission modernization (the Capture initiative), tactical radio infrastructure, IT helpdesk support, wide and local area networking, voice communications support for voice and video teleconferencing, Unified Financial Management System (UFMS) program implementation, secured systems for protective operations and other IT-related services performing security and associated functions supporting law enforcement missions and administrative operations.

Electronic copies of the Department of Justice's Congressional Budget Justifications and Capital Asset Plan and Business Case exhibits can be viewed or downloaded from the Internet using the Internet address: <http://www.justice.gov/02organizations/bpp.htm>.

B. Organizational Background

History

The Judiciary Act of 1789 established the original 13 Federal judicial districts and called for appointment of a Marshal for each district. The Senate confirmed President Washington's nomination of the first Marshals on September 26, 1789.

The Attorney General began supervising the Marshals in 1861. Marshals have been under the purview of the Department of Justice (DOJ) since the Department's creation in 1870. In 1956, the Deputy Attorney General established the Executive Office for United States Marshals as the first organization to supervise the Marshals nationwide. On May 12, 1969, DOJ Order 415-69 established the U.S. Marshals Service, with its Director appointed by the Attorney General. On November 18, 1988, the USMS was officially established as a bureau within the Department under the authority and direction of the Attorney General with its Director appointed by the President.

Mission

The USMS protects, defends, and enforces the American justice system. This mission requires the USMS to provide for the personal protection of Federal jurists, court officers, witnesses, and other threatened persons in the interests of justice; provide Federal judicial security, including the security of buildings housing the judiciary, the personal security of judicial officers, and the assessment of threats made to judicial officers; investigate and apprehend fugitives and non-compliant sex offenders; secure and transport Federal prisoners; execute Federal court orders; and seize and manage assets forfeited to the government.

As America's first and most versatile Federal law enforcement agency, the USMS is considered the Nation's Police Force. The USMS continues to build on its legacy of steadfast service and unique position in the country's Federal justice system. Today, the USMS is a force of approximately 5,000 deputies and civil servants who protect the judicial process, the cornerstone of American democracy. The USMS uses the influence and reach gained through its accomplished history and broad authority to collaborate with other Federal, state, local, and international law enforcement agencies, as well as with concerned citizens and members of the judiciary, to form a united front against crime.

The USMS strategic plan identifies mission challenges and strategies to mitigate these challenges. This road map guides resource investment, establishes the steps to improve operational performance, and positions the USMS to meet future challenges. Over the past few years, the USMS has successfully executed its broad mission authority even as new mandates and congressional legislation have resulted in dynamic growth across program areas, often without the corresponding support infrastructure. To successfully implement the strategic plan while continuing to excel in executing the mission, transformational change is required. Therefore, the plan addresses workforce and infrastructure in addition to the mission areas.

U.S. Marshals Perform a Wide Range of Duties

Since 1789, Federal marshals have served the nation in a variety of vital law enforcement roles. The USMS consists of 94 district offices and personnel stationed at more than 400 locations throughout the 50 states, Puerto Rico, Guam, the Northern Mariana Islands, the Virgin Islands, and the District of Columbia. A U.S. Marshal appointed by the President or the Attorney General heads each district. The USMS headquarters is located in the Washington, D.C. area.

All USMS duties and responsibilities emanate from its core mission to ensure the safe, effective functioning of the Federal judicial process. The USMS occupies a uniquely central position in the Federal justice system, and is involved in virtually every Federal law enforcement initiative.

Deputy U.S. Marshals and career employees execute the following nationwide, day-to-day assignments:

Fugitive Apprehension

Deputy U.S. Marshals engage in critical operations to prevent violent crime and enforce the rule of law:

- conducting domestic and international fugitive investigations;
- investigating noncompliant sex offenders for violations of registration laws;
- assisting state, local, and other Federal law enforcement agencies in locating and recovering missing children;
- leading fugitive task forces comprised of local, state, and Federal, law enforcement partner agencies to apprehend violent fugitives from justice;
- planning and implementing the extradition and deportation of fugitives;
- seizing assets gained by illegal means and providing for the custody, management, and disposal of forfeited assets;
- conducting financial and technical surveillance on specific fugitive investigations; and
- executing all lawful writs, process, and orders issued under the authority of the United States (serving court papers), which is also known as service of process.



Judicial and Courthouse Security

Deputy U.S. Marshals provide for the physical and facility security of the judicial system:



- managing defendants in custody while in court;
- protecting judges, prosecutors, jurists, witnesses, and threatened persons in the interests of justice where criminal intimidation impedes on the judicial process or any other official proceeding;
- analyzing and investigating threats and inappropriate communications made to judicial officers;
- conducting courtroom and courthouse security;
- planning courthouse facility renovations;
- managing courthouse security systems; and
- conducting courthouse and residential security surveys.



Prisoner Security and Transportation

Deputy U.S. Marshals provide for the organized receipt, transport, and temporary care of Federal prisoners and defendants:



- fingerprinting all defendants in the Federal court system;
- securing prisoners and defendants in custody in the cellblock;
- transporting prisoners and defendants in custody between the jail and courthouse, between Federal judicial districts and states;
- receiving prisoners from other Federal law enforcement agencies;
- providing prisoner housing and other services related to Federal detainees; and
- conducting jail inspections to ensure the safety and security of its prisoners.



Protection of Witnesses

Deputy U.S. Marshals provide a valuable tool in the battle against major criminal conspirators and organized crime:

- operating the Federal government's Witness Security Program;
- ensuring the safety of protected witnesses and their families;
- providing 24-hour protection of government witnesses while they are in designated danger areas for the purposes of testimony or court-related appearances;
- producing protected witnesses for court proceedings; and
- providing new identities with authentic documentation and relocating protected witnesses and their families.

Operations Support

Deputy U.S. Marshals deploy to provide law enforcement assistance in a variety of tactical and emergency response scenarios:

- performing security, rescue, and recovery activities for high threat and emergency events such as natural disasters and civil disturbances;
- planning and implementing emergency operations including Continuity of Government activities;
- providing medic, canine, and tactical communication support to USMS missions;
- performing audits and inspections of U.S. Marshals operations;
- providing protection for the Strategic National Stockpile and coordination with the Centers for Disease Control and Prevention; and
- protecting America through constant readiness, incident management, operations, and training critical to mission success.



U.S. Marshals Service Responds to Shifting Priorities

The role of the U.S. Marshals has profoundly impacted the history of the United States since the time when America was expanding across the continent into western territories. With changes in prosecutorial emphasis, the mission of the USMS has transitioned as well. More recently, law enforcement priorities have shifted with changing social mandates. Examples include:

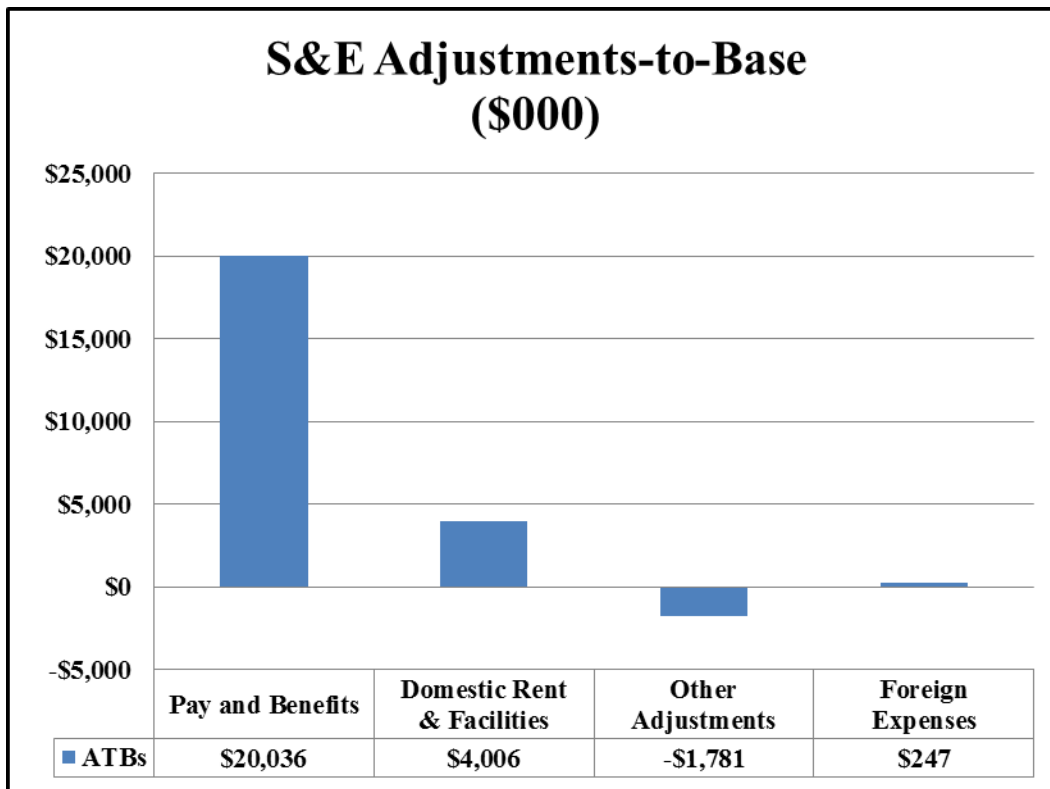
- In the 1960s, DUSMs provided security and escorted Ruby Bridges and James Meredith to school following Federal court orders requiring segregated Southern schools and colleges to integrate.
- In 1973, the Drug Enforcement Administration (DEA) was created, resulting in a greater focus on drug-related arrests. The USMS immediately faced rapidly increasing numbers of drug-related detainees, protected witnesses, and fugitives. In the present day, the renewed focus on controlled substances and a nationwide opioid crisis have given rise to an increase in drug-related workload.
- The Presidential Threat Protection Act of 2000 (Public Law (P.L.) 106-544) directed the USMS to provide assistance to state and local law enforcement agencies in the location and apprehension of their most violent fugitives. As a result, the USMS increased the size and effectiveness of its regional and district-based fugitive apprehension task forces, thus providing a critical “force multiplier” effect that aids in the reduction of violent crime across the nation. District Task Forces (DTFs) and Regional Fugitive Task Forces (RFTFs) combine the efforts of Federal, state, and local law enforcement agencies to locate and apprehend the most violent fugitives under the expertise and supervision of USMS Criminal Investigators.
- Expansion of illegal immigration enforcement activities, including the implementation of Operation Streamline in 2005, increased Federal prosecutions of immigration offenders, which resulted in a significant increase to USMS workload. Recently, the Attorney General has prioritized immigration prosecutions, which directly affects the USMS’ prisoner and fugitive workload along the Southwest Border
- The Adam Walsh Child Protection and Safety Act of 2006 (AWA) (P.L. 109-248) strengthened Federal penalties by making the failure to register (FTR) as a sex offender a Federal offense. This Act directs the USMS to “assist jurisdictions in locating and apprehending sex offenders who violate sex offender registry requirements.” In response, the USMS established the Sex Offender Investigative Branch (SOIB) and opened the National Sex Offender Targeting Center (NSOTC) to carry out its mission to protect the public by bringing non-compliant sex offenders to justice and targeting offenders who pose the most immediate danger to the public in general and to child victims in particular. Additionally, the Child Protection Act of 2012 (P.L. 112-206) provides additional administrative authorities to prosecutors and law enforcement agencies to further combat sex crimes involving children, including administrative subpoena authority, to the USMS Director for cases involving unregistered sex offenders.
- The Justice for Victims of Trafficking Act of 2015 (P.L. 114-22) clarified USMS authority to assist state, local, and other Federal law enforcement agencies in locating and recovering missing children upon request. Previously, the USMS was only authorized to assist with missing child cases in which a warrant was already in place for the suspected abductor/companion. This new authority eliminated the need for a warrant, allowing the USMS to immediately support missing child cases.
- In 2016, the International Megan's Law to Prevent Child Exploitation and Other Sexual Crimes Through Advanced Notification of Traveling Sex Offenders (P.L. 114-119) was enacted. This law assigned a critical role in vetting and providing notification of sex

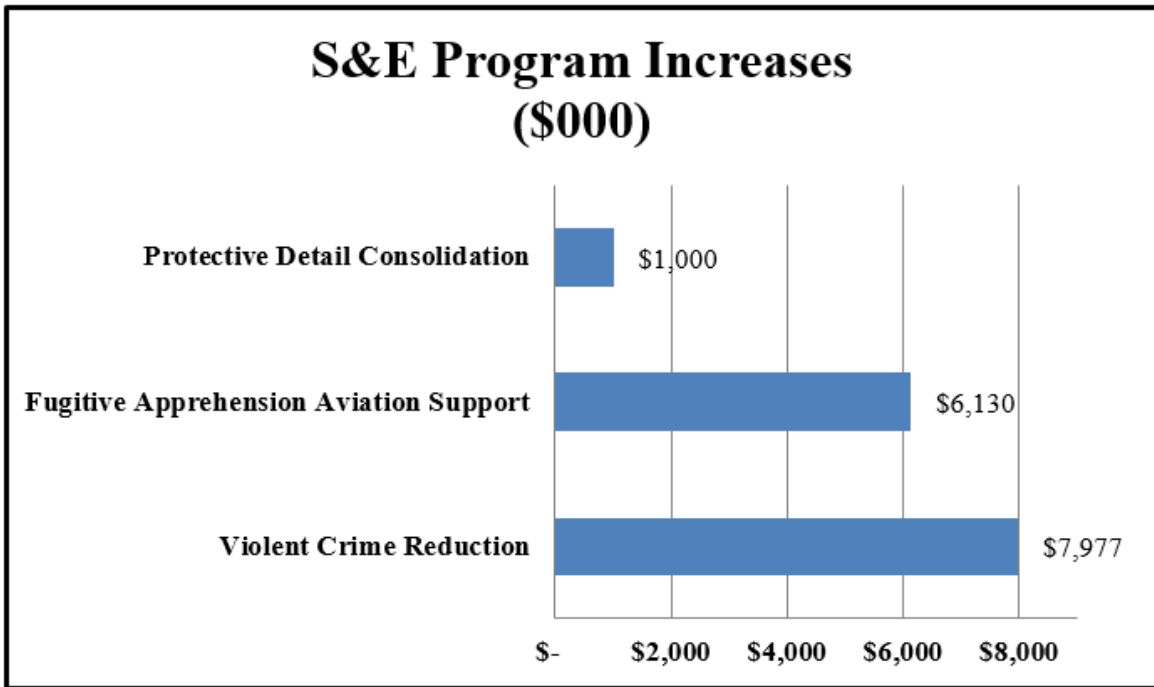
offenders traveling abroad to the USMS National Sex Offender Targeting Center (NSOTC). Under the law, the Department of Homeland Security (DHS) will operate an Angel Watch Center (AWC) within Immigration and Customs Enforcement (ICE). The AWC will provide the NSOTC manifests of registered sex offenders who have scheduled travel within 72 hours. The NSOTC is then required to vet the manifests to identify “covered sex offenders” (i.e., the victim is less than 18 years of age) for the AWC.

In addition to these priorities, because more Federal resources are dedicated to apprehension and prosecution of suspected terrorists and gang members, the USMS is constantly assessing and responding to demands for high-level security required for many violent criminal and terrorist-related court proceedings.

C. USMS Budget

The USMS funding request of \$1,373,416,000 provides the necessary resources for the USMS to maintain and enhance its core functions and increase priority areas. The chart below exhibits the cost distribution of base adjustments.





Total S&E technical and base adjustments for FY 2020 are an increase of \$46,817,000 from the FY 2019 Continuing Resolution.

The USMS also receives reimbursable and other indirect resources from a variety of sources. Some of the larger sources include:

- The Administrative Office of the United States Courts (AOUSC) provides funding for administering the Judicial Facility Security Program.
- The Fees and Expenses of Witnesses (FEW) appropriation provides funding for securing and relocating protected witnesses.
- The Assets Forfeiture Fund (AFF) provides funding for managing and disposing seized assets.
- The Organized Crime Drug Enforcement Task Force (OCDETF) provides funding for apprehending major drug case fugitives.

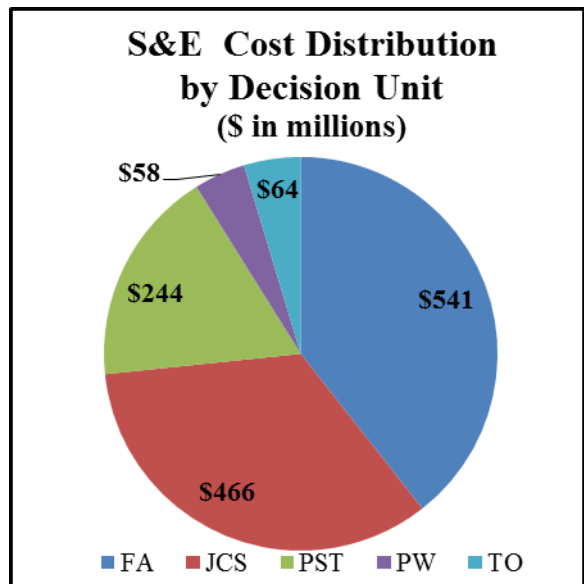
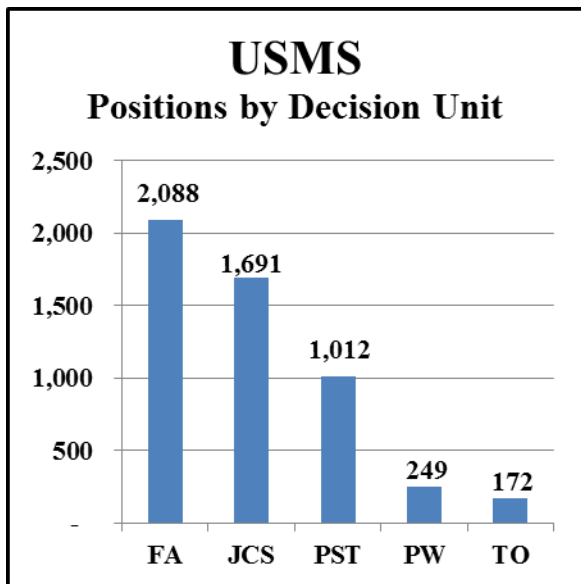
The USMS S&E budget is divided into five decision units. These decision units contain the personnel and funds associated with the following missions:

- **Fugitive Apprehension (FA)** – Reduces violent crime in our communities nationwide by locating and apprehending Federal fugitives, egregious state or local fugitives, and non-compliant sex offenders. Creates and maintains fugitive task forces and cooperative working relationships with Federal, state, local, and foreign law enforcement agencies; develops national expertise in sophisticated technical operations; conducts psychological assessments of sex offenders; and, collects and shares criminal intelligence. This decision unit includes management and disposal of DOJ’s seized and forfeited assets.
- **Judicial and Courthouse Security (JCS)** – Ensures a safe and secure environment for Federal judicial proceedings. Anticipates and deters threats to the judiciary; maintains

the ability to deploy protective measures at any time; and, implements the necessary security measures for all Federal court facilities.

- **Prisoner Security and Transportation (PST)** – Ensures safe and humane custody of all Federal prisoners from time of arrest until the prisoner is acquitted, arrives at a designated Federal Bureau of Prisons facility to serve a sentence, or is otherwise ordered released from U.S. Marshal’s custody. Provides housing, medical care, and transportation throughout the United States and its territories; produces prisoners for all court-ordered appearances; and, protects their civil rights throughout the judicial process.
- **Protection of Witnesses (PW)** – Provides for the security, health, and safety of government witnesses and their immediate dependents whose lives are in danger as a result of their testimony against drug traffickers, terrorists, organized crime members, and other major criminals.
- **Tactical Operations (TO)** – Ensures the USMS is able to respond immediately to any situation involving high-risk/sensitive law enforcement activities, national emergencies, civil disorders, or natural disasters. Maintains a specially trained and equipped tactical unit deployable at any time; provides explosive detection canines; operates a 24-hour Emergency Operations Center; and, ensures Incident Management Teams and Mobile Command Centers are always available.

The charts below represent the position and cost distribution by decision unit for FY 2020.



D. Sustainability

Sustainability efforts will be updated in the *Environmental Management Program Policy* to comply with new Executive Order 13834 which was released on May 17, 2018. The new policy will establish requirements for USMS employees, contractors, interns, and visitors to promote environmental sustainability. In addition, the order directs Federal agencies to manage their

buildings, vehicles, and overall operations to optimize energy and environmental performance, reduce waste, and cut costs.

The USMS continues to reduce its operational carbon footprint by replacing multiple individual or smaller printers with larger, more energy-efficient centralized Multi-Functional Devices (MFDs) capable of printing, copying, faxing, and scanning. MFDs are currently in use at the headquarters in Arlington, Virginia. In FY 2019, the USMS will continue expanding MFDs fielding nationwide.

To promote healthy indoor air quality, the USMS updated its policy to eliminate the use of nicotine containing products such as cigarettes, vapor cigarettes, cigars, pipes, snuff, chew, chaw, dissolvable tobacco products, nicotine gels, and any Electronic Nicotine Delivery Systems or their derivatives in USMS-controlled buildings, courtyards, aircrafts, and vehicles. In addition, the USMS is currently working with an indoor firing range lead removal initiative to ensure lead dust is properly removed from facilities.

E. Challenges

The USMS continues to analyze cost savings measures for economies of scale; communicate transparently with the Department, Office of Management and Budget (OMB), and Congress; and pursue resources to accomplish the USMS' core mission, operate programs, improve detention management, ensure officer safety, and provide the highest possible security for the Federal judicial process.

Staffing Challenges

Hiring

The USMS must establish a workforce structure that maximizes personnel availability for the full scope of duties and responsibilities throughout the agency.

Difficulties in hiring cause significant operational challenges. In addition to backfilling for attrition, the USMS must often accommodate surges in particular activities due to external factors such as new Federal law enforcement initiatives, arrests by other law enforcement components, service of process requests, and judiciary resources. Hiring delays often require the USMS to stretch limited resources across multiple responsibilities or divert personnel away from one area to accommodate new priorities. While the USMS continually seeks to leverage personnel in the most efficient way possible, positions that remain vacant for long durations limit the ability to effectively execute mission-critical functions. To alleviate these constraints, the USMS continues to review its hiring process and evaluate alternatives such as partnering with other DOJ components, working with OPM to alleviate bottlenecks, and exploring other authorities for background investigations.

Retirements

The approaching retirement of a large portion of the DUSM workforce presents a significant challenge. Federal law enforcement officers reach their mandatory retirement age at 57 or after the completion of 20 years of service if then over age 57. More than 1,300 DUSMs will have

retired or be eligible to retire in the next five years, which is more than one-third the total currently onboard. The retiring workforce assume key leadership roles in the agency and also retain the historical knowledge and experience essential to develop the next generation of DUSMs. The USMS must aggressively pursue hiring to not only strategically mitigate staffing gaps but to also ensure new DUSMs receive proper mentorship from the departing workforce.

Fugitive Apprehension

The National Crime Information Center (NCIC) system currently contains more than 2,600,000 warrants of which more than 1,000,000 are felony warrants from state, county, and city agencies. Nearly 600,000 of those warrants meet USMS criteria for current or original charges associated with violent crime, including approximately 15,000 related to homicide and kidnapping; 87,000 for robbery and burglary; 21,000 for weapons-related charges; and 50,000 for sex offenses and registry violations. Further, the USMS has more than 56,000 active fugitive cases outstanding, which includes approximately 39,000 state and local fugitive cases adopted by USMS fugitive task forces.

Workload demands from USMS core missions must be met for the continued safety and security of the judicial process. This constrains the USMS' ability to maintain violent state and local fugitive apprehension production. From FY 2012, when the USMS was at its staffing peak, until FY 2017, the USMS experienced a gradual reduction in the number of state and local violent fugitive cases it received and closed.

From FY 2015 to FY 2017, the USMS experienced a 16 percent growth in the number of new Federal warrants received annually. The USMS has more than 56,000 active fugitive cases, which includes approximately 18,000 Federal fugitives and 38,000 state and local fugitives adopted by USMS fugitive task forces. A significant portion of USMS' active Federal warrants are more than one year old or have a nexus to a foreign country. Personnel shortages present challenges for addressing older and extraterritorial warrants which require significant investigation to develop new leads.

Non-Compliant Sex Offenders

The Adam Walsh Child Protection and Safety Act (AWA) of 2006 designated the USMS as the lead law enforcement agency for apprehension of non-compliant sex offenders. In February 2007, the National Center for Missing and Exploited Children (NCMEC) published a nationwide registered sex offender population of 603,245. NCMEC reports that eleven years later, in December 2018, the registered sex offender population was 917,771 (a 52 percent increase). To combat the prevalence of non-compliant sex offenders, the USMS continues to find innovative ways to stretch its fixed resources.



In response, the USMS trained many of its DUSMs to perform these investigations as a collateral duty. However, due to shrinking personnel numbers to perform core missions, the USMS has been forced to draw back the number of investigations performed by collateral duty sex offender investigation coordinators. While the USMS vigorously pursues AWA violators, these cases are

becoming more complex as technology advances and registrants find, exploit, and share gaps found among and between the sex offender registries.

Protecting the Judicial Process

Increased workload in mandated, non-discretionary functions, such as prisoner and court operations, have placed significant pressure on the ability of USMS Districts to internally staff all of their judicial security responsibilities. Out-of-district support for security and protection details has more than doubled from FY 2015 to FY 2017 with no expectation to diminish until staffing challenges are met. The out-of-district support causes further disruption to the Districts who are called upon for relief.

To effectively provide protection for approximately 2,500 Federal judges and 50,000 other personnel across 700 facilities, the USMS must also meet the challenges associated with rapid technological change and an ever-expanding social media cyber threat. This includes having the very best intelligence, behavioral, and threat analysis; risk assessment methodologies; training of law enforcement and administrative personnel; maximizing workforce utilization; and, ensuring accountability and integrity of USMS programs, personnel, and financial activities through compliance review.

Prisoner Operations

Law enforcement and prosecutorial priorities such as Southwest Border initiatives directly impact USMS prisoner operations requirements. To meet these challenges, the USMS continues to reform business practices to optimize national detention operations. This transformation will include robust interagency and non-governmental collaboration efforts to develop innovative solutions that effectively forecast and manage prisoner processing, housing, transportation, and medical care. In addition, renewed emphasis on drug and immigration crimes presents staffing challenges to USMS Districts who are experiencing significant increases to the number of prisoners received into USMS custody. These prisoners must be booked, produced in court, and transported to and from detention facilities.

II. Summary of Program Changes

Item Name	Description	Positions	FTE	Amount (\$000)	Page
Violent Crime Reduction Initiative	To meet the changes in the workload in USMS core missions and enhance capacity to effectively address departmental priorities and initiatives related to violent crime reduction and immigration enforcement.	35	18	\$7,977	61
Fugitive Apprehension Aviation Support	To modernize and replace outdated USMS investigative aircraft in support of the fugitive apprehension mission.	0	0	\$6,130	68
Protection Detail Consolidation	To standardize protection responsibilities for certain civilian Cabinet level officials.	0	0	\$1,000	76

III. Appropriations Language and Analysis of Appropriations Language

United States Marshals Service

Salaries and Expenses

For necessary expenses of the United States Marshals Service, \$1,373,416,000, of which not to exceed \$6,000 shall be available for official reception and representation expenses, and not to exceed \$15,000,000 shall remain available until expended.

Note.—A full-year 2019 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Continuing Appropriations Act, 2019 (Division C of P.L. 115–245, as amended). The amounts included for 2019 reflect the annualized level provided by the continuing resolution.

Analysis of Appropriation Language

No substantive changes proposed.

General Provisions

Danger Pay: The USMS re-proposes its previous request to extend danger pay authorities to the USMS. This provision expands danger pay authorities to include any USMS employee engaged in, or in active support of, law enforcement activities outside the United States. This provision address disparities that currently exist as a result of the separate authorities afforded the DEA and the Federal Bureau of Investigation (FBI).

IV. Program Activity Justification

A. Judicial and Courthouse Security

<i>Judicial and Courthouse Security</i>	Direct Positions	Estimated FTE	Amount (\$000)
2018 Enacted	1,679	1,501	\$445,657
2019 Continuing Resolution	1,679	1,584	\$445,657
Adjustments to Base and Technical Adjustments	0	0	\$16,828
2020 Current Services	1,679	1,584	\$462,485
2020 Program Increases	12	6	\$3,734
2020 Request	1,691	1,590	\$466,219
Total Change 2019-2020	12	6	\$20,562

<i>Judicial and Courthouse Security – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2018 Enacted	34	34	\$47,267
2019 Continuing Resolution	34	34	\$47,267
Adjustments to Base and Technical Adjustments	6	6	(\$5,087)
2020 Current Services	40	40	\$42,180
2020 Request	40	40	\$42,180
Total Change 2019-2020	6	6	(\$5,087)

1. Program Description

The Judicial and Courthouse Security decision unit includes personal protection of Federal jurists, court officers, and other threatened persons where criminal intimidation impedes the functioning of the judicial process or any other official proceeding, or as directed by the Attorney General; facility security, including security equipment and systems to monitor and protect Federal court facilities; and security of in-custody defendants during court proceedings.

The USMS establishes security by assessing the potential threat, developing security plans based on risks and threat levels, and assigning the level of appropriate security resources required to maintain a safe environment and protect the Federal judicial process. High-security, high-profile events such as cases involving domestic and international terrorists, domestic and international organized criminal organizations, drug traffickers, gangs, and extremist groups require extensive operational planning and support from specially trained and equipped personnel.

DUSMs are assigned to the 94 judicial districts (93 Federal districts and the Superior Court of the District of Columbia) to ensure protected members of the judicial family remain unharmed and the judicial process is unimpeded. The USMS also assigns a Judicial Security Inspector (JSI) to each district to provide specialized knowledge, skills, and competencies for evaluating security at Federal court facilities and off-site for judges, prosecutors, and other protectees. Additionally, the USMS has apportioned inspectors to each of the 12 judicial circuits to supervise protective operations when additional personal security is required due to threat-related activity.

Protective Intelligence

The USMS and FBI work together to assess and investigate all inappropriate communications received. The FBI has responsibility for investigating threats for the purpose of prosecution. The USMS conducts protective investigations that focus on determining a suspect's true intent, motive, and ability to harm the targeted individual, regardless of the possibility for prosecution. These investigations are the USMS' highest priority and involve the systematic discovery, collection, and assessment of available information.

The USMS' Office of Protective Intelligence (OPI) provides guidance and oversight to district offices for investigation of threats and inappropriate communications directed at USMS protected persons and facilities. The OPI serves as the central point of intelligence and information related to the safety and security of members of the judiciary and other USMS protectees. The protective intelligence information OPI collects, analyzes, and disseminates to districts ensures appropriate measures are put into place to protect the judicial process.

Judicial Facility Security Program (JFSP)

The USMS administers the JFSP, funded through the Court Security Appropriation within the Federal judiciary. Central to JFSP's mission is the management of approximately 5,100 contracted Court Security Officers (CSOs) who provide physical security at more than 400 court facilities throughout the nation.

In addition to maintaining physical security of Federal courthouses, the USMS develops and implements electronic security system installation plans to protect courthouses. These capabilities are critical to the safety of judicial officials, courtroom participants, the general public, and USMS personnel. Cameras, duress alarms, remote door openers, and other security devices improve overall security posture. When incidents occur, the USMS is equipped to record events, monitor personnel and prisoners, and send additional staff to identify and stabilize situations requiring a tactical response.

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Judicial and Courthouse Security												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2018		FY 2018		FY 2019		Current Services Adjustments and Program Changes		FY 2020 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,681	\$445,657 [\$14,770]	1,581	\$451,734 [\$14,714]	1,687	\$445,657 [\$12,714]	6	\$20,562 [\$0]	1,693	\$466,219 [\$12,714]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2018		FY 2018		FY 2019		Current Services Adjustments and Program Changes		FY 2020 Request	
			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
Program Activity			1,681	\$445,657 [\$14,770]	1,581	\$451,734 [\$14,714]	1,687	\$445,657 [\$12,714]	6	\$20,562 [\$0]	1,693	\$466,219 [\$12,714]
Performance Measure: Workload	3.1	1. Inappropriate communications/threats to protected court members	3,112		4,542		3,578		466		3,578	
Performance Measure: Output	3.1	2. Threats to protected court members investigated	525		531		465		(60)		465	
Performance Measure: Output	3.1	3. Protective details required/provided to court members	25		9		25		0		25	
Performance Measure: Outcome	3.1	4. Assaults against protected court members*	0		1		0		0		0	

* Denotes inclusion in the DOJ Quarterly Status Report and DOJ Annual Performance Plan

Data Definition, Validation, Verification, and Limitations:

Performance Measure – Workload

1. Inappropriate communications/threats to protected court members:

- a. **Data Definition:** The number of external events that require a protective assessment to determine if the event is a *security incident* – activity that requires documentation, but not further investigation (i.e. disruptive, suspicious, unauthorized persons or events); *preliminary assessment* – investigative activity that is done absent a triggering event. Requires some investigation and may require intelligence or behavioral analyses; or a *predicated protective investigation* – investigative activity where an adequate triggering event is present indicating a crime has or might take place. Requires a significant level of protective response to include comprehensive investigation and intelligence analysis; may involve behavioral analyses and/or protective measures such as a security detail, residential security survey, or security briefing. Success is defined as actuals below the estimate. Estimate represents maximum performance.
- b. **Data Validation and Verification:** Numbers are calculated based on reporting from the Justice Detainee Information System (JDIS) and are validated by the USMS Judicial Security Division.
- c. **Data Limitations:** This data is accessible to all districts and is updated as new information is collected. There may be a lag in the reporting of data.

Performance Measures – Outputs, Efficiencies, and Outcomes

2. Threats to protected court members investigated:

- a. **Data Definition:** The total number of predicated protective investigations opened which are investigative activities with an adequate triggering event, indicating a crime has occurred or might take place. Requires a significant level of protective response to include comprehensive investigation and intelligence analysis; may involve behavioral analyses and/or protective measures such as a security detail, residential security survey, or security briefing. Success is defined as actuals below the target. Target represents maximum performance.
- b. **Data Validation and Verification:** Numbers are calculated utilizing Justice Detainee Information System (JDIS) data and validated by the USMS Judicial Security Division.
- c. **Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

3. Protective details required/provided to court members:

- a. **Data Definition:** A protective detail is a security assignment of 24-hour continuous detail or a portal-to-portal protective detail resulting from threat assessment. Success is defined as actuals below the target. Target represents maximum performance.
- b. **Data Validation and Verification:** Numbers are calculated utilizing Justice Detainee Information System (JDIS) data and validated by the USMS Judicial Security Division.

c. **Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

4. Assaults against protected court members:

a. **Data Definition:** Includes criminal assault motivated by protectee status as Federal jurists, court officers, and other threatened persons in the interest of justice, where criminal intimidation impedes on the functioning of the judicial process or any other official proceeding or as directed by the Attorney General and in-custody defendants during court proceedings. Success is defined as the actual meeting the target.

b. **Data Validation and Verification:** Numbers are calculated utilizing Justice Detainee Information System (JDIS) data and validated by the USMS Judicial Security Division.

c. **Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

Strategic Objective	PERFORMANCE MEASURE TABLE									
	Decision Unit: Judicial and Courthouse Security									
	Performance Report and		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	FY 2020
	Performance Plan Targets		Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Workload	1. Inappropriate communications/threats to protected court family members	768	1,930	2,357	2,847	3,112	4,542	3,578	3,578
3.1	Performance Measure: Output	2. Threats to protected court family members investigated	399	305	384	363	525	531	465	465
3.1	Performance Measure: Output	3. Protective details required/provided to court family members	13	17	14	12	25	9	25	25
3.1	Performance Measure: Outcome	4. Assaults against protected court family members*	0	0	0	0	0	1	0	0
N/A = Data unavailable										
*Denotes inclusion in the DOJ Quarterly Status Reports and DOJ Annual Performance Plan										

3. Performance, Resources, and Strategies

The USMS maintains the integrity of the Federal judicial system by:

- ensuring that U.S. Courthouses, Federal buildings, and leased facilities occupied by the Federal judiciary and the USMS are secure and safe from intrusion by individuals and technological devices designed to disrupt the judicial process;
- guaranteeing that Federal judges, attorneys, defendants, witnesses, jurors, and others can participate in uninterrupted court proceedings;
- assessing inappropriate communications and providing protective details to Federal judges or other members of the judicial system;
- maintaining the custody, protection, and security of prisoners and the safety of material witnesses for appearance in court proceedings; and
- limiting opportunities for criminals to tamper with evidence or use intimidation, extortion, or bribery to corrupt judicial proceedings.

The USMS assesses the threat level at all high-risk proceedings, develops security plans, and assigns the commensurate security resources required to maintain a safe environment, including the possible temporary assignment of DUSMs from one district to another to enhance security. Where a proceeding is deemed high-risk, the USMS district staff and JSIs develop an operational plan well in advance of when a proceeding starts.

Measure: Assaults against court members

FY 2018 Target: 0

FY 2018 Actual: 1

Strategic Objective: Reduce the potential for harm to protected persons through preventive security measures and implementation of a threat-based protective methodology.

Reducing risk through security awareness. The USMS allocates significant resources to promote security awareness and reduce risks to its protected persons. Educating protected persons on security procedures empowers them to take actions that reduce their exposure to risk, equips them to detect and report threats, and reinforces the concept of security as a collective responsibility. In FY 2018, agency personnel delivered 15 security awareness briefings to chief judges and nominees to Federal courts. These briefings deliver vital information regarding the security resources available to protected persons.

Conducting effective, intelligence-driven protective service operations. The USMS has a proven ability to rapidly mobilize resources for protective service operations. In FY 2018, the agency deployed for nine threat-based missions and 460 risk-based missions. The level of effort required to conduct a single mission can be extensive. For example, the 9th Circuit Judicial Conference, the largest conference of its kind in the country, is attended by nearly 800 conferees, including more than 200 Federal judges. The USMS requires 54 personnel to provide protective details and on-site security for multiple venues for the four-day conference. Agency personnel work closely with state and local law enforcement, the

Federal Bureau of Investigation (FBI), and the U.S. Supreme Court Police to conduct mission planning, gather protective intelligence, and complete protective security advances.

Strategic Objective: Increase the effectiveness of USMS intelligence capabilities.

Building cyber investigations capability. To meet modern-day judicial security challenges, the USMS established the Cyber Investigations Unit (CIU) in FY 2016. In FY 2018, 20 formal threat assessments and 50 online exposure assessments and reviewed more than 100,000 social media posts. CIU's specialized knowledge was leveraged to lead the agency-wide initiative to establish interim guidance on conducting online investigations.

Meeting the need for protective intelligence support at all levels. The USMS adopted an information sharing and analysis center concept across its protective intelligence business line to improve the flow of threat-based information within the USMS and to its external partners. To implement this new concept, the agency's Threat Management Center processed more than 1,800 new assessments and 440 new predicated investigations in FY 2018.

Improving organizational knowledge management. To better prepare for periods of transition, the USMS prioritized the preservation of institutional knowledge by developing standard operating procedures (SOPs), resource libraries, and business process architecture diagrams. To ensure effective administration of its inter- and intra-agency obligations, the agency codified existing exchanges and identified priority partners with whom to establish Memoranda of Understanding (MOUs). As part of this endeavor, the agency established a library to house its judicial security MOUs with the Departments of Education, Health and Human Services, and Homeland Security, the General Services Administration, the Administrative Office of the U.S. Courts, Executive Office of the U.S. Attorneys, the U.S. Tax Court, and the International Criminal Police Organization (INTERPOL). For its judicial security mission, the agency developed SOPs for data collection and validation as well as standardized and centrally housed other mission-related SOPs.

Strategy: Develop a long-term strategy to ensure the USMS has the capabilities to address complex physical security issues.

Building the capacity of state, local, and tribal law enforcement partners. To support DOJ Strategic Goal III: Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels, the agency developed the State and Local Facility Assessment Program and the Mobile Assessment Team. The Mobile Assessment Team is composed of 16 judicial security inspectors strategically located to assist state, local, and tribal governments in facility assessments. Each team member has successfully completed the DHS Physical Security Training Program.

Creating a well-aligned organization. To this end, in FY 2017, the agency merged two safety and security offices to eliminate redundancies and streamline processes for and management of security-related projects. This merger was identified and undertaken as part the Office of Management and Budget's (OMB) Agency Reform Plan initiative.

Strategy: Assess the CSO workforce and hiring practices to ensure mission needs are being met.

Improving communication with stakeholders of the CSO Program. The agency maintains avenues for formal communication with CSO Program stakeholders. To improve communication with CSO vendors, judicial security leadership conducts a biannual CSO Round Table and follows updated procedures for corresponding with CSO vendors. To improve communication to the field, monthly CSO staffing reports are sent to USMS districts.

Ensuring accountability for CSO performance. Consistent enforcement of security policies and procedures contributes to a security-minded culture. One method used to monitor compliance with such policies and procedures is covert physical intrusion testing of CSOs at screening posts located in judicial facilities. During these tests, CSOs are unknowingly tested on their ability to apply appropriate screening techniques. Those who fail the test are issued a performance standard violation, which precludes them from resuming their CSO responsibilities until successful completion of remedial training. In FY 2018 the agency conducted 882 intrusion tests resulting in a 100 percent completion rate for all districts. The agency is committed to proactively identifying and addressing security vulnerabilities.

Strategy: Modernize Physical Security Access Control Systems.

Physical Security Access Control Systems are used to safeguard judicial facilities through video surveillance, intrusion detection, and facility access controls. In FY 2018, the USMS continued implementation of several measures to improve the management of these vital systems. One of these was application of a risk-based and intelligence-driven model to prioritize projects across the country. The model, which incorporates historical system performance data, system age, threat intelligence, and facility attributes, ensures that those systems with the highest risk are identified and prioritized for maintenance, upgrade, or replacement. This approach enables the agency to make informed decisions that mitigate the highest risk and address the most urgent vulnerabilities. In FY 2018, the agency issued 231 new electronic security project task orders and funded seven upgrades.

B. Fugitive Apprehension

<i>Fugitive Apprehension</i>	Direct Positions	Estimated FTE	Amount (\$000)
2018 Enacted	2,074	1,853	\$515,502
2019 Continuing Resolution	2,074	2,001	\$515,502
Adjustments to Base and Technical Adjustments	0	0	\$15,916
2020 Current Services	2,074	2,001	\$531,418
2020 Program Increases	14	7	\$9,321
2020 Request	2,088	2,008	\$540,739
Total Change 2019-2020	14	7	\$25,237

<i>Fugitive Apprehension – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2018 Enacted	41	41	\$56,998
2019 Continuing Resolution	41	41	\$56,998
Adjustments to Base and Technical Adjustments	6	6	(\$6,135)
2020 Current Services	47	47	\$50,863
2020 Request	47	47	\$50,863
Total Change 2019-2020	6	6	(\$6,135)

1. Program Description

The Fugitive Apprehension decision unit includes domestic and international fugitive investigations, fugitive extraditions and deportations, sex offender investigations, technical operations, and the management and disposal of seized and forfeited assets. The USMS is authorized to investigate such fugitive matters, both within and outside the United States, as directed by the Attorney General, although this authorization is not to be construed to interfere with or supersede the authority of other Federal agencies or bureaus.

Domestic Fugitive Investigations

The USMS is the Federal government's primary agency for apprehending fugitives and provides assistance and expertise to other Federal, state, and local law enforcement agencies in support of fugitive investigations. The USMS works aggressively to reduce violent crime through the

apprehension of fugitives using a nationwide network of task forces and other investigative resources such as criminal intelligence, electronic, air, and financial surveillance.

Currently, the USMS is the lead agency for 56 district-led fugitive task forces and eight Regional Fugitive Task Forces (RFTFs). District task forces, composed of district USMS personnel and state and local law enforcement officers, investigate Federal felony warrants where the USMS has execution authority and egregious state and local fugitives within the district. RFTFs partner with Federal, state, and local law enforcement agencies and focus investigative resources to locate and apprehend the most egregious state and local fugitives within the task force's region, and to assist in high-profile investigations that identify criminal activities for future state and Federal prosecutions. The nationwide network of USMS fugitive task forces focuses investigative efforts and resources to impact violent crime by targeting fugitives wanted for committing violent felony offenses.

The USMS prioritizes investigation and apprehension of some of the country's most dangerous fugitives by allocating resources and funding to its 15 Most Wanted Fugitive Program and Major Case Fugitive Program. These initiatives target high-profile offenders who tend to be career criminals with histories of violence and pose a significant threat to public safety.

In addition, the USMS is responsible for the majority of fugitive investigations conducted on behalf of OCDETF. In partnership with OCDETF, the USMS assists state and local partner agencies in apprehending numerous drug-related and organized crime felons who are eventually prosecuted at the state level.

International Fugitive Investigations

In addition to domestic investigations, the USMS investigates international fugitives. The globalization of crime, coupled with the immediate mobility of fugitives, requires an intensive effort to identify, locate, apprehend, and remove transnational fugitives who flee the jurisdiction of one country only to seek refuge in another. The USMS developed several international fugitive programs to effectively combat this challenge. Resources committed to this mission include four foreign field offices, six regional desks at Headquarters, and the Canada and Mexico investigative liaison programs. Additionally, the USMS oversees liaison positions at the INTERPOL–United States National Central Bureau (USNCB), the DOJ Office of International Affairs (OIA), and the El Paso Intelligence Center (EPIC). The USMS also provides direction, oversight, and training on international investigations and the extradition process to Federal, state, local, and foreign law enforcement agencies and prosecutors' offices.

The USMS is the lead agency responsible for investigation and apprehension of international and foreign fugitives. Through MOUs with Federal law enforcement agencies and from requesting state or local agencies, the USMS has apprehension responsibility for fugitives who leave the jurisdiction of the United States. Extraterritorial investigations are conducted in concert with other law enforcement agencies in countries lacking a USMS presence. Through agreements with USNCB, OIA, and foreign law enforcement authorities, the USMS also investigates foreign fugitives within the borders of the United States.

Of the USMS active fugitive caseload, the International Investigations Branch (IIB) has open active investigations on more than 1,000 international fugitives who have fled the United States, and is also investigating over 200 fugitives wanted by foreign countries who are believed to be in the United States. The IIB also tracks fugitives who have valid U.S. warrants, but cannot be returned to the United States due to limitations of bilateral treaties or cases not accepted for prosecution. These fugitives are tracked to ensure investigative due diligence for potential removal should circumstances change.

The management and execution of the U.S. Government's extradition program is a second critical mission. The USMS has statutory responsibility for conducting complex international extraditions from foreign countries to the United States on behalf of all Federal, state, and local law enforcement agencies. The USMS manages extradition logistics through strong partnerships with OIA, U.S. law enforcement personnel abroad, and foreign authorities. The USMS reciprocates by assisting foreign authorities conducting extraditions from the United States.

Sex Offender Investigations

As the lead law enforcement agency responsible for investigating sex offender registration violations, the USMS has three distinct missions pursuant to the Adam Walsh Child Protection and Safety Act:

- assisting state, local, tribal, and territorial authorities in the location and apprehension of non-compliant sex offenders;
- investigating violations of 18 USC § 2250 and related offenses; and
- assisting in identification and location of sex offenders relocated due to major disasters.

The USMS carries out its duties in partnership with state, local, military, tribal, and territorial law enforcement authorities and works closely with the National Center for Missing and Exploited Children.

The USMS established the NSOTC to further enhance its capabilities and support state and local partners. The NSOTC and the USMS Sex Offender Investigation Coordinators in the field partner with the DOJ's Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) and agencies such as Department of Defense (DOD), INTERPOL, the Department of State – Diplomatic Security Service (DOS-DSS), and Customs and Border Protection to identify, locate, and prosecute non-compliant sex offenders domestically and internationally. Additionally, the NSOTC now receives notification from the DOD's Military Correctional Branch when military convicted sex offenders are released, which allows enforcement officials to better identify non-compliant sex offenders for arrest and prosecution. Sex offender investigation activities also support the DOJ's National Strategy for Child Exploitation Prevention and Interdiction.

Technical Operations

The Technical Operations Group (TOG) provides the USMS, other Federal agencies, and state or local law enforcement agencies with the most timely and technologically advanced electronic

surveillance and investigative intelligence. TOG operates from eight Regional Technical Operations Centers (RTOCs) and 21 field offices throughout the United States and Mexico. Annually, the USMS assists hundreds of other Federal, state, and local law enforcement agencies in support of thousands of the nation's most critical and time-sensitive investigations.

TOG comprises two branches that work synergistically – the Electronic Surveillance Branch (ESB) and the Air Surveillance Branch (ASB). The ESB provides state-of-the-art electronic surveillance assistance in fugitive investigations. It deploys sophisticated commercial and sensitive technical surveillance technologies for the interception of hard line and cellular telecommunications, Wi-Fi collection and emitter location, and Global Positioning System (GPS) and radio frequency tagging/tracking. The ESB also conducts computer and cellular exploitation and on-scene forensic extraction, photo/video surveillance, and Technical Surveillance and Countermeasure (TSCM) sweeps to detect surreptitious monitoring devices.

The ASB provides aerial support for missions throughout the USMS using specially-equipped fixed wing aircraft outfitted with advanced avionics, surveillance, and communications capabilities. The aircraft and pilots, co-located with the RTOCs, provide investigative, surveillance, and reconnaissance capabilities including still and motion aerial imagery and enhancement, aerial RF beacon tracking, mobile communication command and control, and electronic surveillance package deployment in support of fugitive investigative missions.

TOG is the USMS liaison to the U.S. Intelligence Community (IC) with respect to signal intelligence, measurement and signature intelligence, imagery intelligence, electronic intelligence, and communications intelligence. The USMS also shares its investigative tactics, techniques, and procedures with certain members of the IC and DOD. This collaborative effort has allowed all participants to enhance their capabilities and mission readiness.

Asset Forfeiture

The USMS serves as the primary custodian for the DOJ Asset Forfeiture Program (AFP), whose mission is to support the consistent and strategic use of asset forfeiture to disrupt and dismantle criminal enterprises, deprive wrongdoers of the profits and instrumentalities of criminal activity, deter crime, and restore property to victims of crime while protecting individual rights. The USMS provides fiduciary stewardship to ensure that assets seized for forfeiture are managed and disposed of efficiently and effectively. DOJ AFP participating agencies include DEA, FBI, ATF, Food and Drug Administration, DOS-DSS, DOD Criminal Investigation Service, U.S. Postal Inspection Service, and each of the U.S. Attorney's offices.

USMS Asset Forfeiture Financial Investigators (AFFI) proactively identify assets during investigations by working with investigative agencies and U.S. Attorney's offices to conduct financial analyses that determine net equities of assets targeted for forfeiture, execute court orders, and assist in the physical seizure and security of the assets. AFFI positions are funded from the AFF, and work exclusively in the USMS AFP.

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Fugitive Apprehension												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2018		FY 2018		FY 2019		Current Services Adjustments and Program Changes		FY 2020 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			2,262	\$515,502 [\$10,529]	2,078	\$516,153 [\$10,445]	2,007	\$515,502 [\$3,839]	7	\$25,237 [\$0]	2,014	\$540,739 [\$3,839]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2018		FY 2018		FY 2019		Current Services Adjustments and Program Changes		FY 2020 Request	
			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Program Activity			2,262	\$515,502 [\$10,529]	2,078	\$516,153 [\$10,445]	2,007	\$515,502 [\$3,839]	7	\$25,237 [\$0]	2,014	\$540,739 [\$3,839]
Performance Measure: Workload	3.1	1. Number of Federal fugitives	50,869		54,176		51,591		722		51,882	
Performance Measure: Output	3.1	2. Number of assets received	11,288		13,927		11,288		0		11,288	
		a. Cash	7,600		9,795		7,600		0		7,600	
		b. Complex Assets	88		187		88		0		88	
		c. All Other Assets	3,600		3,945		3,600		0		3,600	
Performance Measure: Outcome	3.1	3. Number of Federal warrants cleared	31,711		36,578		Retire		N/A		Retire	

Decision Unit: Fugitive Apprehension			Target		Actual		Target		Changes		Requested (Total)	
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2018		FY 2018		FY 2019		Current Services Adjustments and FY 2020 Program Changes		FY 2020 Request	
Performance Measure: Output	3.1	4. Non-Compliant Sex Offender Investigations	1,840		2,394		1,867		27		1,895	
Performance Measure: Output	3.1	5. Number of assets disposed	11,488		13,302		11,488		0		11,488	
		a. Cash	7,600		9,464		7,600		0		7,600	
		b. Complex Assets	88		145		88		0		88	
		c. All Other Assets	3,800		3,693		3,800		0		3,800	
Performance Measure: Output	3.1	6. Comparison of value returned to Fund										
		a. Jewelry, Arts, Antiques & Collectibles	85%		111%		85%		0		85%	
		b. Real Property	75%		82%		75%		0		75%	
		c. Vehicles	60%		72%		60%		0		60%	
Performance Measure: Outcome	3.1	7. Assets disposed with Procedural Timeframes by Category*										
		a. Real Property	75%		79%		70%		5%		75%	
		b. Conveyances (vehicles, vessels and aircraft)	85%		90%		85%		0		85%	
Performance Measure: Outcome	3.1	8. Number of USMS Federal and egregious non-Federal fugitives apprehended/ cleared	105,541		104,568		104,473		376		104,078	
Performance Measure: Outcome	3.1	9. Number and percent Federal fugitives apprehended/cleared*	30,520	60%	34,935	64%	30,955	60%	1,186	0%	31,129	60%

* Denotes inclusion in the DOJ Quarterly Status Report

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Workload

1. Federal fugitives:

- a. Data Definition:** Wanted fugitives include all those wanted at the beginning of the fiscal year, plus all fugitive cases received by the USMS throughout the fiscal year. Fugitives with multiple warrants are counted once.
- b. Data Validation and Verification:** Warrant and fugitive data is verified by a random sampling of National Crime Information Center (NCIC) records generated by the FBI. The USMS coordinates with district offices to verify that warrants are validated against the signed paper records. The USMS then forwards the validated records back to NCIC.
- c. Data Limitations:** Data is accessible to all districts and updated as new information is collected. There may be a reporting lag.

2. Number of assets received – includes a count of the number of assets received during the fiscal year.

- a. Data Definition (Cash):** The count of unique cash asset IDs received into USMS custody.

Data Definition (Complex Assets): The number of assets IDs categorized as commercial business, financial instrument, or intangible asset received into USMS custody.

Data Definition (All Other Assets): The total number of unique asset IDs, less cash and complex assets, received into USMS custody.

- b. Data Validation and Verification:** Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls.
- c. Data Limitations:** Data is estimated based up the date extracted, as Consolidated Asset Tracking System (CATS) data entry is continuous.

Performance Measures – Outputs, Efficiencies, and Outcomes

3. Number of Federal warrants cleared:

- a. Data Definition:** A warrant is considered cleared if the fugitive is arrested, has a detainer issued, or the warrant is dismissed.
- b. Data Validation and Verification:** Warrant and fugitive data is verified by a random sampling of NCIC records generated by the FBI. The USMS coordinates with district offices to verify that warrants are validated against the signed paper records. The USMS then forwards the validated records back to NCIC.
- c. Data Limitations:** Data is accessible to all districts and updated as new info is collected. There may be a reporting lag.

4. Non-compliant sex offender investigations:

- a. Data Definition:** Opened investigations of violators of the Adam Walsh Child Protection and Safety Act that reach the level of the Attorney General’s Guidelines for Conducting Domestic Investigations.
- b. Data Validation and Verification:** Office of Compliance Review (OCR) annual Self-Assessment Guide (SAG) review of cases to DOJ and USMS policy and procedures. OCR also conducts annual on-site inspections of Districts and Divisions each year.
- c. Data Limitations:** Data entry often lags behind operations causing a delay in timely and accurate information. This lag varies by office size, staffing and other intangibles.

5. Number of assets disposed:

- a. Data Definition (Cash):** The count of unique cash asset IDs in USMS custody.
Data Definition (Complex Asset): The number of assets IDs categorized as commercial business, financial instrument, or intangible asset received into USMS custody.
Data Definition (All Other Assets): The total number of unique asset IDs, less cash and complex assets disposed.
- b. Data Validation and Verification:** Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls
- c. Data Limitations:** Data is estimated based on the date extracted, as CATS data entry is continuous.

6. Comparison of Value Returned to the Fund:

- a. Data Definition (Jewelry, Arts, Antiques, and Collectibles):** The percent proceeds returned to the fund through the sale of Jewelry, Arts, Antiques, and Collectibles (JAAC). The percentage is calculated by sale value of the asset at disposal, less management and disposition fees; divided by the appraised value.
- b. Data Definition (Real Property):** The percent proceeds returned to the fund through the sale of Real Property. The percentage is calculated as sale value of the asset at disposal, less management and disposition fees; divided by appraised value.
- c. Data Definition (Vehicles):** The percent proceeds returned to the fund through the sale of Vehicles. The percentage is calculated as sale value of the asset at disposal, less management and disposition fees; divided by the appraised value.
- d. Data Validation and Verification:** Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls.
- e. Data Limitations:** Data is estimated based on the date extracted, as CATS data entry is continuous.

7. Assets Disposed Within Procedural Timeframes by Category:

- a. Data Definition (Real Property):** The number of real property assets disposed within established procedural timeframes, divided by the total number of real property assets disposed.

Data Definition (Conveyances) [Vehicles, Vessels and Aircraft]: The number of conveyances disposed within established procedural timeframes, divided by the total number of conveyances disposed.

- b. Data Validation and Verification:** Data is estimated based on date extracted, as CATS data entry is continuous.
- c. Data Limitations:** Data is estimated based on the date extracted, as CATS data entry is continuous.

8. Number of USMS Federal and egregious non-Federal fugitives apprehended/cleared:

- a. Data Definition:** Includes physical arrest, directed arrest, surrender, dismissal, and arrest by another agency, when a Federal fugitive is taken into custody on a detainment order, and warrants that are dismissed to the other cleared categories. It also includes egregious non-Federal felony fugitives, including targeted state and local fugitives with an offense code of homicide, kidnapping, sexual assault, robbery, assault, threats, arson, extortion, burglary, vehicle theft, dangerous drugs, sex offenses, obscenity, family offenses, obstructing the police, escape, obstruction of justice, weapon offenses, and/or crime against persons.

- b. Data Validation and Verification:** See Federal fugitives (warrants) above. Prior to assigning state and local warrants, the Supervisory Deputy U.S. Marshal (SDUSM) or designee is responsible for reviewing each case to verify it meets above criteria.

- c. Data Limitations:** Data is accessible to all districts and updated as new info is collected. There may be a reporting lag.

9. Number and Percent of Federal fugitives apprehended/cleared:

- a. Data Definition:** Percent cleared is calculated as the number of cleared fugitives divided by the sum of received fugitives (fugitives with a warrant issued during the fiscal year) and on-hand fugitives (fugitives with active warrants at the start of the fiscal year).

- b. Data Validation and Verification:** Warrant and fugitive data is verified by a random sampling of NCIC records generated by the FBI. The USMS coordinates with district offices to verify that warrants are validated against the signed paper records. The USMS then forwards the validated records back to NCIC.

- c. Data Limitations:** Data is accessible to all districts and updated as new info is collected. There may be a reporting lag.

Strategic Objective	PERFORMANCE MEASURE TABLE									
	Decision Unit: Fugitive Apprehension									
	Performance Report and Performance Plan Targets		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	FY 2020
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Workload	1. Number of Federal fugitives	48,493	49,061	51,510	52,862	50,869	54,176	51,591	51,882
3.1	Performance Measure: Output	2. Number of assets received	N/A	N/A	13,537	12,321	11,288	13,927	11,288	11,288
		a. Cash	N/A	N/A	7,721	8,112	7,600	9,795	7,600	7,600
		b. Complex Assets	N/A	N/A	183	106	88	187	88	88
		c. All Other Assets	N/A	N/A	5,633	4,103	3,600	3,945	3,600	3,600
3.1	Performance Measure: Outcome	3. Number of Federal warrants cleared	31,900	32,002	34,537	35,982	31,711	36,578	Retire	Retire
3.1	Performance Measure: Output	4. Non-Compliant Sex Offender Investigations	2,059	1,867	1,920	2,352	1,840	2,394	1,867	1,895
3.1	Performance Measure: Output	5. Number of assets disposed	21,431	19,575	15,949	12,790	11,488	13,302	11,488	11,488
		a. Cash	14,367	12,668	9,508	8,325	7,600	9,464	7,600	7,600
		b. Complex Assets	93	115	138	125	88	145	88	88
		c. All Other Assets	6,971	6,792	6,303	4,342	3,800	3,693	3,800	3,800
3.1	Performance Measure: Output	6. Comparison of value returned to Fund								
		a. Jewelry, Arts, Antiques & Collectibles	N/A	N/A	89%	100%	85%	111%	85%	85%
		b. Real Property	N/A	N/A	91%	79%	75%	82%	75%	75%
3.1	Performance Measure: Outcome	c. Conveyances (Vehicles, vessels, and aircraft)	N/A	N/A	85%	57%	60%	72%	60%	60%
		7. Assets disposed with Procedural Timeframes by Category								
		a. Real Property	N/A	N/A	54%	59%	75%	79%	70%	75%
3.1	Performance Measure: Outcome	b. Conveyances (vehicles, vessels and aircraft)	N/A	N/A	75%	87%	85%	90%	85%	85%
		8. Number of USMS Federal and egregious non-Federal fugitives apprehended/cleared	105,226	107,001	106,078	103,865	105,541	104,568	104,473	104,078
3.1	Performance Measure: Outcome	9. Number of Federal fugitives apprehended/cleared*	30,792	31,202	32,831	34,261	30,520	34,935	30,955	31,129
		Percent of Federal fugitives apprehended/cleared*	63%	64%	64%	64%	60%	64%	60%	60%

N/A = Data unavailable

*Denotes inclusion in the DOJ Quarterly Status Report

3. Performance, Resources, and Strategies

Fugitive Apprehension

One of the challenges facing the fugitive apprehension program is the volume of program responsibility. To achieve the greatest public protection with available resources, the fugitive program focuses on the most egregious Federal, state, and local offenders. This requires strategic selection of state and local fugitive cases. The current measures focus on cases in which the USMS has held the primary arresting authority and cases that arguably have a greater impact on public safety, making them a USMS fugitive apprehension priority.

Measure: Number of USMS Federal and egregious non-Federal fugitives apprehended/cleared

FY 2018 Target: 105,541

FY 2018 Actual: 104,568

Measure: Number and percent of USMS Federal fugitives apprehended/cleared

FY 2018 Target: 30,520 / 60%

FY 2018 Actual: 34,935 / 64%

Strategy: Allocate resources effectively to maximize effectiveness in state and local fugitive apprehension.

In April 2017, DOJ created an interagency Indian Country Federal Law Enforcement Coordination Group to enhance the response to violent crime in Indian country. As one of the 12 participating members of the coordination group, the USMS established a working group to institute practices to maximize the agency's impact in tribal communities. This group provides improved Federal law enforcement services and support to Indian Country, ultimately helping to make tribal communities safer.

The USMS continues to prioritize the apprehension of violent gang members. In FY 2018, the agency arrested 6,436 gang members and seized 4,008 firearms from all fugitive investigations. The USMS combats gang violence using a two-pronged approach that consists of dedicated fixed resources such as seven regionally-located Counter Gang Units and district task force operations, and by infusing mobile, temporary resources to conduct targeted operations focused on the sustained reduction of violent crime. The USMS gang enforcement model aims to reduce gang crime and violence through coordination with Federal, state, and local law enforcement agencies, the U.S. Attorney's Office, and state and local prosecutors' offices. The model focuses on proactive investigation and patrol by strategically pursuing gang members and criminals most responsible for a community's crime and violence.

Strategy: Formalize the roles and responsibilities for the support and oversight of domestic investigations.

In FY 2016, the USMS finalized a comprehensive plan to expand the number of RFTFs in response to an information request from Congress. Following an extensive assessment to determine the optimal organizational structure and placement of these new task forces to

more effectively apprehend violent fugitives, the agency's plan to expand the existing RFTF structure outlines the creation of eight new RFTFs as resources are made available.

Strategy: Increase investigative capability and agility through non-traditional methods.

USMS support to OCDETF was restructured to provide clearer direction and scope of responsibility for investigators, and a more responsive, cohesive, and focused use of resources. This restructuring established a regional management system to provide programmatic oversight, guidance, and training, and created metrics to measure program performance. The program relies on district fugitive apprehension participation to accomplish its principal mission of reducing drug availability by disrupting and dismantling major drug trafficking and money laundering organizations.

Strategy: Develop a strategy to increase the breadth of foreign fugitive cooperative relationships.

The USMS standardized and professionalized its international investigative mission by establishing the Collateral Duty International Liaison Program, which included creating SOPs and developing performance metrics. The program enables cross-border investigations and assists in locating foreign fugitives who have committed crimes abroad and are believed to have fled to the United States to avoid detection. Currently, investigative liaisons for Canada, Mexico, and INTERPOL are placed in strategic locations throughout the country to manage, coordinate, and conduct complex investigations. These investigators are subject matter experts who provide technical and operational guidance to Federal, state, local, and foreign law enforcement partners on USMS international and foreign fugitive investigations.

Strategy: Establish a formal Personnel Recovery Program.

Presidential Directive 30 requires that Federal agencies with overseas responsibilities provide personnel recovery preparation, education, and training programs for their employees. The Directive also requires individual and organizational protective security measures to ensure interoperability of communications systems. To ensure compliance, the USMS developed a Global Threat Awareness Program to train agency personnel traveling on official government business to foreign countries in the event they become isolated, missing, detained, or captured in an operational environment. Additionally, the USMS established a Memorandum of Agreement with the Departments of Defense and State to establish protocols and procedures in the event a USMS employee is subject to such an incident. For this training program, the agency developed and launched a basic personnel recovery course and an advanced twelve-day course designed for USMS personnel conducting operations in high threat countries. In October 2016, the Department of State certified the Global Threat Awareness Course to meet the department's requirements for foreign affairs counter threat training. This program was strengthened by an initiative to provide critical support throughout the incident to affected family members of isolated personnel. Family support plays a vital role in returning isolated members to full duty status.

Asset Forfeiture

Asset forfeiture targeting is becoming increasingly complex, creating the need for greater collaboration at all phases of a case. Successful forfeiture requires a cadre of trained individuals with specialized skills and a focus on pre-seizure planning to permit evaluation of the assets seized and the potential value returned to the fund. Continued focus on evaluation of the type of asset seized and effective management of inventory and disposal ensures the highest return to the fund for reinvestment in state and local law enforcement and the community.

Measure: Comparison of Value Returned to the Fund

FY 2018 Target:

Jewelry, Arts, Antiques & Collectibles:	85%
Real Property:	75%
Vehicles:	60%

FY 2018 Actual:

Jewelry, Arts, Antiques & Collectibles:	111%
Real Property:	82%
Vehicles:	72%

Strategy: *Assist the DOJ component agencies to transform the AFP.*

The USMS assisted the U.S. Attorney's Office and Investigative Agencies in the service of a Post-Indictment Protective and Restraining Order on Ayudando Guardians, Inc. Ayudando Guardians, Inc. provided Guardian and Representative Payee services to clients including those receiving benefits from the Social Security Administration, Department of Veterans Affairs, private trusts, and State of New Mexico. After assessing key business activities, the USMS determined that the business was not financially viable and the process of transferring clients to new agency-approved Guardians and Representative Payee fiduciaries needed to commence immediately. To reassign all accounts and close the business by August 31, 2017, agency staff worked onsite for seven weeks beside the remaining Ayudando staff and official stakeholders to coordinate and execute the needed closeout and orderly transfer of the beneficiary clients and accounts to new fiduciaries. Approximately 1,400 accounts were successfully reassigned to new fiduciaries.

The USMS, in collaboration with the FBI, coordinated the identification, seizure, and inventory of more than 10,000 items of a tractor supply company in White County, Tennessee. The company owner pled guilty to wire fraud and money laundering which defrauded more than 50 investors in the Middle District of Tennessee, and the court then ordered the USMS to sell the assets. The two-day onsite auction was one of the most widely attended USMS auctions ever with more than 5,000 people in attendance, 1,000 registered bidders, and more than \$1.5 million in sales proceeds.

During FY 2018, the USMS directly identified \$31.6 million in assets to be targeted for forfeiture, contributed to the investigative efforts of \$54.4 million dollars in assets subject to forfeiture, and assisted the U.S. Attorney's Offices in defeating third party claims against

\$890,000 in assets. Through cash payments, established payments plans, and identified assets to satisfy outstanding forfeiture money judgments, the USMS collected more than \$12.4 million in money judgment cases.

Strategy: Expand collaboration between AFP and international law enforcement partners.

The USMS has continually worked with Jamaican officials and the DOJ's Money Laundering and Asset Recovery Section to establish procedures to manage and dispose of U.S. forfeited property located in Jamaica. After two years of negotiations and discussions, in June 2017, this collaboration led to the adoption of changes to Jamaican government policy framework and processes, creating procedures to manage, transfer, and liquidate property located in Jamaica that is forfeited in the United States. These significant changes are an important tool that will allow the first United States forfeited property in Jamaica to be liquidated.

Non-Compliant Sex Offender Investigations

Working with Federal, state, local, and tribal partners, USMS is protecting potential victims from abuse and exploitation by increasing the number of open investigations related to non-compliant sex offenders. The USMS also coordinates enforcement efforts with USNCB to ensure sex offenders engaging in international travel are complying with their registration requirements.

Measure: Non-compliant Sex Offender Investigations

FY 2018 Target: 1,840

FY 2018 Actual: 2,394

Strategy: Strengthen USMS investigators' and state and local task force investigators' acumen through innovative training and communication.

In FY 2018 the USMS conducted two training events designed for new investigators and held advanced training for its 94 sex offender investigations coordinators, which provided experienced sex offender investigators with training on advanced investigative techniques. Additionally, the agency conducted two regional management training events designed to inform regional district managers, supervisors, and investigators of the latest information on investigative programs, including sex offenders, fugitives, and missing children. In addition to the training events, the USMS shared best practices and effective strategies for Adam Walsh Child Protection and Safety Act case development and investigation through 12 regionalized meetings held in different locations around the country.

On May 29, 2015, the Justice for Victims of Trafficking Act (P.L. 114-22) was signed into law. The Act enhanced USMS authority to assist Federal, state, and local law enforcement with the recovery of missing, endangered, or abducted children regardless of a fugitive or sex offender nexus. Prior to this legislation, the USMS required a warrant for the suspected abductor/companion or a sex offender nexus to support missing child cases. To oversee and manage the agency's implementation of its enhanced authority, the USMS established a new Missing Child Unit. In FY 2018, the agency received 340 requests for assistance in missing child cases from law enforcement and directly contributed to the recovery of 218 missing

children. Cases received under the agency's enhanced authority accounted for 44 percent of all missing child requests received and 45 percent of USMS recoveries.

In FY 2017, the USMS strengthened its commitment to the Interdiction for the Protection of Children (IPC) Program by certifying three agency psychologists as IPC instructors, the first of this type of instructor in the Federal government. Agency psychologists assisted with the identification and empirical validation of indicators of child exploitation by conducting hundreds of interviews with law enforcement personnel, trafficking survivors, social workers and child advocacy staff, and others who work in the area of sex trafficking and with abused and exploited children. IPC indicators are the result of a synthesis of these interviews, focus groups, observations, and existing data. Since FY 2014, the USMS has been collaborating with the Texas Department of Public Safety to implement the IPC Program, which trains officers to identify signs of child exploitation and other forms of abuse during routine encounters with citizens. The USMS also provides research and analytical support to the IPC Program.

Strategy: Focus on communities lacking specialized sex offender law enforcement resources.

The USMS continues to prioritize and provide continuing education to USMS personnel and state and local partners, as well as outreach initiatives for tribal and military populations. In FY 2018, the agency formalized a comprehensive annual training plan that outlines all mandatory internal training and outreach events, as well as external training opportunities for law enforcement personnel assigned to the non-compliant sex offender mission. The agency also conducted two training events focused on the role of the USMS in investigating and prosecuting federal violations of the Adam Walsh Child Protection and Safety Act, including resources and tools available to state and local investigators to assist in that effort. The Missing Child Unit developed and presented a new 3-day training course to 50 USMS districts and regional fugitive task force supervisors and investigators that will assist in effective implementation of the mission.

Strategy: Improve communication and coordination with Federal, state, and local partners regarding international traveling sex offenders.

The USMS continues its collaborative role with the DHS Angel Watch Center as part of its authority under the International Megan's Law (P.L. 114-119). In FY 2018, the USMS processed and directed 1,789 international travel notifications from state or jurisdictional sex offender registries to INTERPOL. The USMS verified the status of 2,743 sex offenders and submitted 60 investigative leads to USMS criminal investigators for assessment of possible International Megan's Law violations.

C. Prisoner Security and Transportation

<i>Prisoner Security and Transportation</i>	Direct Positions	Estimated FTE	Amount (\$000)
2018 Enacted	1,006	899	\$233,599
2019 Continuing Resolution	1,006	949	\$233,599
Adjustments to Base and Technical Adjustments	0	0	\$9,083
2020 Current Services	1,006	949	\$242,682
2020 Program Increases	6	3	\$1,370
2020 Request	1,012	952	\$244,052
Total Change 2019-2020	6	3	\$10,453

<i>Prisoner Security and Transportation – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2018 Enacted	21	21	\$29,194
2019 Continuing Resolution	21	21	\$29,194
Adjustments to Base and Technical Adjustments	3	3	(\$3,142)
2020 Current Services	24	24	\$26,052
2020 Request	24	24	\$26,052
Total Change 2019-2020	3	3	(\$3,142)

1. Program Description

The Prisoner Security and Transportation decision unit is complex and multi-layered, both in scope and execution. The USMS oversees all operational detention management matters pertaining to individuals remanded to the custody of the Attorney General. The USMS ensures the secure care and custody of these individuals throughout the judicial process, which includes sustenance, necessary medical care, secure lodging and transportation, evaluating conditions of confinement, and protection of civil rights. Every detainee in USMS custody must be processed by a DUSM or security personnel. This includes processing prisoners in the cellblock (prisoner intake) and securing the cellblock area; transporting prisoners (by ground or air); and locating confinement that provides cost-effective, safe, secure, and humane detention services.

Prisoner Processing and Securing the Cellblock

Prisoner processing includes interviewing the prisoner to gather personal, arrest, prosecution, and medical information; fingerprinting and photographing the prisoner; entering/placing the data and records into an internal electronic database and the prisoner file; and sending the electronic fingerprint information to the FBI's Integrated Automated Fingerprint Identification System (IAFIS). The USMS tracks prisoners primarily in a database from the point a prisoner is received until released from USMS custody or sentenced to the Federal Bureau of Prisons (BOP) for service of sentence.

The cellblock is the secured area for holding prisoners in the courthouse before and after they are scheduled to appear in their court proceedings. Security personnel follow strict safety protocols in the cellblocks to ensure the safety of USMS employees and all members of the judicial process, including prisoners. Prior to entrance into the cellblock, security personnel search prisoners and their belongings to ensure that prisoners and their property are free of contraband. Security personnel are required to be present when cells are unlocked or entered, when prisoners are moved into or out of the cellblock or holding cell areas, when prisoners of the opposite sex are being handled, or when meals are being served. Female and juvenile prisoners must be separated by sight and sound from adult male prisoners within the cellblock. While in the cellblock, security personnel must observe and count the prisoners at regular intervals.

Prisoner Transportation

The USMS is responsible for transporting prisoners to and from judicial proceedings. Producing prisoners for court and detention-related activities requires USMS coordination with the U.S. Courts, Probation and Pretrial Service Offices, the BOP, U.S. Attorneys, and other law enforcement agencies.

Some jails agree to transport prisoners to and from courthouses at specified rates through an Intergovernmental Agreement (IGA) for guard services; other prisoners are transported by USMS operational personnel and contract guards. Security personnel coordinate with jails to prepare prisoners for transport, search prisoners prior to transport, and properly restrain prisoners during transportation.

In addition, the USMS is responsible for transporting prisoners between detention facilities for attorney visits, to and from medical appointments when necessary, and to a designated BOP facility after sentencing. When prisoners are wanted in more than one district for multiple Federal violations, the USMS is responsible for transporting prisoners to the requesting district upon completion of the court process in the home district.

Finally, the USMS operates and maintains the fleet of aircraft that comprise the Justice Prisoner and Alien Transportation System (JPATS). JPATS is a revolving fund – total operating costs are reimbursed by its customer agencies, primarily the USMS Federal Prisoner Detention (FPD) appropriation and the BOP. JPATS coordinates movement of the majority of Federal prisoners and detainees in the custody of the USMS and the BOP. JPATS also transports DOD, and state and local prisoners on a reimbursable, space-available basis.

Prisoner Confinement and Services

The USMS must ensure sufficient resources are available to house and care for the corresponding detainees. To ensure that Federal detainees are being confined securely and humanely and to protect their statutory and constitutional rights, the USMS established the Conditions of Confinement Program. Security personnel conduct annual reviews of all active Intergovernmental Agreement (IGA) facilities. Additionally, detention facility inspections are required before the USMS enters into an IGA with a facility to house prisoners.

The care of Federal detainees in private, state, and local facilities, and the costs associated with these efforts are funded from the FPD appropriation. FPD resources are expended from the time a prisoner is brought into USMS custody through termination of the criminal proceeding and/or commitment to BOP. Detention resources provide for detainee housing and subsistence, health care and medical guards, intra-district transportation, JPATS transportation, process improvements, and incidental costs associated with prisoner housing and transportation such as prisoner meals while in transit and prisoner clothing.

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Prisoner Security and Transportation												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2018		FY 2018		FY 2019		Current Services Adjustments and Program Changes		FY 2020 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			949	\$233,599 [\$0]	899	\$240,040 [\$0]	949	\$233,599 [\$0]	3	\$10,453 [\$0]	952	\$244,052 [\$0]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2018		FY 2018		FY 2019		Current Services Adjustments and Program Changes		FY 2020 Request	
Program Activity			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			949	\$233,599 [\$0]	899	\$240,040 [\$0]	949	\$233,599 [\$0]	3	\$10,453 [\$0]	952	\$244,052 [\$0]
Performance Measure: Workload	3.1	1. Average daily prisoner population	54,127		55,872		59,992		2,167		62,159	
Performance Measure: Outcome	3.1	2. Percent of monitoring reviews completed for active IGAs	98%		99%		98%		0%		98%	
Performance Measure: Outcome	3.1	3. Total prisoner productions	832,388		934,074		862,231		35,565		897,796	
Performance Measure: Outcome	3.1	4. Average detention cost (housing, medical and in-district transportation)*, **	\$89.97		\$90.19		\$91.85		\$2.34		\$94.19	

* Reported as part of the USMS Federal Prisoner Detention appropriation. ADP actuals may vary slightly, because S&E reports ADP recorded at the end of each fiscal year. FPD continually adjusts actual ADP reported based on corrections to available data that may occur after the end of the fiscal year.

** Denotes inclusion in the DOJ Quarterly Status Report.

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Workload

1. Average Daily Prisoner Population:

- a. Data Definition:** Average Daily Prisoner Population is calculated on a per capita, per day basis.
- b. Data Validation and Verification:** Data is maintained by the Justice Detainee Information System (JDIS). Monthly data from JDIS relating to paid detention beds is verified each month by completing a comparison, by district, between obligation data being reported out of UFMS and prisoner program data reported from JDIS.
- c. Data Limitations:** Limited by the timely entry of prisoner data into JDIS.

Performance Measures – Outputs, Efficiencies, and Outcomes

2. Percent of Monitoring reviews completed for active IGAs:

- a. Data Definition:** Percentage of IGA facilities used by the USMS to house prisoners with a completed monitoring review.
- b. Data Validation and Verification:** Each year USMS personnel run reports comparing the facilities that should be inspected to those that were inspected.
- c. Data Limitations:** Limited by the timely entry of monitoring review results and identifying the appropriate facilities.

3. Total Prisoner Productions:

- a. Data Definition:** Total prisoners produced data combines both the USMS District counts and DC Superior Court counts, and includes the number of times prisoners are produced for judicial proceedings, meetings with attorneys, or transported for medical care, between offices and between detention facilities.
- b. Data Validation and Verification:** USMS District data is maintained by JDIS. DC Superior Court data is maintained by a locally-managed database and is updated daily. DC Superior Court will be transitioning to JDIS in the near future.
- c. Data Limitations:** Limited by the timely entry of prisoner data into JDIS and DC Superior Court's database, as appropriate. For DC Superior Court, more than 95 percent of prisoner productions are entered into the system on the same day they occur.

4. Average Detention Cost (Housing, Medical, and In-District Transportation):

- a. Data Definition:** Total detention costs represent the aggregation of paid jail costs and health care costs on a per capita, per day basis.
- b. Data Validation and Verification:** Data reported is validated and verified against monthly reports describing district-level jail utilization and housing costs prepared by the USMS. In accordance with generally accepted accounting principles, the USMS routinely monitors its financial data for new obligations and de-obligations.
- c. Data Limitations:** Maintaining prisoner movement data is a labor-intensive process. The reliability of the reported data is often compromised by time lags between the actual

movement of prisoners and data entry of those events into JDIS. Accordingly, it is often necessary to delay reporting of official statistics several weeks to ensure that prisoner movement records have been properly updated. Data reported reflect the anticipated cost of services provided to USMS prisoners. In the event that the actual cost is different from the anticipated cost, additional funds may need to be obligated or obligated funds, de-obligated. Due to the time lag between the rendering of services and the payment of invoices, several weeks may lapse before the actual cost of health care services provided to an individual prisoner can be determined.

PERFORMANCE MEASURE TABLE										
Strategic Objective	Decision Unit: Prisoner Security and Transportation									
	Performance Report and Performance Plan Targets		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	FY 2020
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Workload	1. Average daily prisoner population*	55,420	51,840	51,400	50,532	54,127	55,872	53,148	54,130
3.1	Performance Measure: Outcome	2. Percent of monitoring reviews completed for active IGAs	94%	94%	100%	99%	98%	99%	98%	98%
3.1	Performance Measure: Outcome	3. Total prisoner productions	940,636	940,636	836,522	812,908	832,388	934,074	862,231	897,796
3.1	Performance Measure: Outcome	4. Average detention cost (housing, medical, and in-district transportation)*,**	\$82.92	\$82.92	\$86.83	\$89.33	\$89.97	\$90.19	\$91.85	\$94.19

* Reported also as part of the USMS Federal Prisoner Detention appropriation. ADP actuals may vary slightly, because S&E reports ADP recorded at the end of each fiscal year. FPD continually adjusts actual ADP reported based on corrections to available data that may occur after the end of the fiscal year.

** Denotes inclusion in the DOJ Quarterly Status Report

3. Performance, Resources, and Strategies

The USMS assures the integrity of the Federal judicial system by maintaining the custody, protection, and security of prisoners and ensuring that criminal defendants appear for judicial proceedings. Efficient management of detention resources necessitates that the USMS continuously analyze the courts' need for prisoners in relation to detention facility location and cost. This evaluation results in strategic movement of prisoners to various detention facilities as their cases progress. Prisoners are moved to closer facilities when they are more often needed to appear for court (for example, pretrial prisoners). Prisoners are moved to more distant facilities (which are often less costly) as their need to appear in court decreases. The USMS annually reviews every detention facility it utilizes to ensure conditions of confinement are humane and provide adequate security.

Measure: Average Detention Cost

FY 2018 Target: \$89.97

FY 2018 Actual: \$90.19

Strategy: Define and develop the requirements to transition to a National Detention Operations Information Network.

Ensuring better information sharing. The USMS developed and deployed a prisoner operations intranet site to improve headquarters and field access to detention operations information and to facilitate information sharing and collaboration. The new site provides easy access to relevant detention information, including real-time, accurate information on costs and available Federal, state, and local bed space. This knowledge management portal is a first step in transitioning to a national detention operations information network.

Building mission critical case management modules. As part of the agency's efforts to build an enterprise case management system, a number of modules pertaining to the prisoner operation mission were developed. These modules will provide greater functionality for detention related activities such as intakes, custodies, productions, and transportation. Specific modules developed include all movement requests, eSign of prisoner remands, BOP and IGA facilities access to manifests, district standardized booking forms, standardized juvenile e-records, and fingerprinting.

Strategy: Develop defined business practices with BOP to better track, manage, and utilize Federal detention space within BOP.

Improving detention contract management. The USMS improved detention contractor performance by establishing an on-site detention contract monitoring program staffed by full-time professional detention contract administrators in districts where USMS uses private detention facilities to house prisoners. The detention contract monitoring program will result in better-trained contracting officer representatives in detention matters and improved contract service.

Improving conditions of confinement. The USMS revised the Federal Performance-Based Detention Standards to incorporate DOJ’s guiding principles outlined in “Report and Recommendations Concerning the Use of Restrictive Housing.” Additionally, the agency developed the restrictive housing module within the Detention Services Network eIGA System for use by state, local, tribal, and territorial detention service providers to report basic information regarding the use of restrictive housing for USMS prisoners and to monitor compliance with new restrictive housing guidelines.

Strategy: Assess the feasibility and cost effectiveness of implementing strategically-sourced detention services.

After conducting a comprehensive review of its restraint policies and procedures, the USMS developed scenario-based guidance for minimum requirements to restrain prisoners, as well as guidance for the maximum restraints necessary to secure special population prisoners and direction to document deviations from that standard. The USMS review also resulted in changes in the collection and analysis of restraint purchases by type and amount to establish proper accountability and ensure appropriate spending.

Strategy: Develop cost effective solutions for the care of chronically ill patients.

The USMS re-competed and awarded a \$29.7 million, 10-year National Managed Care Contract to a Service-Disabled Veteran-Owned Small Business. This new contract includes an automated claims recoupment process that will enable the USMS to recover provider overcharges faster and give the agency the ability to scan and forward claims electronically while continuing to ensure USMS prisoners receive uninterrupted and medically necessary health care.

Strategy: Enhance detention management and forecasting capabilities.

Addressing prisoner record and cellblock security deficiencies. The USMS revised its cellblock policies, procedures, and forms to better address prisoner record and security deficiencies. This effort consolidated 15 subordinate cellblock policies into four policies covering operations, administration, legal documents, and prisoner searches plus one general operations publication to be used as a reference document for protocols and nuances often encountered when providing prisoner and cellblock oversight. Concurrent with this policy update and consolidation, the USMS developed 21 distinct SOPs that provide districts with best business practices to achieve cost effective, safe, secure, and humane prisoner confinement.

Automating prisoner notices and reports. The USMS developed and deployed an automated version of the prisoner custody alert notice and the prisoner restraint variation report. The automated prisoner custody alert notice reduces the duplication of effort and the margin of error in critical information reporting. Specifically, the new version addresses special handling requirements, detention facility signatures, prisoner name and number, and synchronizing other prisoner data with the USMS detainee information system. The automated prisoner restraint variation report provides leadership with better oversight over

restraints used for special population prisoners such as pregnant prisoners, as well as the use of less-than-lethal devices and prisoner restraint chairs.

Strategy: Develop a national emergency response framework.

The USMS improved detention facility emergency situation monitoring and reporting by updating policies and procedures to establish roles, responsibilities, and SOPs. These updates strengthen prisoner evacuation coordination in the event of regional or national disasters. These updates include modifications to the IGA and private facility inspection checklist so facilities have written contingency/emergency plans identifying primary and alternate evacuation sites when emergency prisoner relocation is needed.

D. Protection of Witnesses

<i>Protection of Witnesses</i>	Direct Positions	Estimated FTE	Amount (\$000)
2018 Enacted	248	222	\$55,996
2019 Continuing Resolution	248	234	\$55,996
Adjustments to Base and Technical Adjustments	0	0	\$2,213
2020 Current Services	248	234	\$58,209
2020 Program Increases	1	1	\$227
2020 Request	249	235	\$58,436
Total Change 2019-2020	1	1	\$2,440

<i>Protection of Witnesses – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2018 Enacted	4	4	\$5,561
2019 Continuing Resolution	4	4	\$5,561
Adjustments to Base and Technical Adjustments	1	1	(\$599)
2020 Current Services	5	5	\$4,962
2020 Request	5	5	\$4,962
Total Change 2019-2020	1	1	(\$599)

1. Program Description

The Witness Security Program (WSP) provides protection for government witnesses whose lives are threatened as a result of their testimony against organized crime members, drug traffickers, terrorists, and other major criminals. The program provides physical security during trial proceedings, creates new identities, and relocates witnesses and their families after trial. WSP's successful operation is widely recognized as providing a unique and valuable tool in the war against organized crime, drug cartels, violent criminal gangs, and terrorist groups.

Three DOJ components work collaboratively to administer the WSP. The Criminal Division's Office of Enforcement Operations authorizes the entry of witnesses into the program. The BOP protects witnesses incarcerated in Federal prison facilities. The USMS protects civilian witnesses and their families, providing protection, relocation, re-identification, and assistance with housing, medical care, job training, and employment until they become self-sufficient.

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Protection of Witnesses												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2018		FY 2018		FY 2019		Current Services Adjustments and Program Changes		FY 2020 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			235	\$55,996 [\$423]	223	\$55,536 [\$415]	235	\$55,996 [\$790]	1	\$2,440 [\$0]	236	\$58,436 [\$790]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2018		FY 2018		FY 2019		Current Services Adjustments and Program Changes		FY 2020 Request	
Program Activity			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			235	\$55,996 [\$423]	223	\$55,536 [\$415]	235	\$55,996 [\$790]	1	\$2,440 [\$0]	236	\$58,436 [\$790]
Performance Measure: Workload	3.1	1. Total number of witness security program participants	18,931		18,914		18,991		70		19,061	
Performance Measure: Output	3.1	2. Protection services required/provided for witnesses (includes court productions)	2,285		2,440		2,310		85		2,395	
Performance Measure: Outcome	3.1	3. Security breaches mitigated*	127		130		125		0		125	
* Denotes inclusion in the DOJ Quarterly Status Report												

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Workload

1. Total number of witness security program participants:

- a. Data Definition:** The total number of program participants, including immediate family members.
- b. Data Validation and Verification:** Case managers ensure the accuracy of data submitted to headquarters.
- c. Data Limitations:** Case management provides data on a monthly basis.

Performance Measures – Outputs, Efficiencies, and Outcomes

2. Protective services required/provided for witnesses (includes court productions):

- a. Data Definition:** Total number of witness productions, prisoner witness transports, prisoner witness family visits, preliminary interviews, temporary relocations, documentation initiations, documentation services (delivery-other), and breach investigations.
- b. Data Validation and Verification:** Regional managers ensure the accuracy of data submitted to headquarters.
- c. Data Limitations:** Witness Security Division (WSD) regions provide data to headquarters on a monthly basis.

3. Security breaches mitigated:

- a. Data Definition:** An action taken to mitigate a reported or detected event capable of compromising a protected witness' identity, location or general security.
- b. Data Validation and Verification:** Validation occurs when the actions taken have been documented, reviewed, and approved. Verification occurs when internal audits are conducted to identify the efficiency and effectiveness of the actions taken.
- c. Data Limitations:** The total number of security breaches is dependent upon the number of breaches reported or detected. Actions to mitigate the security breaches only occur when security breaches are detected or reported. A substantial number of security breaches are believed to be unreported or undetected.

PERFORMANCE MEASURE TABLE										
Strategic Objective	Decision Unit: Protection of Witnesses									
	Performance Report and Performance Plan Targets		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	FY 2020
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Workload	1. Total number of witness security program participants	18,574	18,685	18,751	18,865	18,931	18,914	18,991	19,061
3.1	Performance Measure: Output	2. Protective services required/ provided for witnesses (includes court productions)	3,629	2,477	2,455	2,689	2,285	2,440	2,310	2,395
3.1	Performance Measure: Outcome	3. Security breaches mitigated*	210	152	133	120	127	130	125	125

* Denotes inclusion in the DOJ Quarterly Status Report

3. Performance, Resources, and Strategies

WSP funding provides critical protective services to witnesses testifying in direct support of significant DOJ prosecutorial efforts against organized crime, international drug trafficking organizations, violent street gangs, and international terrorist groups. The USMS continues to examine WSP methodologies to ensure that effective protection and security services are provided to witnesses and authorized participants while also exercising cost efficiencies.

Measure: Identify and mitigate security breaches

FY 2018 Target: 127

FY 2018 Actual: 130

Strategy: Define levels of service, potential growth, and impact to resources

Employing technology for more efficient court appearances. To achieve safer communications between prisoner witnesses and Assistant U.S. Attorneys, the USMS deployed video teleconference technology in the protective custody units located within the BOP. The agency completed installations at six locations and worked with BOP partners to ensure the appropriate circuits, software, and hardware were operational. To ensure appropriate protocols were followed and financial responsibilities outlined, the original video teleconference MOU was updated and expanded to allow use of this technology for state parole hearings. Video teleconferences eliminate some of the need for prosecutors and prisoner witnesses to travel, resulting in cost savings. More importantly, it improves the safety of personnel as well as the safety of witnesses.

Building Federal and state witness security partnerships. The USMS reached out to state and local witness protection specialists to identify low-cost enhancements to improve their witness protection programs, and to facilitate the provision of state and local documentation to USMS witness security participants. This outreach included workshops with local stakeholders to exchange information, understand state and local current protection processes, and develop a comprehensive list of support requirements. Through this project, state and local stakeholders implemented realistic and inexpensive improvements to protect their witnesses while increasing the safety of the state and local witness protection specialists. Additionally, the project developed an internet portal using the FBI's Law Enforcement Enterprise Portal website for collaboration and remedied the lack of a network for investigators specializing in witness protection. The USMS established a strong partnership across the state and local witness protection community and improved the ability of the agency to deal with future documentation difficulties.

Strengthening monitoring of non-citizen program participants. During FY 2017, the USMS strengthened its processes to monitor changes to the immigration status of non-citizen witness security participants. The new process enables the agency to provide Immigration and Customs Enforcement (ICE) and the DOJ Office of Enforcement Operations with faster notifications, allowing for swift decisions regarding a participant's immigration status and standing in the program.

E. Tactical Operations

<i>Tactical Operations</i>	Direct Positions	Estimated FTE	Amount (\$000)
2018 Enacted	170	152	\$60,738
2019 Continuing Resolution	170	160	\$60,738
Adjustments to Base and Technical Adjustments	0	0	\$2,777
2020 Current Services	170	160	\$63,515
2020 Program Increases	2	1	\$455
2020 Request	172	161	\$63,970
Total Change 2019-2020	2	1	\$3,232

<i>Tactical Operations – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2018 Enacted	5	5	\$6,951
2019 Continuing Resolution	5	5	\$6,951
Adjustments to Base and Technical Adjustments	1	1	(\$748)
2020 Current Services	6	6	\$6,203
2020 Request	6	6	\$6,203
Total Change 2019-2020	1	1	(\$748)

1. Program Description

The Tactical Operations decision unit includes special operations and emergency management and response.

Special Operations

The Special Operations Group (SOG) supports the DOJ and other government agencies with a highly-trained, rapidly deployable corps of law enforcement officers specializing in tactical response. Based at the Special Operations Group Tactical Center (SOGTC) in Camp Beauregard, Louisiana, SOG is an elite unit of DUSMs who meet high qualification standards and complete rigorous training in a variety of specialties. SOG supports all U.S. judicial districts by assisting with high-risk, sensitive law enforcement operations including protective details, national emergencies, civil disturbances, and national disasters. Military, Federal, state, local, and foreign law enforcement groups often call upon SOG for training due to the extensive training of its members in various tactical specialties.

SOG also oversees the Operational Medical Support Unit (OMSU), which is composed of both SOG Medics and Collateral Duty DUSM Medics. The OMSU program manages, trains, and equips USMS DUSMs who possess a current Emergency Medical Technician (EMT) or EMT-Paramedic certification.

Emergency Management and Response

All USMS operational missions that fall under emergency management and response are coordinated through the USMS Communications Center and the Emergency Operations Center (EOC). The Communications Center operates around the clock to ensure interagency and intra-agency flow of communication. It provides informational assistance to DUSMs in the field who are tracking fugitives, developing leads, and confirming warrants. It also receives, tracks, and disseminates all significant incidents and classified information relevant to the USMS.

The EOC is activated during emergency incidents that require a coordinated agency-wide response, including responses under the Federal government's National Response Framework. The EOC is a critical element to ensure coordination and oversight of USMS deployments during emergencies, particularly when other government agencies are also involved.

In addition to the EOC, emergency management officials maintain the Continuity of Operations (COOP) plan for the USMS Headquarters and coordinate the COOP plans of all 94 districts in accordance with Federal Continuity Directives and DOJ Order 1900.8.

The USMS also oversees Incident Management Teams (IMTs) that are trained under the principles and doctrines of the National Incident Management System and the Incident Command System, in accordance with Homeland Security Presidential Directive 5. These teams deploy in support of USMS operations when an incident or event exceeds the capabilities of the district's or division's resources or when multiple districts or divisions are affected.

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Tactical Operations												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2018		FY 2018		FY 2019		Current Services Adjustments and Program Changes		FY 2020 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			197	\$60,738 [\$9,611]	184	\$76,762 [\$9,571]	198	\$60,738 [\$17,311]	1	\$3,232 [\$0]	199	\$63,970 [\$17,311]
TYPE	Strategic Objective	PERFORMANCE	FY 2018		FY 2018		FY 2019		Current Services Adjustments and Program Changes		FY 2020 Request	
Program Activity			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			197	\$60,738 [\$9,611]	184	\$76,762 [\$9,571]	198	\$60,738 [\$17,311]	1	\$3,232 [\$0]	199	\$63,970 [\$17,311]
Performance Measure: Output	3.1	1. Number of special operational hours dedicated to high-threat and emergency situations.	43,412		15,028		38,131		5,281		38,131	

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Outputs, Efficiencies, and Outcomes

- 1. Number of special operation hours dedicated to high-threat and emergency situations – New (see note above)**
 - a. Data Definition:** The number of hours USMS SOG members expended in response to a high threat or emergency event. Success is defined as actuals below the target. Target represents maximum performance.
 - b. Data Validation:** Hours are validated against financial and special assignment data.
 - c. Data Limitation:** Hours are tracked via a manual process.

Strategic Objective	PERFORMANCE MEASURE TABLE									
	Decision Unit: Tactical Operations									
	Performance Report and Performance Plan Targets		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018		FY 2019	FY 2020
Actual			Actual	Actual	Actual	Target	Actual	Target	Target	
3.1	Performance Measure: Output	1. Number of special operational hours dedicated to high-threat and emergency situations.	N/A	N/A	31,040	22,556	43,412	15,028	38,131	38,131

3. Performance, Resources, and Strategies

The USMS provides effective assistance to all levels of government during emergencies, disasters, and times of heightened law enforcement requirements. The USMS deploys personnel and equipment in response to extraordinary district requirements, ensuring adequate resources are provided to maintain the integrity of the judicial process. The USMS is committed to:

- improving its capability to deploy personnel and equipment in response to terrorist acts, natural disasters, and other external missions directed by the Attorney General;
- maintaining operational readiness for efficient movement of people and equipment; and
- coordinating communication between the Strategic National Stockpile Security Operations Unit and the Centers for Disease Control and Prevention to ensure adequate dissemination of intelligence information to thwart or respond to terrorist activities.

Measure: Number of special operational hours dedicated to high-threat and emergency situations

FY 2018 Target: 43,412

FY 2018 Actual: 15,028

Strategy: *Expand the agency's medical response capability and ensure adequate medical support for the USMS mission.*

In FY 2018, the USMS provided medical support to high-profile security details and conferences, high-risk fugitive operations, high-threat prisoner transports, and domestic and international extraditions. Numerous programs within the USMS use the Operational Medical Support Unit to mitigate risk and to support mission requirements. For example, the unit provided medical coverage for judicial conferences, traveling U.S. Supreme Court Justices, and Deputy Attorney General protection details. The USMS added 26 new collateral medic personnel to more effectively manage the increasing number of requests and program requirements for operational medical support.

V. Program Increases by Item

Item Name:	<u>Violent Crime Reduction Initiative</u>
Budget Decision Unit(s):	<u>Judicial and Courthouse Security</u> <u>Fugitive Apprehension</u> <u>Prisoner Security and Transportation</u> <u>Protection of Witnesses</u> <u>Tactical Operations</u>
Strategic Goal:	<u>3 - Reduce Violent Crime and Promote Public Safety</u>
Strategic Objective:	<u>3.1 Combat violent crime, promote safe communities, and uphold the rights of victims of crime</u>
Organizational Program:	<u>District Affairs</u>
Program Increase:	Positions <u>35</u> Agt/Atty <u>35</u> FTE <u>18</u> Dollars <u>\$7,977,000</u>

Description of Item

The USMS requests **35 positions, 35 DUSMs, 18 FTE, and \$7,977,000** to meet the workload changes in USMS core missions and enhance capacity to effectively address departmental priorities and initiatives related to violent crime reduction and immigration enforcement.

Justification

The USMS has observed its workload indicators trending upward in recent years, and expects they will continue to do so into the foreseeable future. The demand for DUSMs to support prisoner, court, and fugitive operations has presented considerable challenges to effective and efficient district operations.

USMS workload is predominantly driven by external agencies who expect the USMS to match their input of prisoners, detainees, witnesses, protected persons, threats, facilities, and fugitives with sufficient staffing to produce the desired output of safe and efficient fugitive apprehension, criminal and threat investigation, judicial and witness safety, courthouse and courtroom security, and prisoner detention and transport. Whether the focus is on combating the opioid crisis, reducing violent crime, promoting public safety, enforcing immigration laws, or accomplishing other priorities, the broad responsibilities that USMS shoulders throughout many steps of the judicial process clearly make USMS a pivotal agency in any law enforcement initiative and likewise illustrate the importance of ensuring it is not a chokepoint due to lack of staffing.

The most recent USMS estimate of district staffing needs – based on an annually-refined job task analysis and the amount of workload received in the prior year – placed the USMS at a position deficit of 1,262 positions. Overall, USMS district managers operate at 77 percent of the required resources to effectively perform their expected duties without incurring unnecessary risk or

hardship. Additionally, district resources are spread across multiple offices and courthouses, further increasing the likelihood of having inadequate personnel at a particular time and place.

Workload measures currently surpass previous peak levels from FY 2012, or are projected to do so by FY 2019. Insufficient staffing inherently introduces risk throughout the judicial process and increases the likelihood of chokepoints or failures occurring. As the Department surges resources to address the opioid crisis, reduce violent crime, and expand immigration enforcement, significant consideration to the increased demand for USMS services across all of its decision units must be a part of any strategy.

Judicial and Courthouse Security

The Court Security Act of 2007 gave the USMS authority over security requirements for the judicial branch to include investigating threats and providing protective details. With the expansion of internet-facilitated communication, availability of information online, and a hostile political climate, the USMS needs to perform offensive and defensive operations to protect the judiciary on a daily basis.

In FY 2017, the demands for judicial and courtroom security were extensive. Protective responsibilities included more than 55,000 personnel, including approximately 2,575 Federal judges, 711 facilities, and 41 million square feet. To accomplish this core requirement, the USMS personnel provided oversight of approximately 4,700 Court Security Officers, 1,700 home intrusion systems, and 400,000 pieces of security equipment. Further measures include conducting approximately 1,450 judicial travel briefs, 27 judicial trainings, 360 protective investigations, 1,400 investigative assessments, as well as 12 threat-based and 504 risk-based protection details.

In addition to these security requirements, the USMS produces prisoners for court officials typically in excess of 500,000 productions each year. In FY 2018, USMS prisoner productions for court proceedings increased by approximately 15 percent over FY 2017. This significant uptick to judicial security operations places strain on USMS contributions to other primary missions and DOJ priorities.

Staff shortages have hindered Districts from efficiently meeting judicial security demands for special assignments such as high-threat trial, Supreme Court Justice protection details, judicial conferences, and judicial protection details. Districts have been forced to request support from Headquarters or move District personnel from other offices to meet the current demand. This causes further disruption to internal and adjacent District operations who must be called upon to render support and incur Temporary Duty (TDY) expenses for the agency. In FY 2017, a total of 1,847 DUSM deployments were required to perform judicial and courtroom security in other Districts – a 127 percent increase from two years prior. This statistic represents an excellent proxy to the narrow operating margin occurring as a result of the current personnel shortage.

Fugitive Apprehension

The USMS plays an important role in reducing violent crime. Under the Presidential Threat Protection Act of 2000, the USMS has taken a leadership role to reduce violent crime by partnering with state, local, and Federal law enforcement agencies to establish fugitive task forces. Their success stems from the application of a myriad of investigative skills and technical solutions to track, locate, and arrest violent fugitives.

In FY 2017, USMS enforcement operations resulted in the apprehension or clearance of over 120,000 warrants for over 103,000 fugitives nationwide. These included 5,512 fugitives wanted for homicide-related charges, 1,092 Organized Crime and Drug Enforcement Task Force fugitives, 6,043 gang members, and 12,859 sex offenders. The USMS also seized 3,743 firearms, over \$10 million in U.S. currency, and approximately 1,000 kilograms of illegal narcotics.

In FY 2017, the USMS continued to experience an increase in Federal warrants as a result of continued focus on reducing violent crime. From FY 2015 to FY 2017, the USMS saw a 16 percent growth in the number of new Federal warrants. The USMS currently has more than 56,000 active fugitive cases outstanding, which includes approximately 18,000 Federal fugitives and 39,000 state and local fugitive cases adopted by USMS fugitive task forces (of which approximately 1,500 also have Federal warrants). Approximately 75 percent of active Federal warrants are more than one year old. Personnel shortages present challenges not only for newly received warrants but also for addressing older warrants which require significant investigation to develop new leads.

Without the restoration of lost positions, the USMS would be unable to sustain the number of state and local violent fugitive apprehensions despite the immense need. For example, the National Crime Information Center currently contains more than 2,600,000 warrants. Of those, more than 1,000,000 are felony warrants from state, county, and city agencies with nearly 600,000 meeting USMS criteria for current or original charges associated with violent crime, including approximately 15,000 related to homicide and kidnapping; 87,000 for robbery and burglary; 21,000 for weapons-related charges; and 50,000 for sex offenses and registry violations. Without adequate resources to address court and judicial security as well as prisoner transportation, the USMS will have to reduce district task force operations which would have a detrimental effect on reducing violent crime by bring fewer fugitives to justice.

After the passage of the Adam Walsh Child Protection and Safety Act of 2006 (AWA), the USMS began investigating National Sex Offender Registry (NSOR) violations. However, the registered sex offender population continues to grow while the USMS staffing resources has remained stagnant. In February 2007, the National Center for Missing and Exploited Children (NCMEC) published a nationwide registered sex offender population of 603,245. NCMEC reports that eleven years later, in December 2018, the registered sex offender population was 917,771. Despite this 52 percent increase, the USMS has not been allocated additional personnel to combat the prevalence of noncompliant sex offenders.

The USMS conducts more than 3,000 AWA investigations annually. The USMS has trained many of its DUSMs to perform these investigations as a collateral duty in response to the growth in the sex offender population. Today nearly 30 percent of all sex offender investigations are conducted by personnel not directly assigned to the sex offender investigative mission. However, due to shrinking personnel numbers to perform core missions, the USMS has been forced to draw back the number of investigations performed by collateral duty DUSMs. To illustrate this point, USMS collateral duty DUSMs performed 48 percent fewer investigations in FY 2017 as compared to FY 2014. With additional personnel, the USMS would be capable of restoring this investigative capacity to help ensure that those required to register as sex offenders are not migrating throughout the country unchecked.

With the 2015 passage of the Justice for Victims of Trafficking Act (JVTA), the USMS can now use its fugitive tracking and apprehension capabilities to find and recover missing and endangered children. Since 2005, as a result of USMS' authority which includes JVTA, the USMS has applied its investigative and technical skills to aid in the recovery of more than 1,000 missing children. Although never directly resourced, the USMS has the skills and relationships within its fugitive apprehension mission to be a key partner in this mission. With additional personnel, the USMS can seek opportunities to further advance its contribution to the safe recovery of children.

Prisoner Security and Transportation

The USMS is responsible for the safe, secure, and humane housing of Federal prisoners. As a result of changes in prosecutorial priorities, including increased immigration enforcement, the number of prisoners received into USMS custody is projected to reach an all-time high by FY 2020. From FY 2017 to FY 2018, the number of prisoner productions grew by 15 percent while the number of prisoners booked by USMS personnel grew by 28 percent. Increases in these key workload drivers mean that additional personnel are required to safely and effectively provide for prisoner security and transportation.

Since January 2017, several revisions to DOJ prosecutorial policy guidance have generated a significant increase in USMS workload. For example, in April 2018 the Attorney General directed United States Attorney's Offices along the Southwest Border to prosecute all illegal entry offenses. The impact of this "zero tolerance" guidance and other policy changes clearly affects USMS operational statistics. In the second quarter of FY 2018, the number of court productions by the USMS increased by 11.5 percent compared to the second quarter of FY 2017. The year-to-year increase in prisoner productions is attributable to the 30 percent increase in the number of prisoners received. Likewise, a similar increase was seen in USMS' overall average daily detention population, which experienced a 9.3 percent increase for the second quarter of FY 2017 to the second quarter of FY 2018.

Based on the current data trends, the USMS expects that the number of prisoners received by the USMS will continue to increase to the highest levels observed since FY 2013. The number of prisoners received directly affects workload associated with prisoner productions, detention, and transportation. Additionally, as the USMS faces challenges to find sufficient bedspace for its detainees in some high volume districts, prisoners may need to be housed farther from their

desired location. This will likely result in further strains placed on USMS personnel related to prisoner transportation time.

Protection of Witnesses

The USMS ensures the safety of protected witnesses and their families by providing secure housing and transportation of witnesses while in the Federal Witness Protection Program. Additionally, the USMS provides 24-hour protection to all witnesses while they are in designated danger areas for the purposes of testimony and court-related appearances. Since FY 2012, the number of program participants has consistently grown by approximately 0.4 percent each year. Although the percentage may not seem significant, a steady upward trend in participants with no corresponding increase in staffing, puts a significant strain on the program. The staffing issue is exacerbated when overall USMS staffing has fallen 11 percent from its peak.

Tactical Operations

The USMS' tactical operations include special operations and emergency management. These programs are national in scope and are designed to preserve the rights of American citizens by the training and developing personnel able to perform high-risk, sensitive law enforcement operations including protective details, national emergencies, civil disturbances, and national disasters as well as organizing the assets to respond to such events. All of these programs rely on District support as the members of these specialized programs predominantly serve collaterally with their primary duties being District core missions. Increasing demand for core services places significant stress on the ability of USMS to effectively train and bring these specialized services to bear at the time and place of greatest need, thereby decreasing operational flexibility and responsiveness.

Impact on Performance

The USMS has experienced an 11 percent decrease in personnel since FY 2012 while key workload measures are currently higher or projected to be higher by FY 2020. The requested personnel will help the USMS continue to meet its responsibilities in the most effective and efficient manner possible, without assuming unnecessary risk to the safety of its personnel, protectees, and those placed in its care. This request is essential to meet the increased demand in USMS mandated missions as a result of the current status of the justice system as well as projections indicating that this workload level is expected to escalate in the coming years.

In July 2005, the Office of the Inspector General (OIG) issued a report evaluating USMS fugitive task forces' apprehension of violent fugitives. To evaluate the USMS' performance, the OIG analyzed trends in fugitive apprehensions. Over the span of four years, the analysis showed the USMS increased the number of violent fugitives apprehended by 51 percent. The OIG concluded that the USMS' performance improved primarily because of increased full-time investigators dedicated to violent fugitive investigations. To further improve the USMS' effectiveness in apprehending violent fugitives and to reduce the number of violent fugitives at large, the OIG recommended that the USMS consider devoting additional resources to the fugitive mission. USMS analysis has determined that the impact of each new position dedicated

to a fugitive task forces equates to approximately 35-45 state, local, and Federal fugitive cases closed. However, the opposite is also true in that for every position that must be pulled from a fugitive task force to cover court and prisoner productions equally reduces USMS capacity in the same manner.

These requested personnel allows the USMS to continue to contribute to initiatives directly affecting the safety and security of our communities while also efficiently accomplishing its current missions. Most importantly, when USMS core obligations are met, the USMS will be better positioned to assist state, local, and tribal agencies with the location and apprehension of its most dangerous fugitives residing inside and outside the United States, investigating absconding sex offenders, and increasing the proactivity and depth of its protective investigations.

Funding

Base Funding

FY 2018 Enacted				FY 2019 Continuing Resolution				FY 2020 Current Services			
Pos	Agt/ Atty	FTE	(\$000)	Pos	Agt/ Atty	FTE	(\$000)	Pos	Agt/ Atty	FTE	(\$000)
0	0	0	\$0	0	0	0	\$0	0	0	0	\$0

Type of Position/Series	Full-year Modular Cost per Position (\$000)	1 st Year Annual- ization	Number of Positions Requested	FY 2020 Request (\$000)	2 nd Year Annual- ization	FY 2021 Net Annuali- zation (change from 2020) (\$000)	FY 2022 Net Annuali- zation (change from 2021) (\$000)
Criminal Investigative Series (1811)	\$285.727	\$227.927	35	\$7,977	\$7,236	-\$741	\$3,520
Total Personnel			35	\$7,977	\$7,236	-\$741	\$3,520

Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non- Personnel (\$000)	Total (\$000)	FY 2021 Net Annualization (change from 2020) (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)
Current Services	0	0	0	\$0	\$0	\$0	\$0	\$0
Increases	35	35	18	\$7,977	\$0	\$7,977	-\$741	\$3,520
Grand Total	35	35	18	\$7,977	\$0	\$7,977	-\$741	\$3,520

Affected Crosscuts

N/A

Item Name: **Fugitive Apprehension Aviation Support**

Budget Decision Unit(s): Fugitive Apprehension

Strategic Goal: 3 - Reduce Violent Crime and Promote Public Safety
 Strategic Objective: 3.1 Combat violent crime, promote safe communities, and uphold the rights of victims of crime

Organizational Program: Technical Operations Group (TOG)

Program Increase: Positions: 0 Agt/Atty: 0 FTE: 0 Dollars: \$6,130,000

Description of Item

The USMS requests **\$6,130,000** to provide one Cessna Caravan 208B EX. The aircraft will be outfitted with the necessary optics, video datalink, tactical communications and electrical power upgrades. Funding to cover operations and maintenance (O&M) and replacement costs for the aircraft is approximately \$605,000. The aircraft will enhance the USMS operational mission by providing specialized airborne surveillance for the USMS, the DOJ, and other government agencies (OGAs). The Cessna Caravan 208B EX will replace one smaller Cessna 206 aircraft that no longer meets the performance requirements of the USMS surveillance mission. The USMS believes that upgrading its smaller airframes to Cessna Caravan 208B EX aircraft will significantly increase its mission response rate and improve the USMS' performance with respect to violent crime reduction.

Justification

The USMS air surveillance program consists of seven aircraft strategically located across the United States, which are responsible for providing intelligence, surveillance and reconnaissance support to district offices, Regional Fugitive Task Forces (RFTF) and all headquarters operational divisions. In addition, USMS air surveillance resources support national level objectives including counter-narcotics, countering transnational organized crime (CTOC) and Consolidated Priority Organizational Targets (CPOTs). As of the end of FY 2018, the USMS surveillance aircraft active inventory includes two medium-sized Cessna Caravan 208B EX and six smaller Cessna 206s.

The USMS aircraft deploy in support of a myriad of USMS operational scenarios that include: photographic reconnaissance, overt and covert video surveillance, airborne communications relay, mission coordination, route mapping and over-watch. The primary deployment mission is in support of USMS investigations (both CONUS & OCONUS), and involves the deployment of specialized optics and electronic surveillance (ELSUR) equipment that accelerates and coordinates the speed in which ground investigative personnel can safely locate and apprehend high risk and dangerous felons in both urban and rural environments.

The USMS aircraft and specially trained pilots provide a unique investigative surveillance capability not fielded by other Federal, state or local law enforcement aviation programs. USMS

aircraft also provide an essential force multiplier in support of the limited number of USMS ground inspectors, who in turn support: 60 District Task Forces, eight RFTFs and over 1,300 participating state and local law enforcement agencies (the ratio of TOG Inspectors to Federal, state and local investigators is 1:90). The USMS's ability to render investigative aviation support in urban and rural areas is a force multiplier for the USMS and a critical officer safety enhancement. This airborne capability when operated in support of USMS ground element has nearly 100 percent mission success rate. In meeting these goals, it is important to point out that TOG inspectors and its air surveillance sub-component comprise only one percent of the USMS criminal investigative workforce, but clear ten percent of the agencies total annual arrests. The USMS' unique surveillance capabilities are brought to bear in support of the most complex and dangerous fugitive investigations.

Upgrading the USMS Surveillance Aircraft

Although the Cessna 206 met the operational needs and technical requirements of the USMS when the program started in 1998, technology advances and user requirements for air surveillance support have evolved dramatically and now exceed the safe operating capabilities of that size aircraft.

To accommodate the specialized surveillance equipment used exclusively by the USMS, the Cessna 206 aircraft have undergone extensive and costly retrofits which have resulted in a significant degradation to aircraft performance. The current aircraft are being deployed at 100 percent of their designed performance limits, which causes more rapid aging of the airframes and more frequent engine overhauls or replacements. To remain within safe operating parameters of the Cessna 206, pilots routinely compromise on capability (picking one piece of surveillance gear over another, even when both are needed), limiting fuel loads (reducing on-station time), and minimal manning (transit only with equipment, sensor team travels separately). In addition, the increased frequency of required maintenance takes the aircraft out of service for prolonged periods of time.

Since the introduction of the Cessna Caravan 208B EX in 2011, the USMS has realized phenomenal operational successes apprehending the nation's most wanted domestic and international fugitives. The USMS believes that the new aircraft would be grounded four times less often due to elevation restrictions, half as often by weather events, one quarter as often due to maintenance, and half as often due to speed restricts (i.e. inability to respond within time), and would increase the land mass covered by 35 percent. Currently, the fleet can only provide a timely response in 58 percent of requests for assistance due to above obstacles. With the new aircraft, the USMS anticipates the response rate at 96 percent. This would be a significant increase in support for serious violent fugitive apprehension.

The requested aircraft upgrade is critical to maintaining a viable and robust airborne surveillance capability. The existing Cessna 206 airframes are nearing the end of their useful service life. Furthermore, as size and power requirements for surveillance technology have increased, the Cessnas are being operated close to their maximum operational capability, which reduces safety margins to minimal levels. In many cases, the Cessnas simply do not have sufficient capability to fly requested missions. Therefore, replacement of the small platform Cessna 206 with the

larger Cessna Caravan 208B EX is necessary to ensure the USMS maintains its capability to provide safe and reliable air surveillance support to its investigative customers.

The Cessna Caravan 208B EX will be the primary aircraft for domestic surveillance missions and certain foreign missions below 10,000 feet (due to its unpressurized cabin). Operating aircraft at or near the limits of their performance capability reduces safety margins and increases maintenance requirements. The larger airframe greatly reduce wear and tear on USMS Aerial Surveillance Branch (ASB) aircraft because it is “right-sized” for the mission and not operated close to maximum designed capability limits. The USMS expects the Cessna Caravan 208B EX will remain a viable surveillance aircraft for 15-20 years with proper maintenance and periodic technical refreshment. The USMS has two Cessna Caravan 208B EX in its current inventory, one of which was purchased at the end of FY 2018 and is expected to be service-ready by mid-FY 2020.

Comparable Aircraft

When researching a suitable mid-range and long-range aircraft as a replacement to the Cessna 206s, the USMS established a minimum set of aircraft standards based on the current mission requirement to provide full support (over-watch, full motion video, tactical communications and airborne ELSUR) both domestically and OCONUS.

The criteria established were seating for eight passengers, full fuel payload capacity of at least 1,200 pounds, cabin volume of at least 400 cubic feet, flight time of at least six hours, the ability to mount an ELSUR equipment rack system, the ability to modify the airframe for Image Summary Response (ISR) capabilities (as all modifications made to an aircraft must be tested and approved by the FAA prior to being put into service)¹, and accessibility to a robust network of certified maintenance centers.

Based on these criteria, the USMS conducted research on five single-engine aircraft and three multi-engine aircraft. Of the five single-engine aircraft researched, three were found not to be suitable for use by the USMS, as they did not meet the minimum standards required to perform the USMS mission.

Those aircraft and deficiencies are as follows:

1. Kodiak Quest - cabin size of 334 cubic feet, lack of robust network of certified maintenance facilities, no known previously FAA certified law enforcement modifications
2. Cessna 208 - small cabin size of 302 cubic feet, lack of flight time (three hours with normal cargo and passenger count)
3. Socata TBM 750 - only six passenger seats, full fuel payload of only 633 pounds

The two single engine aircraft that met the criteria set forth to perform the USMS mission were the Pilatus PC-12 and the Cessna 208B EX. At \$4.9 million, the cost of the Pilatus PC-12 is over

¹ If a particular airframe has not been previously modified for use by another government agency, then the expense and time for engineering and testing of the required modifications would be cost-prohibitive to the USMS-ASB.

\$2 million more than the Caravan 208B EX. The Caravan 208B EX is clearly a more economical solution.

Significance of Owning an Aircraft

The USMS requires its own aircraft because other DOJ, Department of Defense (DOD) and OGAs routinely come to the USMS for the unique surveillance capabilities its aircraft possess and specialized abilities of its highly-trained pilots to support the fugitive apprehension mission. The USMS air surveillance flying differs greatly from the type of flying required by OGAs to accomplish their respective missions. Furthermore, it is not cost-effective for OGAs to upgrade their existing fleet to perform the functions currently handled by seven USMS aircraft. OGAs have supported USMS missions, specifically when USMS aircraft are either down for maintenance, unable to transit long distances over water, and/or unable to operate at the required service altitudes. However, in all instances, the OGAs' aircraft are less technically capable and therefore less successful in completing the fugitive surveillance mission than if a USMS aircraft were used. The unique combination of the USMS ELSUR suite, high resolution video surveillance camera technical expertise of the USMS investigators (both in the air and on the ground) have consistently proven to be the most successful law enforcement package.

Public and Officer Safety

These specialized airborne capabilities reduce the risk to the public and increase officer safety, by allowing law enforcement to choose when and where to take action in high-risk situations. The USMS provides critical wide-area surveillance capabilities during enforcement operations, which increases stand-off distances from target locations, minimizes the risk of detection, counter-surveillance or physical threats to law enforcement.

Because of the unique stand-off capability of the USMS to ground investigative personnel, its air surveillance aircraft routinely support law enforcement personnel with the location and apprehension of mobile or fleeing suspects, while mitigating the risks to law enforcement and the public inherent with police pursuits. The USMS aircraft are also used to identify target residences in restricted, gated or non-permissive environments (CONUS and OCONUS), and determine safe entry and egress routes for law enforcement investigators to safely locate and apprehend violent fugitive felons with greatly reduced risks to Law Enforcement Officers (LEOs) and the public.

An example, the Government of Mexico's (GOM) military and law enforcement personnel routinely suffered casualties during cartel targeting operations prior to USMS involvement. Since the integration of the USMS air and ground teams, the statistical success in dismantling the cartels has skyrocketed. Apprehensions and seizures have increased, and the improved officer safety and tactical advantage provided by USMS air ground operations have saved lives while increasing productivity. GOM forces have seen a zero casualty rate during numerous high-risk and successful counter cartel operations undertaken jointly between Mexico and the United States.

Funding Request

The funding increase of \$6,130,000 in FY 2020 for non-personnel costs will purchase one Cessna Caravan 208B EX and associated costs to outfit the aircraft.

Illustrations

Pictures below are samples of the Cessna 206 and the Cessna Caravan 208B EX. *Photos are for illustrative purposes only and are not the actual USMS aircraft.*

Cessna Station Air 206



Range: 613 nautical miles
Cruise Speed: 140 knots
Useful Load: 1,281 pounds

Cessna Caravan 208B EX



Range: 904 nautical miles
Cruise Speed: 165 knots
Useful Load: 3,567 pounds



Image at left shows the older Cessna 206 cockpit configuration, and the image below shows new glass cockpit. The differences in cockpit equipment require additional training for pilots who operate these two configurations of aircraft and it requires additional flight hours to maintain proficiency. Not shown is the tactical radio equipment which provides encrypted air-to-ground communications.



USMS ASB Aviation Inventory
(as of September 2018)

	Airframe	Year Purchased	Year Placed in Service
1	Cessna Caravan 208B EX	2018	2020 (est.)*
2	Cessna Caravan 208B EX	2010	Early 2012
3	Cessna 206 (from D/AK)	2008	2008
4	Cessna 206	2006	2006
5	Cessna 206	2003	2003
6	Cessna 206	2002	2002
7	Cessna 206	2000	2000
8	Cessna 206	2000	2000

* This aircraft was purchased during Q4 FY 2018, after enactment of the FY 2018 budget provided funding to begin the USMS aviation refresh cycle. This new aircraft is not yet included in the inventory count below. Due to complexity of its mission, fielding a service-ready 208B EX aircraft takes approximately 18 months from time of purchase for completion of surveillance modifications and other operational readiness activities.

Category	Inventory Count	Unit Cost (\$000)	Inventory (\$000)	Replacement Standard	Annual Replacement Cost (\$000)
Cessna Caravan 208B EX	1	\$2,700	\$2,700	17 years	
Cessna 206	6	\$800	\$4,800	10 years	
Optics (old)	5	\$400	\$2,000	5 years	\$400
Optics (new)	1	\$1,900	\$1,900	8 years	\$238
Tactical Radio & Datalink	7	\$200	\$1,400	5 years	\$280
Total			\$12,650		\$918

Note: Inventory costs of the existing seven airplanes exclude the newly purchased aircraft in FY 2018, which will be added into the inventory count when placed in service.

Impact on Performance

The air surveillance investigative techniques that are enabled by the USMS ASB inventory have been proven to enhance investigative capabilities into drug crimes, weapons violations, gang activities, sexual predators, crimes against children, state and local partnerships. The USMS supports OGAs by using its technology to capture the world's most wanted drug traffickers. Without the requested funding, maintaining these capabilities will not be possible.

Upgrading the Cessna 206 to the Cessna Caravan 208B EX enables the USMS to efficiently conduct airborne surveillance missions with appropriate technology and equipment payloads, using aircraft properly configured and staffed to meet operational requirements while providing the desired level of safety to flight personnel.

Funding

Base Funding

FY 2018 Enacted				FY 2019 Continuing Resolution				FY 2020 Current Services			
Pos	Agt/ Atty	FTE	(\$000)	Pos	Agt/ Atty	FTE	(\$000)	Pos	Agt/ Atty	FTE	(\$000)
6	6	6	\$7,949	6	6	6	\$7,949	6	6	6	\$3,207

Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2020 Request (\$000)	FY 2021 Net Annualization (change from 2020) (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)
Cessna Caravan 208B EX	\$2,700	1	\$2,700	-\$2,700	\$0
Optics (new)	\$1,830	1	\$1,830	-\$1,600	\$0
Tactical Radio & Datalink	\$200	1	\$200	-\$160	\$0
Operator Workstation	\$400	1	\$400	-\$365	\$0
Equipment Pod (RF Transparent)	\$500	1	\$500	-\$500	\$0
Aircraft Integration	\$500	1	\$500	-\$500	\$0
O&M	\$300	Per Aircraft		\$300	\$0
Total Non-Personnel			\$6,130	-\$5,525	\$0

Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2021 Net Annualization (change from 2020) (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)
Current Services	6	6	6	\$1,257	\$1,950	\$3,207		
Increases	0	0	0	0	\$6,130	\$6,130	-\$5,525	\$0
Grand Total	6	6	6	\$1,257	\$8,080	\$9,337	-\$5,525	\$0

Affected Crosscuts

Violent Crime

Item Name: Protective Detail Consolidation

Budget Decision Unit(s): Judicial and Courthouse Security

Strategic Goal: 3 - Reduce Violent Crime and Promote Public Safety
Strategic Objective: 3.1 Combat violent crime, promote safe communities, and uphold the rights of victims of crime

Organizational Program: Protective Operations

Program Increase: Positions 0 Agt/Atty 0 FTE 0 Dollars \$1,000,000

Description of Item

The USMS requests **\$1,000,000** to standardize protection responsibilities for certain civilian Cabinet level officials.

Justification

The protective details of government officials, including cabinet-level officials and some sub-cabinet-level officials, vary widely in size, scope, funding, and training. Currently, there is no single agency or official responsible for handling issues related to the routine protection of executive branch officials. This fragmentation of protection responsibilities leads to a lack of standardization of policy, procedures, experience, and ability of protective details.

The USMS currently provides for the protection of judicial and designated Federal officials by providing DUSMs to serve in a protective capacity, and assists in the protection of other officials by deputizing Government employees of other agencies to perform this function. Currently, the USMS provides DUSMs for the Secretary of Education and the Deputy Attorney General’s protective details. In addition, the USMS currently exercises threat assessment responsibility for all matters related to members of the judiciary, court family, and other designated protectees through its Office of Protective Intelligence.

This program increase would allow the USMS, in coordination with other agencies with protection responsibilities, to standardize protective details Government-wide. Protectees would benefit from standard, high quality training, as well as the USMS’ ability to set priorities and broader strategy across the force, an advantage over the current decentralized model. Additionally, while the USMS requires general law enforcement training in order to approve a deputation, agency employees serving on protective details vary in background, capabilities, and experience. Standardization of policies, procedures, experience, and ability of protective details would ensure that every protectee has access to well-trained Federal law enforcement officials with appropriate experience and oversight.

Impact on Performance

The standardization effort is tailor-made for the USMS. With appropriate resources, the USMS will be able to leverage its extensive experience with protective operations to deliver effective, efficient, and appropriate protection to executive branch officials.

Funding

Base Funding

FY 2018 Enacted				FY 2019 Continuing Resolution				FY 2020 Current Services			
Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)
0	0	0	\$0	0	0	0	\$0	0	0	0	\$0

Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2020 Request (\$000)	FY 2021 Net Annualization (change from 2020) (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)
Travel			\$1,000	\$0	\$0
Total Non-Personnel			\$1,000	\$0	\$0

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2021 Net Annualization (change from 2020) (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)
Current Services	0	0	0	\$0	\$0	\$0	\$0	\$0
Increases	0	0	0	\$0	\$1,000	\$1,000	\$0	\$0
Grand Total	0	0	0	\$0	\$1,000	\$1,000	\$0	\$0

Affected Crosscuts

National Security