

**United States Marshals Service
FY 2017 Performance Budget
President's Budget**

Salaries & Expenses and Construction Appropriations



February 2016

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I. Overview for the United States Marshals Service (USMS)

A. Introduction

The USMS requests \$1,275,156,000 for the Salaries and Expenses (S&E) appropriation to fund 5,620 positions, 4,192 Deputy U.S. Marshals (DUSMs), 22 Attorneys, and 4,938 full time equivalent (FTE) excluding reimbursable FTE. This request is an increase of 66 positions, 58 DUSMs, and \$44,575,000 from the FY 2016 Enacted Budget.

The USMS also requests \$10,000,000 for the Construction appropriation, a decrease of \$5,000,000 from FY 2016 Enacted Budget.

	Salaries & Expenses			Construction	Total
	Pos	FTE	Amt (\$000)	Amt (\$000)	Amt (\$000)
FY 2015 Enacted	5,554	4,876	1,195,000	9,800	1,204,800
FY 2016 Enacted	5,554	4,876	1,230,581	15,000	1,245,581
FY 2017 Request	5,620	4,938	1,275,156	10,000	1,285,156

The USMS request includes 102 positions and approximately \$124,050,000 for information technology (IT) program. The USMS supports major IT areas such as 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, detainee IT system management, secured systems for protective operations and other IT-related services performing security and associated functions supporting law enforcement missions and administrative operations. The IT request includes a program increase of \$25,122,000 to modernize, replace and consolidate outdated USMS investigative, judicial security, and prisoner management information systems. The USMS legacy systems are unable to keep up with the current operational requirements for stability, security, and scalability. The new system will result in operational efficiencies, new mobile capabilities, and improved information sharing.

Electronic copies of the Department of Justice's (DOJ) 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 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. The DOJ was created in 1870 and the Marshals have been under its purview since that time. 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..

U.S. Marshals Perform a Wide Range of Duties

The USMS is the nation's oldest and most versatile federal law enforcement agency. Since 1789, federal marshals have served the nation through a variety of vital law enforcement activities. Ninety-four U.S. Marshals, appointed by the President or the U.S. Attorney General, direct the activities of 94 district offices and personnel stationed at more than 400 locations throughout the 50 states, Guam, Northern Mariana Islands, Puerto Rico and the Virgin Islands. Each district, and the District of Columbia Superior Court, is headed by a U.S. Marshal. The Marshals Service's headquarters is located in the Washington, D.C. area.

The USMS occupies a uniquely central position in the federal justice system by being involved in virtually every federal law enforcement initiative. Approximately 5,000 Deputy Marshals and career employees perform the following nationwide, day-to-day missions.

The USMS ensures the functioning of the federal judicial process by:

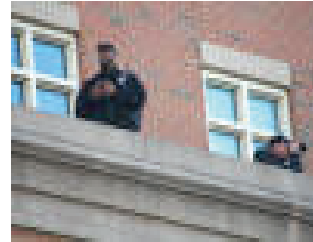
- protecting members of the judicial family (judges, attorneys, witnesses, and jurors);
- providing physical security in courthouses;
- safeguarding endangered government witnesses and their families;
- transporting and producing prisoners for court proceedings;
- executing court orders and arrest warrants;
- apprehending fugitives; and,
- seizing assets gained by illegal means and providing for the custody, management and disposal of forfeited assets.

All USMS duties and responsibilities emanate from this core mission.

Judicial and Courthouse Security

Deputy U.S. Marshals can be found:

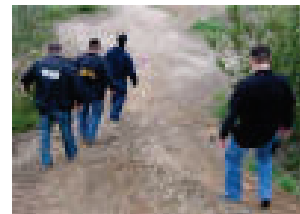
- in court with defendants in custody;
- protecting judges, prosecutors and witnesses;
- conducting threat analyses and investigations;
- conducting courtroom and courthouse security;
- planning courthouse facility renovations;
- managing courthouse security systems; and
- conducting courthouse and residential security surveys.



Fugitive Apprehension

Deputy U.S. Marshals can be found:

- conducting domestic and international fugitive investigations;
- working closely on fugitive task forces and special cases with local, state, federal, and international law enforcement agencies;
- planning and implementing extraditions and deportations of fugitives;
- conducting financial and technical surveillance on specific fugitive investigations; and
- serving court papers, which is also known as service of process.



Prisoner Security and Transportation

Deputy U.S. Marshals can be found:

- 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.



Protection of Witnesses

Deputy U.S. Marshals can be found:

- protecting government witnesses;
- producing protected witnesses for court proceedings, and
- re-documenting and relocating protected witnesses.



Asset Forfeiture

Deputy U.S. Marshals can be found:

- seizing, managing and disposing of forfeited assets.



Operations Support

Deputy Marshals can be found:

- performing security, rescue, and recovery activities for natural disasters and civil disturbances;
- planning and implementing emergency operations including Continuity of Government activities;
- performing audits and inspections of U.S. Marshals operations;
- providing missile escort services;
- providing protection for the Strategic National Stockpile; and
- protecting Government Officials.



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 the western territories. With changes in prosecutorial emphasis, the mission of the USMS has transitioned as well. In more recent history, 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.
- 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.
- Expansion of illegal immigration enforcement activities, including the implementation of Operation Streamline in 2005, increased federal prosecutions of immigration offenders and

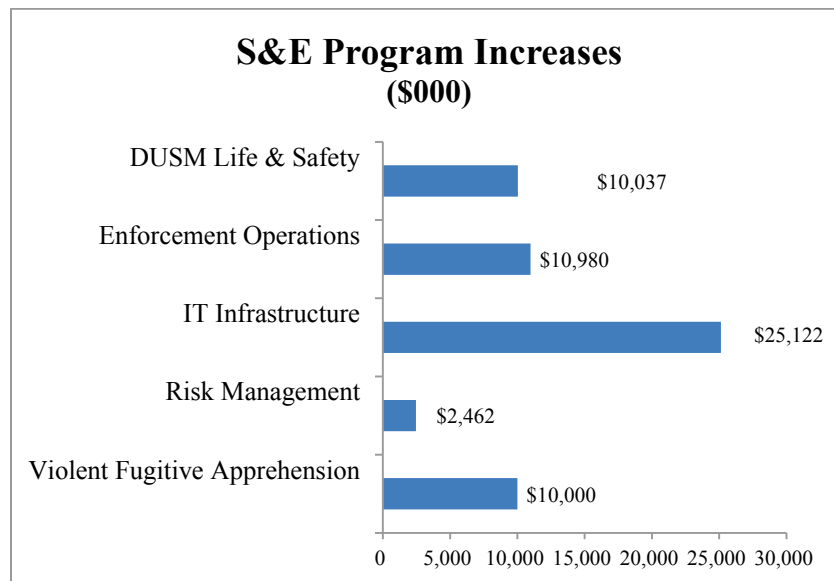
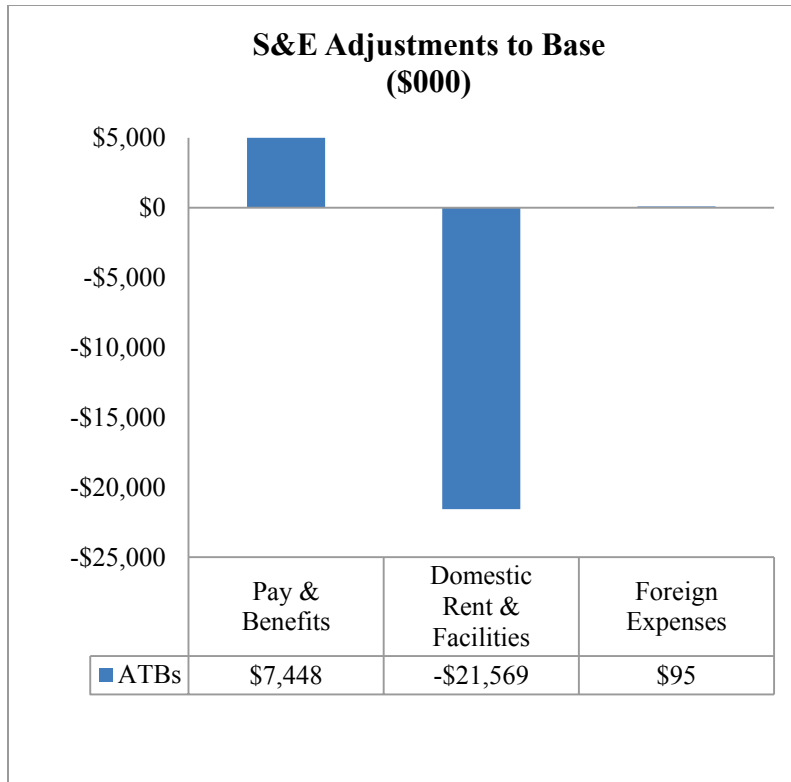
resulted in a significant increase in the USMS' prisoner and fugitive workload along the Southwest Border.

- 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.
- The President signed the Child Protection Act (P.L. 112-206) into law on December 7, 2012. This law 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.
- On May 29, 2015, President Obama signed the Justice for Victims of Trafficking Act (P.L. 114-22) into law. Section 605 of this law clarifies the USMS' authority to assist state, local, and other federal law enforcement agencies, upon request, in locating and recovering missing children. 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 eliminates the need for a warrant, allowing the USMS to immediately support missing child cases.

With more resources dedicated to apprehending and prosecuting suspected terrorists, the USMS constantly assesses and responds to the increasing demands for high-level security required for many violent criminal and terrorist-related court proceedings.

C. USMS Budget

The USMS' total request of \$1,285,156,000 consists of \$1,275,156,000 for the S&E appropriation and \$10,000,000 for the Construction appropriation. The S&E request includes program increases of \$58,601,000 for S&E and a program decrease of \$5,000,000 for Construction. The requested funding provides the necessary resources for the USMS to maintain and enhance its core functions and increase priority areas. Program increases for FY 2017 include the following: enhancing public and officer safety by updating mission critical equipment and expanding task force operations; protecting internal information technology systems from cyber threats by establishing a strong IT network; and ensuring accountability and integrity of USMS' programs by expanding the USMS' Office of Professional Responsibility. The charts below exhibit the cost distribution of base adjustments and program increases.



The total S&E adjustments-to-base (ATB) for FY 2017 is a reduction of \$14,026,000. This includes the non-recurrence of one-time funding provided in the FY 2016 Enacted Budget for the USMS' Headquarters move to a new location. The negative ATB, combined with the program changes, will increase the USMS' budget by \$44,575,000 over the FY 2016 Enacted level.

The Construction request includes \$5,000,000 in program decreases.

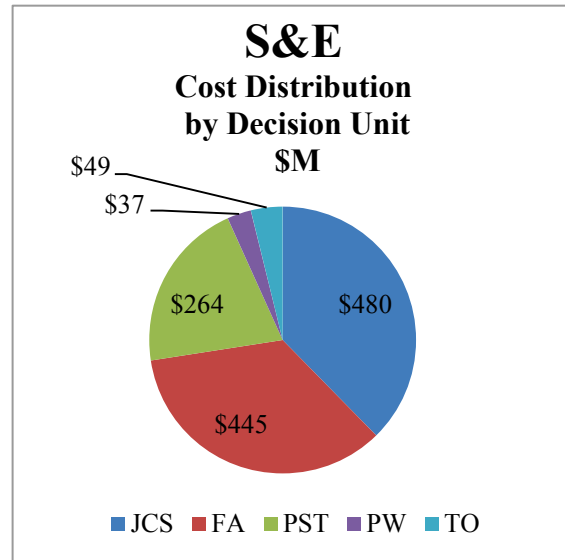
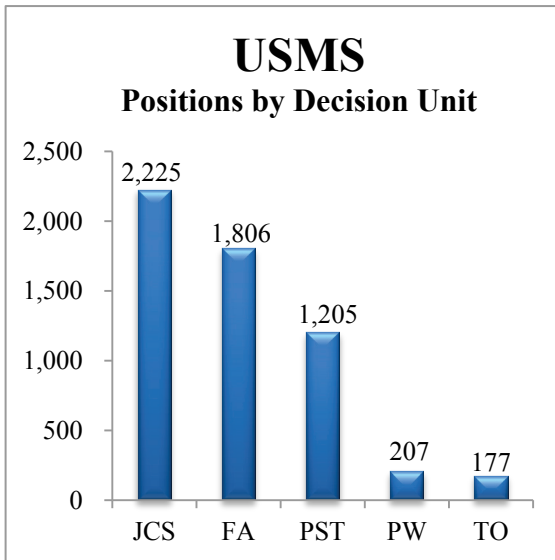
The USMS also receives reimbursable and other indirect resources from a variety of sources. Some of the larger sources include:

- The Administrative Office of the United States Courts (AOUSC) provides funding for administering the Judicial Facility Security Program;
- The Assets Forfeiture Fund (AFF) provides funding for managing and disposing seized assets;
- The Fees and Expenses of Witnesses (FEW) appropriation provides funding for securing and relocating protected witnesses; and,
- 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:

- **Judicial and Courthouse Security (JCS)** – ensures a safe and secure environment for all who participate in federal judicial proceedings. Accomplished by anticipating and deterring threats to the judiciary, maintaining the ability to deploy protective measures at any time, and implementing the necessary security measures for all federal court facilities;
- **Fugitive Apprehension (FA)** – enhances the safety and security of our communities nationwide by locating and apprehending federal fugitives, egregious state or local fugitives and non-compliant sex offenders. Accomplished by creating and maintaining cooperative working relationships with federal, state, local, and foreign law enforcement agencies; developing national expertise in sophisticated technical operations; conducting psychological assessments of sex offenders; and collecting and sharing criminal intelligence. The decision unit includes the management and disposal of all DOJ’s seized and forfeited assets;
- **Prisoner Security and Transportation (PST)** – ensures the custody of all federal prisoners is safe and humane from the 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. This includes providing housing, medical care, and transportation throughout the United States and its territories; producing prisoners for all court-ordered appearances; and protecting 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; and
- **Tactical Operations (TO)** – ensures that the USMS is able to respond immediately to any situation involving high-risk/sensitive law enforcement activities, national emergencies, civil disorders, or natural disasters. Accomplished by maintaining a specially trained and equipped tactical unit deployable at any time; providing explosive detection canines; operating a 24-hour Emergency Operations Center; and ensuring that Incident Management Teams and Mobile Command Centers are always available.

The charts below represent the position and cost distribution by decision unit for FY 2017.



D. Strategic Goals

The USMS mission supports all three goals within the DOJ Strategic Plan.

Goal I: Prevent Terrorism and Promote the Nation’s Security Consistent with the Rule of Law

Objective 1.1 Prevent, disrupt, and defeat terrorist operations before they occur by integrating intelligence and law enforcement to achieve a coordinated response to terrorist threats

The USMS directly contributes to preventing, disrupting and defeating terrorist operations by conducting threat assessments and investigating incoming threats or inappropriate communications made against members of the judicial family. DUSMs are assigned to the Federal Bureau of Investigation’s (FBI) Joint Terrorism Task Forces (JTTF) to work terrorism cases and share information that may be critical to protect the federal judiciary.

Goal II: Prevent Crime, Protect the Rights of the American People and Enforce Federal Law

Objective 2.2 Prevent and intervene in crimes against vulnerable populations; uphold the rights of, and improve services to, America’s crime victims

The USMS is 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: (1) assisting state, local, tribal, and territorial authorities in the location and apprehension of non-compliant sex offenders; (2) investigating violations of 18 USC § 2250 or failure to register as a

sex offender, and related offenses; and (3) assisting in the identification and location of sex offenders relocated as a result of a major disaster.

Performance Measure: Opened investigations concerning non-compliant sex offenders

Goal III: Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels

Objective 3.1 Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs

The USMS serves as the primary custodian for the DOJ Asset Forfeiture Program (AFP), whose mission is to support the use of asset forfeiture consistently and strategically 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 manages and disposes of assets seized and forfeited by participating federal law enforcement agencies (including the DEA, FBI, Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Food and Drug Administration (FDA), Department of State-Diplomatic Security Service (DOS-DSS), Department of Defense (DOD) Criminal Investigation Service, and U.S. Postal Inspection Service) and U.S. Attorneys nationwide.

Performance Measure: Percent asset value returned to the fund

Objective 3.2 Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence

The USMS maintains the integrity of the federal judicial system by: 1) 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; 2) guaranteeing that federal judges, attorneys, defendants, witnesses, jurors, and others can participate in uninterrupted court proceedings; 3) assessing inappropriate communications and providing protective details to federal judges or other members of the judicial system; 4) maintaining the custody, protection, and security of prisoners and the safety of material witnesses for appearance in court proceedings; and 5) limiting opportunities for criminals to tamper with evidence or use intimidation, extortion, or bribery to corrupt judicial proceedings.

Performance Measure: Assaults against protected court members

Objective 3.3 Provide safe, secure, humane, and cost-effective confinement and transportation of federal detainees and inmates

The USMS is responsible for the national operational oversight of all 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 through several processes to include sustenance, secure

lodging and transportation, evaluating conditions of confinement, providing medical care deemed necessary, and protecting their civil rights through the judicial process.

Performance Measure: Average Detention Cost

Objective 3.5 Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement

The USMS is authorized to investigate domestic and international fugitive matters to include fugitive extraditions both within and outside the United States, as directed by the Attorney General. In addition, the USMS provides assistance and expertise to other federal, state, and local law enforcement agencies in support of fugitive investigations. The USMS is also responsible for the majority of OCDETF federal fugitive investigations.

Performance Measure: Number and Percent USMS federal fugitives apprehended or cleared

E. Environmental Sustainability

The USMS continues to develop and implement environmental sustainability at headquarters and in the field. During the past three fiscal years, most Greenhouse Gas (GHG) emissions have steadily declined compared to the 2011 baseline. The President signed Executive Order 13693, "Planning for Federal Sustainability in the Next Decade," on March 19, 2015 revising sustainability goals for federal agencies. The Council on Environmental Quality is currently working on agency specific goals. Based on the GHG reductions, which the USMS has achieved to date, it is anticipated the USMS will be able to meet future targets.

In the last quarter of FY 2016, the USMS will relocate most of its headquarters' operations resulting in a reduction of 53,000 square feet from the 2013 level. As part of the move, the USMS will replace older computers, copiers, and printers with newer models that use less energy and reduce the number of copiers and printers. Agency-wide, the USMS continues to replace older model vehicles with newer, more fuel-efficient and flexible fuel vehicles as funding is available while still meeting the mission of the USMS. In addition, the USMS is developing a "Green Team" to promote innovative ideas in sustainability.

The USMS currently has two environmental management systems (EMS) in place to reduce environmental impact and increase operating efficiencies of both its fleet and the Justice Prisoner and Alien Transportation System. Both EMS will be updated in FY 2016 following the updated release of the International Organization for Standardization's 14000 environmental management standard.

F. Challenges

The USMS continues to analyze cost savings measures for economies of scale; be transparent in communications with both the Office of Management and Budget (OMB) and the Department; 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.

Objective 2.2 Prevent and intervene in crimes against vulnerable populations and uphold the rights of, and improve services to, America’s crime victims:

The Adam Walsh Child Protection and Safety Act (AWA) of 2006 designated the USMS as the lead law enforcement agency to apprehend non-compliant sex offenders. There are approximately 819,000 registered sex offenders nationwide, of which as many as 100,000 are estimated to be non-compliant with registration requirements. In response, the USMS has taken an aggressive approach toward protecting society from these violent offenders and child predators. While the USMS vigorously pursues AWA violators, these cases are becoming more complex requiring additional staff and resources to handle the increasingly multifaceted caseload involving non-compliant sex offenders.

Objective 3.2 Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence:

The USMS must meet the challenges associated with an ever-expanding social media cyber threat and rapid technological enhancements. 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.

The USMS operational and technology infrastructure is stretched beyond its physical capacity. Some courthouse cellblocks and holding cells do not meet current security and safety standards; protective gear, surveillance equipment, and vehicles are being used beyond their useful life cycles; and information technology infrastructure and communications have not kept up with technological advances.

The risk of continued employee misconduct, without proactive mitigation efforts, harms the public, the reputation of the USMS and the Department of Justice. Use-of-force incidents and firearm discharges involving task force officers need to be timely investigated. By increasing the review cycle and instituting follow-up reviews, the compliance review program would be more effective in mitigating USMS-wide risks, identifying and remediating fraud, waste, and abuse, and continuing to assist in attaining unqualified audit opinions on financial audits.

Objective 3.3 Provide safe, secure, humane, and cost-effective confinement and transportation of federal detainees and inmates:

The USMS detention resources are directly impacted by law enforcement and prosecutorial priorities and larger legislative reforms such as immigration reform, Southwest Border initiatives, and changes to sentencing guidelines. To meet these challenges, the USMS continues to reform business practices to optimize national detention operations. This will include robust interagency and non-governmental collaboration efforts to develop innovative solutions to effectively forecast and manage prisoner processing, housing, transportation, and medical care. In streamlining detention operations and providing for monitoring and performance based reporting, the USMS will need to develop a comprehensive IT environment that will modernize technology infrastructure, allow for enhanced data sharing and facilitate greater efficiencies across the agency.

Objective 3.5 Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement:

DUSMs are on the front lines every day, substantially reducing violent crime and making local communities safer, consistent with the tenets of the “Smart on Crime” initiative. However, as society and technology evolve, even “routine” interactions with the criminal element become inherently dangerous. The USMS must continue to mitigate risk to its personnel and law enforcement partners by conducting a review of existing policies, procedures, equipment, and training and subsequently implement a clear and consistent standardized approach to apprehension in all types of scenarios, within the United States and overseas. Therefore, it is critical for the USMS to have adequate personnel and enhance enforcement operations to accomplish the increasing demand to arrest the most violent offenders and dangerous fugitives safely and efficiently.

II. Summary of Program Changes

Item Name	Description				Page
		Pos.	FTE	Dollars (\$000)	
Deputy U.S. Marshal Life and Safety	For the cyclical replacement of body armor; radios; vehicles; surveillance equipment; and Special Operations Group (SOG) recertification and equipment. This funding would enable the USMS to replace mission critical equipment and maintain required tactical skills on a regular annual basis.	0	0	\$10,037	67
Violent Fugitive Apprehension	Funds are requested to backfill existing unfunded Deputy U.S. Marshals positions to focus on violent fugitive apprehension. By increasing the number of DUSMs in the field, the USMS will reduce the threat violent offenders pose to local communities.	0	0	\$10,000	77
Enforcement Operations	For the establishment of one new Regional Fugitive Task Force (RFTF) and enhancing current RFTFs.	60	30	\$10,980	81
Information Technology Infrastructure	For the replacement and modernization of outdated investigative, judicial security, and prisoner information management systems.	0	0	\$25,122	87
Risk Management	For new staff to address Office of Inspector General audit recommendations, including expansion for Internal Affairs and Compliance Review. Workloads per inspector are currently above the industry standard.	6	3	\$2,462	92
Construction	Reduced funding non-recurs the FY 2016 program increase.	0	0	-\$5,000	98

III. Appropriations Language and Analysis of Appropriations Language

United States Marshals Service

Salaries and Expenses

For necessary expenses of the United States Marshals Service, [~~\$1,230,581,000~~]\$1,275,156,000 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.

Construction

For construction in space controlled, occupied or utilized by the United States Marshals Service for prisoner holding and related support, [~~\$15,000,000~~]\$10,000,000, to remain available until expended.

Analysis of Appropriation Language

S&E: No substantive changes proposed.

Construction: For clarification purposes, the support costs related to the Construction Appropriation shall include administrative costs that are necessary to efficiently and effectively manage the corresponding workload associated in executing these construction projects.

IV. Program Activity Justification

A. Judicial and Courthouse Security

<i>Judicial and Courthouse Security</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	2,222	1,880	\$461,795
2016 Enacted	2,222	1,880	\$472,738
Adjustments to Base and Technical Adjustments	0	0	-\$5,368
2017 Current Services	2,222	1,880	\$467,370
2017 Program Increases	3	1	\$13,014
2017 Program Offsets	0	0	\$0
2017 Request	2,225	1,881	\$480,384
Total Change 2016-2017	3	1	\$7,646

<i>Construction</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	0	0	\$9,800
2016 Enacted	0	0	\$15,000
Adjustments to Base and Technical Adjustments	0	0	\$0
2017 Current Services	0	0	\$15,000
2017 Program Increases	0	0	\$0
2017 Program Offsets	0	0	-\$5,000
2017 Request	0	0	\$10,000
Total Change 2016-2017	0	0	-\$5,000

<i>Judicial and Courthouse Security and Construction - TOTAL</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	2,222	1,880	\$471,595
2016 Enacted	2,222	1,880	\$487,738
Adjustments to Base and Technical Adjustments	0	0	-\$5,368
2017 Current Services	2,222	1,880	\$482,370
2017 Program Increases	3	1	\$13,014
2017 Program Offsets	0	0	-\$5,000
2017 Request	2,225	1,881	\$490,384
Total Change 2016-2017	3	1	\$2,646

<i>Judicial and Courthouse Security - Information Technology Breakout (of Decision Unit Total)</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	42	42	\$37,858
2016 Enacted	42	42	\$43,030
Adjustments to Base and Technical Adjustments	0	0	\$91
2017 Current Services	42	42	\$43,121
2017 Program Increases	0	0	\$9,651
2017 Program Offsets	0	0	-\$2,385
2017 Request	41	41	\$50,387
Total Change 2016-2017	0	0	\$7,357

1. Program Description

The Judicial and Courthouse Security decision unit includes personal protection of federal jurists, court officers, and other threatened persons in the interests 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, facility security (security equipment and systems to monitor and protect federal courthouses facilities), and security of in-custody defendants during court proceedings. The USMS determines the level of security required by assessing the potential threat, developing security plans based on risks and threat levels, and assigning the appropriate security resources required to maintain a safe environment and to protect the federal judicial process.

To ensure that protected members of the judicial family remain unharmed and the judicial process is unimpeded, DUSMs are assigned to the 94 judicial districts (93 federal districts and the Superior Court of the District of Columbia.)

Each judicial district is assigned a Judicial Security Inspector (JSI). This role requires intense training to enhance the general knowledge of DUSMs in every aspect of judicial security. JSIs improve the USMS' ability to provide security due to their special experience in evaluating security precautions and procedures in federal court facilities and other venues where judicial events may occur. The inspectors assist with off-site security for judges, prosecutors, and other protectees. JSIs also act as the USMS liaison with the various federal, state, and local law enforcement agencies; government groups; and members of the court family.

In addition to JSIs, the USMS has a cadre of inspectors located in each of the 12 judicial circuits to supervise protective operations when additional personal security is required due to threat-related activity. These inspectors oversee the protective mission required for key judicial conferences and assist in the security for members of the United States Supreme Court, when applicable.

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. The complexity and threat levels associated with these cases require additional DUSMs for all aspects of USMS work.

Protective Intelligence

The USMS' Office of Protective Intelligence (OPI) provides guidance and oversight to the district offices for investigations 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 can be put into place to protect the judicial process.

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.

Protective Intelligence Inspectors (PIIs) are skillfully trained in the highly complex areas of protective investigations and threat management. PIIs assist in integrating protective, threat, and security based requirements through proactive and reactive means. PIIs help identify threat source groups and dangerous individuals. They also prepare and disseminate educational materials on security and threat issues as well as establish and maintain interagency working relationships and partnerships.

Judicial Facility Security Program

The USMS also administers the Judicial Facility Security Program (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. Their duties include: monitoring security systems, responding to duress alarms, screening visitors at building entrances, controlling access to garages, providing perimeter security in areas not patrolled by the Department of Homeland Security's Federal Protective Service, and screening mail and packages.

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 the overall security presence. 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			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			2,125	\$461,795 [\$11,166]	1,950	\$460,980 [\$11,166]	1,957	\$472,738 [\$8,701]	1	\$7,646 [\$0]	1,958	\$480,384 [\$8,701]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			2,125	\$461,795 [\$11,166]	1,950	\$460,980 [\$11,166]	1,957	\$472,738 [\$8,701]	1	\$7,646 [\$0]	1,958	\$480,384 [\$8,701]
Performance Measure: Workload	1.1 3.2	1. Inappropriate communications/threats to protected court members		749		926		1,930		193		2,123
Performance Measure: Output	1.1 3.2	2. Threats to protected court family members investigated		299		305		593		5		598
Performance Measure: Output	1.1 3.2	3. Protective details required/provided to court family members		15		17		25		0		25
Performance Measure: Outcome	1.1 3.2	4. Assaults against protected court family members*^		0		0		0		0		0

* Denotes inclusion in the DOJ Quarterly Status Report
 ^ Denotes inclusion in the DOJ Annual performance Plan

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Workload:

1. Inappropriate communications/threats to protected court members:

- a. **Data Definition through FY 2015:** An inappropriate communication/threat is the number of protective investigations opened by district investigators based on any valid triggering event. A triggering event includes, but is not limited to, either written and oral communications, or any activity of a suspicious nature.
- b. **Refined Data Definition FY2016-7:** The number of external events that require a protective assessment to determine if the event is an *incident* - security activity that requires documentation, but not further investigation; *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, intelligence analysis, may involve: behavioral analyses and/or protective measures such as a security detail, residential security survey, or security briefing.
- c. **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.
- d. **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 through FY 2015:** The total number of protective investigations opened which are assessed as potential or high risk at some point during the investigation. These cases typically involve a variety of protective measures including but not limited to 24-hour continuous details, portal to portal details, security briefings, residential surveys, increased police patrols, etc.
- b. **Refined Data Definition FY2016-7:** The total number of predicated protective investigations opened which are investigative activities with an adequate triggering event, indicating a crime has or might take place. Requires a significant level of protective response to include comprehensive investigation, intelligence analysis, may involve: behavioral analyses and/or protective measures such as a security detail, residential security survey, or security briefing.
- c. **Data Validation and Verification:** Numbers are calculated utilizing Justice Detainee Information System (JDIS) data and are validated by the USMS Judicial Security Division.
- d. **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.
- b. Data Validation and Verification:** Numbers are calculated utilizing Justice Detainee Information System (JDIS) data and are 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 through FY 2015:** Assaults against protected court family members are any criminal assaults motivated by the protectee's status within the court family.
- b. Refined Data Definition FY2016-7:** Includes criminal assault motivated by a protectee's status as at 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.
- c. Data Validation and Verification:** Numbers are calculated utilizing Justice Detainee Information System (JDIS) data and are validated by the USMS Judicial Security Division.
- d. 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 Performance Plan Targets		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
				Actual	Actual	Actual	Actual	Target	Actual	Target	Target
1.1 3.2	Performance Measure: Workload	1. Inappropriate communications/threats to protected court family members	N/A	N/A	1,155	768	749	926	1,930	2,123	
1.1 3.2	Performance Measure: Output	2. Threats to protected court family members investigated	N/A	N/A	472	399	299	305	593	598	
1.1 3.2	Performance Measure: Output	3. Protective details required/provided to court family members	N/A	N/A	28	13	15	17	25	25	
1.1 3.2	Performance Measure: Outcome	4. Assaults against protected court family members*^	N/A	N/A	0	0	0	0	0	0	
N/A = Data unavailable *Denotes inclusion in the DOJ Quarterly Status Reports ^Denotes inclusion in the DOJ Annual Performance Plan											

3. Performance, Resources, and Strategies

The USMS maintains the integrity of the federal judicial system by: 1) 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; 2) guaranteeing that federal judges, attorneys, defendants, witnesses, jurors, and others can participate in uninterrupted court proceedings; 3) assessing inappropriate communications and providing protective details to federal judges or other members of the judicial system; 4) maintaining the custody, protection, and security of prisoners and the safety of material witnesses for appearance in court proceedings; and 5) 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 2015 Target: 0

FY 2015 Actual: 0

Strategy: Develop standardized training programs on personal security awareness for the court family and protectees

Standardized training was developed for personal security awareness for the workplace, home, off-site, and for those under USMS protection. This was accomplished by combining current policies and procedures in newly developed PowerPoint and handout materials accompanied by hands-on instruction. At the district level, training will be offered to the court members at least once a year. In addition, personal security awareness training will continue to be conducted at the onset of a protective detail and protective investigation for the protectee and their family. Personal security training will also be provided when residential security surveys are conducted.

Strategy: Develop a continuing education strategy for all protectees on protective capabilities and procedures

The USMS developed and distributed 10,000 copies of a pocket security guide, completed and distributed a Workplace Security video and is working partnership with the AOUSC to develop and Internet Security video. In addition, an Off-Site Security Book is in the publishing phase of completion.

Strategy: Formalize protective parameters for level of protection based on mitigation of efforts

The USMS established a training program on formal mitigation strategies. This includes OPI training, district protective investigations, JSI Basic and Sustainment training and Protective Intelligence Training Program (PITP) training. The positive feedback validates that USMS is better positioned to properly implement protection and creates greater standardization of protection parameters across the agency spectrum.

Strategy: Explore the development of a risk-based protection for the Supreme Court Judiciary

The USMS will pursue a risk-based protection program to ensure standardization and continuity of a comprehensive protection program for Supreme Court Justices similar to that provided to like-federal protectees. A review of current protection practices will be conducted to identify and validate requirements and to ensure appropriate resources are allocated for the security of the Justices. Only by providing risk-based protection (rather than threat-based protection or as-requested security assistance) can the USMS sufficiently align protection practices to government and industry best practices for high-profile and high-value protectees. Formalization of interagency coordination and delineation of authorities and responsibilities between interagency partners as well as improved information sharing, cooperation, and collaboration between the USMS, Supreme Court Police Department, and Supreme Court Chambers is required to ensure the delivery of the most effective protection to Supreme Court Justices.

Strategy: Assess the USMS Behavioral Analytic Unit's capabilities to determine the required increase in staffing levels needed to support additional USMS-wide responsibilities.

The USMS assessed the current capabilities of the Investigative Operations Division, Sex Offender Investigations Branch - Behavioral Analysis Unit (BAU) and the potential to leverage this asset to protective and other USMS missions. The USMS established a behavioral research unit in their Judicial Security Division (JSD), Office of Protective Intelligence. This unit conducts behavioral assessments on subjects that threaten the judiciary and conduct behavioral studies to benefit the judicial security interests of USMS. With over 18,000 threat cases in the USMS historical database, behavioral studies of these cases and case consultation on ongoing threats involving protectee cases tremendously enhances the agency's ability to effectively provide protection.

Strategy: Conduct a staffing analysis of JFSP Federal Employee and contracts to determine how to more efficiently allocate resources

An organizational assessment of JSD Judicial Services was conducted to clearly define branch responsibilities, align staff tasks and responsibilities and reduce potential redundancies. Based on the results of this assessment, incremental changes were made to streamline operations, improve mission performance, enhance collaboration and better align existing resources with strategic goals and objectives. By centralizing similar actions, redefining roles and responsibilities, positioning personnel for optimal results, improving coordination and increasing transparency and accountability, this effort enhanced overall efficiency and effectiveness. This was accomplished by adopting a regional team concept and organizational shifts. Annual staffing allocation reviews ensure program areas remain appropriately staffed.

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

The USMS will conduct an analysis of the current hiring practices to identify areas for greater efficiency in validating CSO suitability in both background investigations and medical clearances in order to timely address field staffing requirements. Internal Office of Court Security (OCS) processes, interagency dependencies, and contract stipulations will be reviewed to make informed recommendations. Follow-on process and procedural

refinements and contract modifications may be implemented to promote continual improvement of the court security mission.

Strategy: Modernize the Physical Security Access Control System (PACS)

The USMS will systematically work to modernize the PACS for federal court facilities nationwide. A comprehensive PACS risk assessment process will provide the foundation for facility prioritization, resource planning, existing equipment lifecycle and maintenance issues, and protection of all who work, visit or utilize the federal court facilities. Additionally, modernization efforts will explore opportunities for efficiencies and cost savings through phased implementation of networked regional PACS servers.

Strategy: Reevaluate offsite security requirements, asset costs, and protocols to address current and future needs

A comprehensive program review of the two primary offsite judicial security programs, the Home Intrusion Detection System (HIDS) and Judicial Duress Alarm Response (JDAR), will be conducted in order to evaluate the effectiveness of current policies, processes, procedures, and equipment. The results of the review will inform recommendations for these programs and technologies across several fiscal years. A targeted survey of district feedback will inform updates to policy and current security contract support. Via a thorough assessment, the USMS will identify best practices for collaboration between judicial security program offices, the Communications Center, districts, and program participants. This assessment will also review and identify IT infrastructure and equipment lifecycle requirements to guarantee uninterrupted program support and inform budget forecasting and related acquisitions processes. Training for district representatives who interface directly with offsite security program participants will be updated and educational and reference materials for the judicial family will be developed.

Strategy: Leverage and/or partner with other agencies for physical security research and development needs

The USMS created a dedicated unit to research, test, and evaluate new equipment standards to ensure judicial security remains on the cutting edge. The new Research and Evaluation Branch (REB) comprises a Physical Security Specialist from the Office of Court Security (OCS) and the Office of Security Systems (OSS) as well as a Management and Program Analyst from OCS. A governance board ensures engagement and coordination on every project. Improvement to JFSP effectiveness and increased value for expenditures is accomplished through research and evaluation of products for replacement in current operations; new technology and methodologies to improve operations by reducing costs and/or improving security and business practices; leveraging research already being done; and providing technical and management support.

B. Fugitive Apprehension

<i>Fugitive Apprehension</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	1,744	1,649	\$402,681
2016 Enacted	1,744	1,649	\$416,216
Adjustments to Base and Technical Adjustments	0	0	-\$4,928
2017 Current Services	1,744	1,649	\$411,288
2017 Program Increases	62	60	\$34,055
2017 Program Offsets	0	0	\$0
2017 Request	1,806	1,709	\$445,343
Total Change 2016-2017	62	60	\$29,127

<i>Fugitive Apprehension -Information Technology Breakout (of Decision Unit Total)</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	33	33	\$29,746
2016 Enacted	33	33	\$33,810
Adjustments to Base and Technical Adjustments	0	0	\$71
2017 Current Services	33	33	\$33,881
2017 Program Increases	0	0	\$8,497
2017 Program Offsets	0	0	-\$1,874
2017 Request	33	33	\$40,504
Total Change 2016-2017	0	0	\$6,694

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 through 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 60 district-led fugitive task forces and seven Regional Fugitive Task Forces (RFTFs), which are headquartered in Atlanta, Birmingham, Chicago, Los Angeles, New York, Orlando, and Washington, D.C. The seven RFTFs function within 34 federal judicial districts, partnering with federal, state, and local law enforcement agencies. The RFTFs focus investigative resources to locate and apprehend the most egregious fugitives, and to assist in high-profile investigations that identify criminal activities for future state and federal prosecutions.

The USMS complements its RFTFs with a network of 60 multi-agency Violent Offender Task Forces (VOTFs). These VOTFs operate in districts that do not currently have an RFTF. The VOTF task force personnel are generally not assigned to these organizations full-time. Each VOTF focuses investigative efforts on felony fugitives wanted for federal, state, and local crimes. This includes, but is not limited to, murderers, sex offenders, gang members, and drug traffickers. These task forces are often granted funding through initiatives such as the Joint Law Enforcement Operations (JLEO) funding (administered by the DOJ Assets Forfeiture Fund), the High Intensity Drug Trafficking Area, and Project Safe Neighborhoods programs.

In addition, the USMS allocates resources and funding to its 15 Most Wanted Fugitive Program, which prioritizes the investigation and apprehension of high-profile offenders who are considered to be career criminals and some of the country's most dangerous fugitives. Since the program's inception in 1983, more than 229 of these fugitives have been apprehended. The USMS supplements the successful 15 Most Wanted Fugitive Program with its Major Case Fugitive Program. Much like its predecessor, the Major Case Fugitive Program prioritizes the investigation and apprehension of high-profile offenders who tend to be career criminals with histories of violence and pose a significant threat to public safety. Current and past fugitives targeted by this program include murderers, violent gang members, sex offenders, major drug kingpins, organized crime figures, and individuals wanted for high-profile financial crimes.

The USMS is also responsible for the majority of Organized Crime Drug Enforcement Task Force (OCDETF) federal fugitive investigations. In addition, the USMS provides assistance to state and local partner agencies in apprehending numerous drug-related and organized crime felons that are eventually prosecuted at the state level.

International Fugitive Investigations

In addition to domestic investigations, the USMS has statutory responsibility for all international extraditions, ensuring that there are no safe havens for criminals who flee the territorial boundaries of the United States. Globalization of crime, coupled with the immediate mobility of fugitives, requires an intensive effort to address the number of fugitives who flee U.S. territorial boundaries. The USMS has become a leader in the development of several international fugitive programs in order to effectively investigate, apprehend, and remove these fugitives back to the United States. The USMS Investigative Operations Division (IOD) manages foreign and international fugitive investigations, three foreign field offices, foreign law enforcement training, the Mexico and Canada Investigative Liaison programs, and the worldwide extradition program. IOD also oversees liaison positions at Interpol–United States National Central Bureau (USNCB), DOJ Office of International Affairs (OIA), the El Paso Intelligence Center (EPIC), and the Department of State–Diplomatic Security Services (DOS-DSS).

The IOD's International Investigations Branch (IIB) is responsible for processing, reviewing, and coordinating investigations concerning the pursuit and apprehension of international fugitives and foreign fugitives. The USMS defines international fugitives as "fugitives wanted in the United States who have fled to foreign countries to avoid prosecution or incarceration." The IIB staff coordinates international investigations with district field offices and other domestic law enforcement agencies to provide guidance and direction on the international process. The IIB also provides points of contact in foreign countries to facilitate these investigations. Additionally, it is responsible for oversight and coordination of the USMS Extraterritorial

Investigations Policy. This policy sets forth the manner in which law enforcement activities are conducted outside of U.S. territorial jurisdiction. Through an agreement with the DOJ Criminal Division, the USMS is responsible for investigating foreign fugitive cases referred by Interpol, DOJ-OIA, other domestic law enforcement agents stationed overseas, and through foreign embassies in the United States.

Interaction with law enforcement agencies and representatives of foreign governments occurs daily. The United States has no jurisdiction outside of its borders; therefore, the IIB relies heavily on its working relationships with foreign countries. The IIB emphasizes relationships with foreign embassies in the Washington, D.C. area and, through district offices, with consulates around the United States. The IIB staff participates in the Washington, D.C.-based Liaison Officers Association, which comprises foreign law enforcement officials assigned to embassies in the United States. The USMS coordinates foreign fugitive cases with these offices, thereby expanding the network of foreign law enforcement resources available to the USMS.

Sex Offender Investigations

The USMS is 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: (1) assisting state, local, tribal, and territorial authorities in the location and apprehension of non-compliant sex offenders; (2) investigating violations of 18 USC § 2250 and related offenses; and (3) assisting in the identification and location of sex offenders relocated as a result of a major disaster. The USMS carries out its duties in partnership with state, local, tribal, and territorial law enforcement authorities and works closely with the National Center for Missing and Exploited Children.

To further enhance its capabilities and support state and local partners, the USMS established the National Sex Offender Targeting Center (NSOTC). The NSOTC has partnered with several agencies, including Interpol, the DOS-DSS, and Customs and Border Protection to identify Adam Walsh Act violations by tracking sex offenders who travel in and out of the United States and fail to comply with the mandated registration requirements. The NSOTC has also created an initiative with the DOD's Military Correctional Branch to expand their notification procedures to include the NSOTC when military convicted sex offenders are released, which will allow enforcement officials to better identify non-compliant sex offenders for arrest and prosecution. SOIB activities also support the DOJ's National Strategy for Child Exploitation Prevention and Interdiction.

Technical Operations

The USMS' Technical Operations Group (TOG) provides the USMS, other federal agencies, and requesting state or local law enforcement agencies with the most timely and technologically advanced electronic surveillance and investigative intelligence. Annually, TOG 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 operates from eight Regional Technical Operations Centers (RTOCs) and 21 field offices throughout the United States and Mexico. TOG comprises approximately 100 personnel, including technically trained criminal investigators, investigator-pilots, intelligence analysts, and administrative specialists. The RTOCs are strategically located in the major metropolitan areas throughout the United States.

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 in response to the criminal element's increasing reliance on technology to continue criminal enterprise and flight. ESB deploys sophisticated commercial and sensitive technical surveillance technologies for the interception of hard line and cellular telecommunications, Wi-Fi collection and emitter location, Global Positioning System (GPS) and radio frequency tagging/tracking, computer and cellular exploitation and on-scene forensic extraction, photo/video surveillance, and Technical Surveillance and Countermeasure (TSCM) sweeps to detect surreptitious monitoring devices.

ASB provides aerial support to the various missions of the USMS with seven specially-equipped fixed wing aircraft outfitted with advanced avionics, surveillance, and communications capabilities. The aircraft and pilots are co-located with the RTOCs to provide a variety of investigative, surveillance, and reconnaissance capabilities that include 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.

Due to TOG's unique ability of identifying and locating persons of interest to the United States by way of electronic surveillance and technical operations, TOG is the sole 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. Additionally, TOG 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 the fiduciary stewardship to ensure that assets seized for forfeiture are managed and disposed of in an efficient and effective manner. DOJ AFP participating agencies include DEA, FBI, ATF, FDA, DOS/DSS, DOD Criminal Investigation Service, U.S. Postal Inspection Service, and each of the U.S. Attorney's offices.

To proactively identify assets during an investigation, Asset Forfeiture Financial Investigators (AFFI) work in conjunction with Investigative Agencies and U.S. Attorney's offices to conduct financial analyses to determine net equities of assets targeted for forfeiture, execute court orders, and assist in the physical seizure and security of the assets. The AFFI positions are funded from the AFF, and work exclusively in the USMS AFP. These positions are in addition to DUSMs executing the AFF mission and are funded through the USMS S&E appropriation.

Highly trained USMS employees execute the day-to-day operations of managing and disposing of tens of thousands of assets on an annual basis. These skilled individuals are responsible for the lifecycle management of all assets in USMS custody and work to ensure that assets are

disposed of in a timely, cost-efficient manner using best business practices to minimize expenses to maximize proceeds.

2. Performance and Resource Tables

			FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,906	\$402,681 [\$12,100]	1,905	\$401,971 [\$12,100]	1,944	\$416,216 [\$12,974]	60	\$29,127 [\$0]	2,004	\$445,343 [\$12,974]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,906	\$402,681 [\$12,100]	1,905	\$401,971 [\$12,100]	1,944	\$416,216 [\$12,974]	60	\$29,127 [\$0]	2,004	\$445,343 [\$12,974]
Performance Measure: Workload	3.5	1. Number of Federal fugitives	51,258		49,061		48,540		0		48,540	
Performance Measure: Output	3.1	2. Number of assets in inventory	22,386		17,564		15,680		Retired		Retired	
		a. Cash	14,779		10,937		9,500					
		b. Complex Assets	187		224		180					
		c. All Other Assets	7,421		6,403		6,000					
Performance Measure: Output	3.1	3. Number of assets received*	N/A		N/A		13,500		0		13,500	
		a. Cash	N/A		N/A		8,410		0		8,410	
		b. Complex Assets	N/A		N/A		90		0		90	
		c. All Other Assets	N/A		N/A		5,000		0		5,000	
Performance Measure: Outcome	3.5	4. Number of Federal warrants cleared	32,171		32,002		30,144		0		30,144	

N/A = Data Unavailable

* Denotes new measure

RESOURCES			Target		Actual		Projected		Changes		Requested (Total)	
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Performance Measure: Output	2.2	5. Non-compliant Sex Offender Investigations	1,841		1,867		1,786		27		1,813	
Performance Measure: Output	3.1	6. Number of assets disposed	21,496		19,575		14,500		0		14,500	
		a. Cash	14,276		12,668		9,210		0		9,210	
		b. Complex Assets	67		115		70		0		70	
		c. All Other Assets	7,153		6,792		5,220		0		5,220	
Performance Measure: Output	3.1	7. Percent of asset value returned to Fund*	55%		64%		55%		Retired		Retired	
Performance Measure: Output	3.1	8.. Comparison of value returned to Fund**	N/A		N/A		85%		0		85%	
		a. Jewelry, Arts, Antiques & Collectibles	N/A		N/A		75%		0		75%	
		b. Real Property	N/A		N/A		75%		0		75%	
Performance Measure: Outcome	3.1	9. Percent of All Other Assets disposed within procedural time frames*	60%		57%		60%		Retired		Retired	
		10. Assets disposed with Procedural Timeframes by Category**	N/A		N/A		80%		0		80%	
Performance Measure: Outcome	3.1	a. Real Property	N/A		N/A		80%		0		80%	
		b. Conveyances (vehicles, vessels and aircraft)	N/A		N/A		80%		0		80%	
Performance Measure: Outcome	3.5	11. Number of USMS federal and egregious non-federal fugitives apprehended/cleared	104,638		107,001		104,556		0		104,556	
Performance Measure: Outcome	3.5	12. Number and Percent federal fugitives apprehended/cleared	30,711	58%	31,202	64%	29,124	60%	0	0	29,124	60%

* Denotes inclusion in the DOJ Quarterly Status Report

** Denotes new measure

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

2. Number of assets in inventory – Retired: Transition to *number of assets received*. Assets in inventory are a snapshot in time and therefore are limited in depicting workload variability.

- a. **Data Definition:** The number of assets currently in USMS custody that are pending forfeiture decision/disposal instructions.
- 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 are estimates based upon the date extracted as data entry in the Consolidated Asset Tracking System (CATS) is a continuous process.

3. Number of assets received -- New: Includes a count of the number of assets received during the fiscal year.

- a. **Data Definition (Cash):** The number 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 are estimates based upon the date extracted as data entry in the CATS is a continuous process.

Performance Measures – Outputs, Efficiencies, and Outcomes

4. 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:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.
5. **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:** Annual Office of Inspections (OI) Self-Assessment Guide (SAG) review of files vs. the database. OI also conducts 10 annual in-person 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.
6. **Number of assets disposed:**
- a. **Data Definition (Cash):** The number listed for “Cash” signifies the total separate cash asset IDs in USMS custody.
Data Definition (Complex Asset): The number listed for “Complex Assets” signifies the sum of total assets categorized as “Commercial Business,” “Financial Instrument,” or “Intangible Asset.”
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 are estimates based upon the date extracted as data entry in the CATS is a continuous process.
7. **Percent of asset value returned to the fund – Retired: Transition to *comparison of value returned to the fund*. Current measure accounts for victim payments and equitable sharing the same as maintenance and disposal costs.**
- a. **Data Definition:** The percent of asset value returned to the fund is calculated by the value collected from the asset at disposal, less maintenance fees, victim payments and equitable sharing; divided by the value collected from the asset at disposal.
 - 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 are estimates based upon the date extracted as data entry in the CATS is a continuous process.
8. **Comparison of Value Returned to the Fund – New: Includes only assets disposed through sale. Calculations by asset category allow for the identification of specific performance trends.**

- 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 by sale value of the asset at disposal, less management and disposition fees; divided by the appraised value.
 - c. **Data Definition (Vehicles):** The percent proceeds returned to the fund through the sale of Vehicles. The percentage is calculated by 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 are estimates based upon the date extracted as data entry in the CATS is a continuous process.
9. **Percent of All Other Assets disposed within procedural time frames – Retired: Transition to *assets disposed within procedural timeframes by category to better reflect performance for the majority of assets.***
- a. **Data Definition:** The number listed for “percent of all other assets disposed” signifies the total assets disposed within procedural timeframes.
 - b. **Data Validation and Verification:** Data is an estimation based upon the date extracted as data entry in CATS is a continuous process.
 - c. **Data Limitations:** Data are estimates based upon the date extracted as data entry in the CATS is a continuous process.
10. **Assets Disposed Within Procedural Timeframes by Category – New: Allows for performance trend identification for asset categories with differing procedural timeframes**
- 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 an estimation based upon the date extracted as data entry in CATS is a continuous process.
 - c. **Data Limitations:** Data are estimates based upon the date extracted as data entry in the CATS is a continuous process
11. **Number of USMS federal and egregious non-federal fugitives apprehended/cleared:**
- a. **Data Definition:** This 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 which include 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 their designee is responsible for reviewing each case to verify that it meets the criteria above.
- 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.

12. Number and Percent of federal fugitives apprehended/cleared:

- a. **Data Definition:** The percent cleared is calculated by taking the number of cleared fugitives divided by the sum of received fugitives (fugitives that had a warrant issued during the fiscal year) and on-hand fugitives (fugitives that had an active warrant at the beginning 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:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

PERFORMANCE MEASURE TABLE										
Decision Unit: Fugitive Apprehension										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.5	Performance Measure: Workload	1. Number of Federal fugitives	N/A	N/A	48,525	48,493	51,258	49,061	48,540	48,540
3.1	Performance Measure: Output	2. Number of assets in inventory	N/A	N/A	22,448	21,107	22,386	17,564	15,680	Retired
		a. Cash	N/A	N/A	14,704	13,324	14,779	10,937	9,500	
		b. Complex Assets	N/A	N/A	187	185	187	224	180	
		c. All Other Assets	N/A	N/A	7,557	7,598	7,421	6,403	6,000	
3.1	Performance Measure: Output	3. Number of assets received**	N/A	N/A	N/A	N/A	N/A	N/A	13,500	13,500
		a. Cash	N/A	N/A	N/A	N/A	N/A	N/A	8,410	8,410
		b. Complex Assets	N/A	N/A	N/A	N/A	N/A	N/A	90	90
		c. All Other Assets	N/A	N/A	N/A	N/A	N/A	N/A	5,000	5,000
3.5	Performance Measure: Outcome	4. Number of Federal warrants cleared	N/A	N/A	39,267	31,900	32,171	32,002	30,144	30,144
2.2	Performance Measure: Output	5. Non-compliant Sex Offender Investigations	N/A	N/A	2,009	2,059	1,841	1,867	1,786	1,813
3.1	Performance Measure: Output	6. Number of assets disposed	N/A	N/A	21,983	21,431	21,496	19,575	14,500	14,500
		a. Cash	N/A	N/A	14,720	14,367	14,276	12,668	9,210	9,210
		b. Complex Assets	N/A	N/A	65	93	67	115	70	70
		c. All Other Assets	N/A	N/A	7,198	6,971	7,153	6,792	5,220	5,220
N/A = Data unavailable ** Denotes new measure										

PERFORMANCE MEASURE TABLE										
Decision Unit: Fugitive Apprehension										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Output	7. Percent of asset value returned to Fund*	N/A	N/A	66%	60%	55%	64%	55%	Retired
3.1	Performance Measure: Output	8. Comparison of value returned to Fund**	N/A	N/A	N/A	N/A	N/A	N/A	85%	85%
		a. Jewelry, Arts, Antiques & Collectibles	N/A	N/A	N/A	N/A	N/A	N/A	75%	75%
		b. Real Property	N/A	N/A	N/A	N/A	N/A	N/A	75%	75%
3.1	Performance Measure: Outcome	c. Conveyances (Vehicles, vessels, and aircraft)	N/A	N/A	N/A	N/A	N/A	N/A	75%	75%
		9. Percent of All Other Assets disposed within procedural time frames*	N/A	N/A	57%	60%	60%	57%	60%	Retired
3.1	Performance Measure: Outcome	10. Assets disposed with Procedural Timeframes by Category**	N/A	N/A	N/A	N/A	N/A	N/A	80%	80%
		a. Real Property	N/A	N/A	N/A	N/A	N/A	N/A	80%	80%
3.5	Performance Measure: Outcome	11. Number of USMS federal and egregious non-federal fugitives apprehended/cleared	N/A	N/A	104,651	105,226	104,638	107,001	104,556	104,556
3.5	Performance Measure: Outcome	12. Number of federal fugitives apprehended/cleared*^	N/A	N/A	32,811	30,792	30,711	31,202	29,124	29,124
		Percent of federal fugitives apprehended/cleared*^	N/A	N/A	64%	63%	58%	64%	60%	60%
N/A = Data unavailable * Denotes inclusion in the DOJ Quarterly Status Report ^ Denotes inclusion in the DOJ Annual Performance Plan										

3. Performance, Resources, and Strategies

Fugitive Apprehension

One of the challenges facing the fugitive apprehension program is the volume of program responsibility and the corresponding limited resources. To affect the greatest public protection, 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 2015 Target: 104,638

FY 2015 Actual: 107,001

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

FY 2015 Target: 30,711/58%

FY 2015 Actual: 31,202/64%

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

In the past, Violent Offender Task Forces (VOTF) received disparate levels of funding, without a coordinated USMS strategy. To address this issue, the USMS created a working group of Subject Matter Experts (SMEs) to formulate an agency-wide strategy to disperse Joint Law Enforcement Operations (JLEO) resources. The working group developed a formula based on fugitives, crime rates and existing resources. The formula was communicated to all VOTFs and implemented in phases so as to not radically change current operations. Finally, the agency plans to periodically review the formulation and adjust as needed. VOTFs funding was adjusted to address workload and align with USMS and DOJ strategic priorities. Certain previously funded items, such as fuel, were cut from further funding to ensure that JLEO resources were evenly distributed based on workload metrics alone.

Strategy: Clearly define and communicate standard requirements and procedures regarding state and local case adoption

In order to standardize state and local case adoption across RFTFs and VOTFs, the USMS identified offenses associated with the cases proposed for adoption that are considered the most egregious and have the greatest effect on our communities. These include 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. A Standard Operating Procedures (SOP) was then established for taskforces outlining the case adoption criteria, procedures and validation. As a result, the USMS has narrowed the scope (and occasionally the quantity) of state and local case adoption to focus on those cases posing a greater risk to communities.

Strategy: Instill program accountability through the implementation of a fugitive case adoption validation process

To ensure that state and local cases adopted adhere to the enforcement SOP, the USMS clearly communicated the enforcement SOP with district leadership, and VOTF members

and implemented standardized training for supervisors to district Chiefs on the SOP criteria and procedures. Quarterly metrics for district and VOTFs are established which measure compliance with the SOP. The training and performance requirements have increased compliance with the enforcement SOP agency-wide from 78% to 89% in one year.

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

The USMS will work to formalize the roles and responsibilities of domestic investigations by establishing oversight through SME support and policy enforcement. To achieve success in this regard, an effective business process must be developed and executed. This requires the ability to determine the appropriate RFTF placement and selection criteria while ensuring maximum coverage. These actions will help to ensure a reasonable span of control. Extensive review is critical to the process and will include an assessment to determine the optimal RFTF structure. By providing continued district outreach, communication, and oversight, the USMS will be able to establish a system that ensures continuity and sustainability for future investigative operations.

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

Through reimbursable agreements with the OCDETF program, the USMS will integrate resources from within its investigative operations to permit flexible program decisions and the ability to quickly move assets and resources in response to ever-changing actionable intelligence. This will provide an agile and innovative platform to enhance our ability to apprehend fugitives domestically and internationally.

Asset Forfeiture

Assets targeted for forfeiture are becoming increasingly complex, creating the need for greater collaboration at all phases of a case. Successful forfeiture is dependent upon a cadre of trained individuals with specialized skills and a focus on pre-seizure planning to permit evaluation of the assets seized and the corresponding 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: Percent of asset value returned to the fund

FY 2015 Target: 55%

FY 2015 Actual: 64%

Strategy: Increase success by leveraging collaboration between USMS AFP and domestic law enforcement partners to include pre-seizure planning and training

The USMS AFP leveraged collaboration and training opportunities for optimal outcomes to ensure continued success. AFP increased representation in high level and financial investigative working groups through various levels of participation with international governments, state and local law enforcement agencies and investigative agencies on asset forfeiture topics and financial investigation subject matter. The USMS oversaw the most recent onboarding effort of DUSMs as Asset Forfeiture Financial Investigators, solidifying the presence of highly trained, skilled financial investigators within the AFP. Recognizing the importance and emphasis of training as a continued element for success, the USMS AFP developed and implemented the AF Blended Learning Initiative, a hybrid

training approach using distance learning with classroom training to decrease training costs, improve efficiency and deliver a learning platform during budgetary training restrictions.

Strategy: Develop data-driven tools to facilitate improved AFP oversight and management

The USMS is in the process of upgrading the current manual inventory process. This is one piece of the larger effort to conduct a technological assessment of the existing systems and Asset Forfeiture support functions to ensure all are appropriately leveraged in support of the AFP business processes. A new data strategy will be pursued to leverage modern technology to combine multiple streams of information into a robust business intelligence platform. This will serve as the foundation for the development a more comprehensive data review structure to expand the scope of AFP's business intelligence, as well as internal external dashboard capabilities.

Strategy: Improve the efficiency and effectiveness of AFP lifecycle management to maximize returns supporting victims, law enforcement, and communities

The USMS will evaluate the business processes supporting each stage in the asset forfeiture lifecycle which include the custody, management and disposition phases. The Agency will concentrate on the identification of opportunities for business process improvement, standardization, quality assurance, and automation. AFP will reengineer business processes where appropriate to ensure efficient, effective management and disposition of assets in order to maximize returns to the Assets Forfeiture Fund.

Strategy: Assess and refine the AFP staffing structure, levels, and development across the Agency

In response to the rapid growth and expansion of asset forfeiture within the USMS, AFP will devise a multi-tiered, comprehensive approach to review district asset forfeiture unit structure, management, programmatic staffing levels, supervisory roles and continued development of AF personnel. AFP will develop a mentoring/leadership program, assess workforce capacity, and concentrate on integrating the Asset Forfeiture Financial Investigator into the District Asset Forfeiture Unit.

DOJ Priority Goals

The USMS contributes to DOJ Priority Goal 4 Vulnerable People: "Protect vulnerable populations by increasing the number of investigations and litigation matters concerning child exploitation, human trafficking, and non-compliant sex offenders; and by improving programs to prevent victimization, identify victims, and provide services." Working with federal, state, local, and tribal partners, USMS contributes to the protection of potential victims from abuse and exploitation through increased opened investigations concerning non-compliant sex offenders. The USMS also coordinates enforcement efforts with Interpol National Central Bureau in Washington, D.C., to identify sex offenders engaging in international travel to ensure they are in compliance with their registration.

Measure: Non-compliant Sex Offender Investigations

FY 2015 Target: 1,841

FY 2015 Actual: 1,867

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

The USMS maintains partnerships with state and local law enforcement agencies and registering officials to coordinate efforts to identify, apprehend, and prosecute non-compliant sex offenders. Sex offender investigation training is held on a routine basis to ensure all relevant USMS personnel are operating efficiently with our partners.

Strategy: Focus on communities lacking specialized sex offender law enforcement resources to include tribal lands and Department of Defense populations

In furtherance of DOJ's Vulnerable People Initiative, Sex Offender Investigation Coordinators (SOICs) in tribal regions are continuing to strengthen relationships through improved outreach with tribes and tribal law enforcement, including coordination and assisting with tribal-specific operations. The National Sex Offender Targeting Center (NSOTC) will coordinate with the Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) Office and the Office of Tribal Justice on tribal issues. The USMS will formalize a customizable approach to assess and mitigate gaps in education, tracking, and enforcement to assist in managing the sex offender population. The NSOTC and SOICs will also expand collaboration efforts with the DOD to assist in identifying and managing their sex offender populations. The USMS will support the DOD with identifying and locating convicted sex offenders who fail to comply with registration requirements following discharge from the US Armed Forces. The USMS will provide guidance and direction to law enforcement, sex offender registries, and DOD personnel in support of the Adam Walsh Act.

Strategy: Implement accountability-based performance requirements for Sex Offender Investigators

Annually, SOICs are required to open a minimum of 15 Adam Walsh Act cases, present five cases to the US Attorney's Office for prosecution and conduct two sex offender compliance and enforcement operations.

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

The USMS will pursue expanding its collaborative partnership with U.S. National Central Bureau INTERPOL, Customs and Border Protection, and Immigration and Customs Enforcement to address sex offenders traveling abroad.

C. Prisoner Security and Transportation

<i>Prisoner Security and Transportation</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	1,204	1,027	\$253,381
2016 Enacted	1,204	1,027	\$259,301
Adjustments to Base and Technical Adjustments	0	0	(\$2,968)
2017 Current Services	1,204	1,027	\$256,333
2017 Program Increases	1	1	\$7,081
2017 Program Offsets	0	0	\$0
2017 Request	1,205	1,028	\$263,414
Total Change 2016-2017	1	1	\$4,113

<i>Prisoner Security and Transportation - Information Technology Breakout (of Decision Unit Total)</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	21	21	\$18,929
2016 Enacted	21	21	\$21,515
Adjustments to Base and Technical Adjustments	0	0	\$45
2017 Current Services	21	21	\$21,560
2017 Program Increases	0	0	\$5,293
2017 Program Offsets	0	0	-\$1,193
2017 Request	21	21	\$25,660
Total Change 2016-2017	0	0	\$4,145

1. Program Description

The Prisoner Security and Transportation decision unit is a complex and multi-layered function, both in scope and execution. The USMS is responsible for the national operational oversight of all 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 through several processes to include providing sustenance, secure lodging and transportation, evaluating conditions of confinement, providing medical care deemed necessary, and protecting their civil rights throughout the judicial process. Every detainee that comes into USMS custody must be processed by a DUSM. This includes processing prisoners in the cellblock (prisoner intake) and securing the cellblock area; locating confinement that provides adequate detention services which are cost effective, safe, secure, and humane; and transporting prisoners (by ground or air).

Prisoner Processing and Securing the Cellblock

Receiving prisoners into custody, processing them through the cellblock, and transporting them are labor-intensive activities. Processing includes interviewing the prisoner to gather personal, arrest, prosecution, and medical information; fingerprinting and photographing the prisoner; preparing an inventory of received prisoner property; entering/placing the data and records into the Justice Detainee Information System (JDIS) 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 JDIS 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. DUSMs 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, DUSMs search prisoners and their belongings to ensure that prisoners and their property are free of contraband. A minimum of two DUSMs 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, DUSMs must observe the prisoners at least every 30 minutes and must count them every eight hours. DUSMs minimize the amount of time that prisoners exhibiting violent behavior or signs of possible drug overdose, severe mental disorder, or suicidal tendencies are held in the cellblock and closely monitor them during that time. DUSMs also provide meals to prisoners if held in the cellblock during normal lunch or dinner hours.

Prisoner Transportation

The USMS is responsible for transporting prisoners to and from judicial proceedings. Producing prisoners for court and detention-related activities requires the USMS to coordinate with the U.S. Courts, Probation and Pretrial Service Offices, the BOP, U.S. Attorneys, and other law enforcement agencies. This involves an enormous amount of coordination and scheduling to ensure that the courts' needs are met and that prisoners are moved in a safe and timely manner. Some jails agree to transport prisoners to and from the courthouse at specified rates through an Intergovernmental Agreement (IGA) for guard services; others are transported by the USMS operational personnel and contract guards. DUSMs 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 medical appointments when necessary, and to a designated BOP facility after sentencing. As prisoners progress through their court proceedings, districts often move prisoners from one detention facility to another. This is done for a variety of reasons: to locate a prisoner closer to or farther from the courthouse, to accommodate the housing limitations at detention facilities, to take advantage of lower-cost jails which may be further from the courthouse, to place prisoners at facilities better equipped to deal with any medical requirements, or to separate prisoners due to conflict or litigation concerns with other prisoners. When prisoners are wanted in more than one district, 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 and ground transportation assets that comprise the Justice Prisoner and Alien Transportation System (JPATS). JPATS is a revolving fund with total operating costs being reimbursed by customer agencies such as the USMS Federal Prisoner Detention (FPD) appropriation and the BOP. JPATS coordinates the movement of the majority of federal prisoners and detainees, including sentenced, pretrial and criminal aliens, in the custody of the USMS and the BOP. JPATS also transports Department of Defense, 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 prisoners are being confined securely and humanely, DUSMs conduct annual inspection of all active Intergovernmental Agreement (IGA) facilities. Additionally, inspections are required before the USMS enters into an IGA with a facility to house prisoners or upon completion of major changes in operations or physical structure of any facility already being used. Detention facility inspections enable the districts and headquarters to identify problem areas early and identify facilities that provide the best value. The USMS established the Conditions of Confinement Program to ensure the safe and humane confinement of federal detainees and to protect their statutory and constitutional rights. There are Detention Facility Inspectors in each district that receive Conditions of Confinement training to ensure that these objectives are met.

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, and incidental costs associated with prisoner housing and transportation such as prisoner meals while in transit, prisoner clothing, and parking for government vehicles.

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Prisoner Security and Transportation												
RESOURCES			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,106	\$253,381 [\$0]	1,027	\$252,934 [\$0]	1,027	\$259,301 [\$0]	1	\$4,113 [\$0]	1,028	\$263,414 [\$0]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,106	\$253,381 [\$0]	1,027	\$252,934 [\$0]	1,027	\$259,301 [\$0]	1	\$4,113 [\$0]	1,028	\$263,414 [\$0]
Performance Measure: Workload	3.3	1. Average daily prisoner population	57,484		51,840		52,644		2,694		55,338	
Performance Measure: Outcome	3.3	2. Percent of monitoring reviews completed for active IGAs	98%		98%		98%		98%		98%	
Performance Measure: Outcome	3.3	3. Total prisoner productions	865,506		820,918		820,800		12,647		833,447	
Performance Measure: Outcome	3.3	4. Average detention cost (housing, medical and in-district transportation)*,**	\$84.16		\$85.59		\$86.46		\$1.75		\$88.21	
* Denotes inclusion in the DOJ Quarterly Status Report												
** Reported also as part of the USMS Federal Prisoner Detention Appropriation												

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. Please note 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% of prisoner productions that occur each day 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										
Decision Unit: Prisoner Security and Transportation										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.3	Performance Measure: Workload	1. Average daily prisoner population	N/A	N/A	59,542	55,420	57,484	51,840	52,644	55,338
3.3	Performance Measure: Outcome	2. Percent of monitoring reviews completed for active IGAs			Established Baseline	94%	98%	98%	98%	98%
3.3	Performance Measure: Outcome	3. Total prisoner productions	N/A	N/A	1,018,693	940,636	865,506	820,918	820,800	833,447
3.3	Performance Measure: Outcome	4. Average detention cost (housing, medical, and in-district transportation)*,**	N/A	N/A	\$80.33	\$82.92	\$84.49	\$85.59	\$86.46	\$88.21
N/A = Data unavailable * Denotes inclusion in the DOJ Quarterly Status Report ** Reported also as part of the USMS Federal Prisoner Detention Appropriation										

3. Performance, Resources, and Strategies

The USMS maintains 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 prisoners strategically being moved to various detention facilities as their cases progress through the judicial process. 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. Throughout this process, the USMS must annually review utilized detention facilities to ensure that conditions of confinement are humane and provide adequate security.

Measure: Average Detention Cost

FY 2015 Target: \$84.49

FY 2015 Actual: \$85.59

Strategy: Develop an automated district detention management report that captures each stage of detention from time of arrest to the time of release

Various prisoner court actions have minimal time requirements under the Speedy Trial Act. Utilizing these time lines as a baseline, the USMS will establish benchmarks for prisoner time at different stages of detention. The corresponding performance measures will be incorporated into management reports. Similar to eDesignate reports, the metrics will assist the districts in identifying problem areas leading to increased time in detention. Districts will then work with the local detention forum or specific court offices for resolution and to manage the prisoner population in a more cost-effective manner.

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

The USMS will work with BOP to create a common operating system to optimize detainee placement into the approximately 12,500 BOP Federal Detention beds allocated for the USMS. Maximizing utilization of BOP allocated federal beds is critical to containing detention costs. Currently, the USMS and BOP track populations in federal beds separately, often leading to conflicting counts; requiring constant manpower to resolve the discrepancies. Developing a common operating picture through a defined allocation at each facility and tracking that utilization within a single shared system will reduce workload and assist in managing bed space, thus achieving optimum usage. In addition to creating an automated tracking mechanism, the USMS will partner with the BOP to identify potential problem areas where local procedures negatively impact utilization, daily court operations, and transportation. BOP Wardens' participation in local detention forums will result in better utilization.

Strategy: Develop a district-level detention planning capability

The USMS will further develop district-level planning groups. In 2009, the Office of the Federal Detention Trustee (OFDT) and the USMS worked jointly with the Judiciary on "Housing Prisoners within a Reasonable Distance from the Courthouse." This project established the concept of creating interagency district detention committees consisting of the Courts, United States Attorneys, and BOP (for those districts with BOP detention facilities) to resolve detention issues and create strategic plans to effectively manage

detention at the district level. The USMS will partner with district detention stakeholders to bring this concept to reality. Additionally, the USMS will further assess the need for technology to support interagency collaboration and long-term detention planning. The USMS will also assess committee membership to determine which additional detention partners could add value and produce increased problem resolution. Formalizing a district level group to resolve issues and tactically plan future needs will help to prevent bed space and transportation cost issues in the future.

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

The USMS will continue to work with the BOP and ICE to take advantage of economies of scale when purchasing services related to detention operations. Additionally, the USMS will assess expanding the use of Section 119 authority for detention service contracts of longer duration for the services being acquired. Longer duration contracts provide for better pricing and continuity of services related to the detention of prisoners.

Strategy: Assess the feasibility of establishing regional post sentencing receiving centers

In the past the USMS, OFDT, and JPATS established Regional Transfer Centers (RTCs), and a Federal Transfer Center (FTC) to facilitate movement of prisoners to their designated BOP facility. Working with other federal detention agencies, the USMS will study the viability of a regional post-sentencing receiving center model where prisoners are removed from the district upon sentencing and placed within a regional reception center for further processing and disposition. This effort focuses on prisoners within the sentence-to-release phase of the federal detention management system life-cycle. Moving sentenced prisoners to receiving centers will free up much needed in-district court city detention beds, improve the centralized positioning of prisoners for further disposition, support targeted designations, and centralize prisoner movement by JPATS. In addition, these efforts will address the current bifurcated roles and responsibilities between the USMS and JPATS with regard to out-of district and in-district transportation of sentenced prisoners to BOP custody. These facilities may be strategically sourced to take advantage of economies scale with allocated space for other agencies, thereby increasing the overall coordination and integration of prisoner handling post sentence phase of the life-cycle. The USMS will assess the feasibility of converting current RTC model into a regional reception center model and identify existing gaps.

D. Protection of Witnesses

<i>Protection of Witnesses</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	207	146	\$35,715
2016 Enacted	207	146	\$36,734
Adjustments to Base and Technical Adjustments	0	0	-\$371
2017 Current Services	207	146	\$36,363
2017 Program Increases	0	0	\$976
2017 Program Offsets	0	0	\$0
2017 Request	207	146	\$37,339
Total Change 2016-2017	0	0	\$605

<i>Protection of Witnesses-Information Technology Breakout (of Decision Unit Total)</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	3	3	\$2,704
2016 Enacted	3	3	\$3,073
Adjustments to Base and Technical Adjustments	0	0	\$6
2017 Current Services	3	3	\$3,079
2017 Program Increases	0	0	\$750
2017 Program Offsets	0	0	-\$170
2017 Request	3	3	\$3,659
Total Change 2016-2017	0	0	\$586

1. Program Description

The Witness Security Program (WSP) provides protection for government witnesses whose lives are threatened as a result of their testimony against drug traffickers, terrorists, organized crime members, and other major criminals. The program also provides physical security during the trial proceedings and assistance to create new identities and relocate witnesses and their families after the trial. The successful operation of the WSP is widely recognized as providing a unique and valuable tool in the government's 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. For civilian witnesses and their families, the USMS provides 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			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			191	\$35,715 [\$1,103]	147	\$35,652 [\$1,103]	147	\$36,734 [\$782]	0	\$605 [\$0]	147	\$37,339 [\$782]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			191	\$35,715 [\$1,103]	147	\$35,652 [\$1,103]	147	\$36,734 [\$782]	0	\$605 [\$0]	147	\$37,339 [\$782]
Performance Measure: Workload	3.2	1. Total number of witness security program participants	18,652		18,685		18,760		70		18,830	
Performance Measure: Output	3.2	2. Protection services required/provided for witnesses (includes court productions)	3,185		2,477		2,560		(10)		2,550	
Performance Measure: Outcome	3.2	3. Security breaches mitigated	223		152		138		(13)		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:** Total Witness Security Program participants are the total number of participants, including immediate family members, currently in the program.
- 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:** Protected services required/provided for witnesses is defined as 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 provides 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										
Decision Unit: Protection of Witnesses										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.2	Performance Measure: Workload	1. Total number of witness security program participants	N/A	N/A	18,516	18,574	18,652	18,685	18,760	18,830
3.2	Performance Measure: Output	2. Protective services required/provided for witnesses (includes court productions	N/A	N/A	3,334	3,629	3,185	2,477	2,560	2,550
3.2	Performance Measure: Outcome	3. Security breaches mitigated*	N/A	N/A	256	210	223	152	138	125
N/A = Data unavailable * Denotes inclusion in the DOJ Quarterly Status Report										

3. Performance, Resources, and Strategies

The funding is necessary to ensure that critical protective services are provided to protected 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 protected witnesses and authorized participants while also exercising cost efficiencies.

Measure: Security Breaches Mitigated

FY 2015 Target: 223

FY 2015 Actual: 152

Strategy: Identify and address problems impeding successful relocation and employment

The USMS believes a substantial number of security breaches are unreported or undetected. One of the efforts underway to support this strategy is the development of a protocol for orientation to address standards of conduct to minimize security breaches. Additionally, training inspectors to identify and prioritize security breaches ensures mitigation efforts are directed toward the most egregious breaches. Finally, the USMS will implement action plans to mitigate broad categories of systemic security breaches. The long term results of these efforts will be a reduced cost and increase in security for the program and the protectees.

E. Tactical Operations

<i>Tactical Operations</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	177	174	\$41,428
2016 Enacted	177	174	\$45,592
Adjustments to Base and Technical Adjustments	0	0	-\$391
2017 Current Services	177	174	\$45,201
2017 Program Increases	0	0	\$3,475
2017 Program Offsets	0	0	\$0
2017 Request	177	174	\$48,676
Total Change 2016-2017	0	0	\$3,084

<i>Tactical Operations -Information Technology Breakout (of Decision Unit Total)</i>	Direct Pos.	Estimate FTE	Amount
2015 Enacted	3	3	\$2,704
2016 Enacted	3	3	\$3,073
Adjustments to Base and Technical Adjustments	0	0	\$6
2017 Current Services	3	3	\$3,079
2017 Program Increases	0	0	\$931
2017 Program Offsets	0	0	-\$170
2017 Request	3	3	\$3,840
Total Change 2016-2017	0	0	\$767

1. Program Description

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

Special Operations

The USMS Special Operations Group (SOG) supports the DOJ and other government agencies with a highly-trained, rapidly deployable force of law enforcement officers for tactical response. SOG is a unit of 80-100 volunteer DUSMs who must meet high qualification standards and complete rigorous training in specialties such as high-risk entry, explosive breaching, sniper/observer, rural operations, evasive driving, less-than-lethal munitions, waterborne operations, and tactical medical support. SOG supports all U.S. judicial districts by providing assistance in high-risk, sensitive law enforcement operations including protective details, national emergencies, civil disturbances, and national disasters. Due to the extensive training of SOG members, the unit is often called upon to train military, federal, state, local, and foreign law enforcement groups in various tactical specialties. SOG also oversees the Operational Medical Support Unit (OMSU). The OMSU program manages, trains, and equips USMS DUSMs who presently possess an Emergency Medical Technician (EMT) or EMT-Paramedic certification. The OMSU comprises approximately 15 Special Operations Group Medics and 75 Collateral DUSM Medics.

Based at Camp Beauregard, Louisiana, a major staging area for Federal Emergency Management Agency (FEMA) disaster response in the Southeast and a geographically central location for domestic operations, the Special Operations Group Tactical Center (SOGTC) is able to provide a

rapid response throughout the country. From this base, SOG deploys its fleet of armored vehicles, specialized equipment, tactical operators, and medics in support of domestic USMS operations such as the 15 Most Wanted Fugitive Program investigations, fugitive task forces, terrorist trials and other high-threat or high-profile judicial proceedings, motorcade protection for high-value individuals, and execution of court orders relating to the seizure of assets belonging to militia groups, domestic terrorist groups, and other anti-government organizations.

The USMS is specifically relied upon to conduct national security operations on behalf of various U.S. government entities due to its broad authority and jurisdiction. SOG is selected due to the sensitive, covert nature of these missions requiring elevated security clearances and specific training, equipment, and tactical assets.

The USMS also participates in international Stabilization and Reconstruction programs, working closely with DOJ, DOD, and Department of State personnel. SOG developed the concept of Judicial Security for the Afghan judiciary and court facilities and provided technologically-advanced security equipment and programs to improve judicial and witness security, helping to lay the foundation for a more effective judicial system and assisting in the stabilization of the Afghanistan government.

Emergency Management and Response

The USMS responds to national emergencies and domestic crises with a cadre of resources. All USMS operational missions that fall into this category are coordinated through the USMS Communications Center and the Emergency Operations Center (EOC). The Communications Center operates 24 hours-a-day, 7 days-a-week to ensure inter-agency 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 has the ability to receive, track, and disseminate classified information relevant to the USMS. All significant incidents such as shootings in the line of duty, employee injury or death, assaults/attempted assaults of an individual under USMS protection, deaths of prisoners in USMS custody, escapes of federal prisoners, major arrests, and district emergencies are reported to the Communications Center. The Communications Center then notifies the appropriate personnel and districts and ensures that the proper action is taken. The EOC is also activated during emergency incidents involving a coordinated agency-wide response. This includes 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.

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 maintains four Incident Management Teams (IMTs), which 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			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			200	\$41,428 [\$13,774]	209	\$41,355 [\$13,774]	211	\$45,592 [\$12,197]	-	\$3,084 [\$0]	211	\$48,676 [\$12,197]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2015		FY 2015		FY 2016		Current Services Adjustments and FY 2017 Program Changes		FY 2017 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			200	\$41,428 [\$13,774]	209	\$41,355 [\$13,774]	211	\$45,592 [\$12,197]	-	\$3,084 [\$0]	211	\$48,676 [\$12,197]
Performance Measure: Output	3.2	1. Number of high-threat and emergency situations supported through special operations and assignments		59		120		105		N/A		Retired
Performance Measure: Output	3.2	2. Number of special operational hours dedicated to high-threat and emergency situations.		N/A		N/A		49,679		0		49,679
N/A = Data unavailable												

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Outputs, Efficiencies, and Outcomes

- 1. Number of high-threat and emergency situations supported through special operations and assignments – Retired: Transition to *number of special operation hours dedicated to high-threat and emergency situations***
 - a. Data Definition:** This represents the number of times a special occurrence or event happened where special operations and assignment resources and/or staff were deployed in response.
 - b. Data Validation:** Deployments are validated against financial and special assignment data.
 - c. Data Limitation:** Deployments are tracked via a manual process.
- 2. 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.
 - b. Data Validation:** Hours are validated against financial and special assignment data.
Data Limitation: Hours are tracked via a manual process.

PERFORMANCE MEASURE TABLE										
Decision Unit: Tactical Operations										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.2	Performance Measure: Output	1. Number of high-threat and emergency situations supported through special operations and assignments	59	52	75	113	59	120	105	Retired
3.2	Performance Measure: Output	2. Number of special operational hours dedicated to high-threat and emergency situations.	N/A	N/A	N/A	N/A	N/A	N/A	49,679	49,679

3. Performance, Resources, and Strategies

The USMS strives to provide effective assistance to all levels of government during emergencies and disasters and at times of heightened law enforcement requirements. The USMS deploys personnel and equipment in support of extraordinary district requirements, ensuring adequate resources are provided to maintain the integrity of the judicial process. The USMS will attempt to: improve its capability to deploy personnel and equipment in response to terrorist acts, natural disasters, and other external missions directed by the Attorney General; maintain operational readiness for efficient movement of people and equipment; and coordinate efforts and increase communication lines 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 high-threat and emergency situations supported through special operations and assignments

FY 2015 Target: 59

FY 2015 Actual: 120

Strategy: Develop a strategy to enable a rapid response of the Mobile Command Centers (MCC)

The USMS required the ability to deploy MCC units within a reasonable response time for unplanned incidents. Each MCC was deployed to maximize the geographical response area while minimizing the deployment time. MCC operators were recruited, trained and equipped within close proximity to an MCC to ensure availability and rapid deployment. The result is an increased ability to respond to unplanned incidents, lower operating costs and an increase in MCC deployments.

Strategy: Assess Special Operations Group (SOG) capabilities for rapid deployment to all USMS missions as required

The increase risk to USMS officer safety in executing our mission requires the need for SOG's expertise across the agency. To mitigate this risk the USMS is utilizing SOG resources, training facilities and methodologies to support the Law Enforcement Safety Training Program (LESTP). SOG assisted in the development of consistent, sustainable LESTP training and direct medical support of USMS missions within the districts. The result is enhanced district operations by utilizing available SOG equipment, tactical and medical expertise, and conduct district based reoccurring training.

Strategy: Expand the USMS' medical response capability and ensure adequate medical support for the mission

The USMS will assess resource requirements to train, certify, equip, and maintain a proficient medical support unit and will develop a plan to ensure adequate medical resources are available to support the USMS mission. The importance of these trained experts to enhance officer safety will be stressed throughout the USMS. The unit will be integrated into USMS operations in order to mitigate risk to DUSMs involved in high risk operations and training.

V. Program Increases by Item

Item Name:	<u>Deputy U.S. Marshals Life and Safety</u>
Strategic Goal:	<u>3 - Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice the Federal, State, Local, Tribal and International Levels</u>
Strategic Objective:	<u>3.2 Protect judges, witnesses, and other participants in the federal proceedings by anticipating, deterring and investigating threats of violence</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>
Organizational Program:	<u>Cyclical Equipment Replacement</u>
Program Increase: Positions <u>0</u> Agt/Atty <u>0</u> FTE <u>0</u> Dollars <u>\$10,037,000</u>	

Description of Item

The USMS requests **\$10,037,000** for the cyclical replacement of body armor, radios, vehicles, surveillance equipment, as well as Special Operations Group (SOG) selection, specialty and mandatory recertification and equipment. This funding would enable the USMS to institutionalize the replacement cycle so that equipment is replaced on a regular annual basis.

Justification

The USMS received approximately 1,000 new positions between 2009 and 2010. The positions came with modular costs to include vehicles, radios, computer and protective equipment. In subsequent years, the USMS never received full funding for these positions. As a result, rising mandatory costs, such as salary/benefits and rent have eroded base funding for equipment associated with these new hires. To sustain the positions, the USMS loses its flexibility to fund cyclical replacement needs going forward. The USMS will continue to implement cost cutting efforts in all areas wherever possible.

LAND MOBILE RADIOS (LMR) - \$2,683,000

Land mobile radios are vital for operational communications within the USMS and are critical in all officer safety scenarios. The USMS issues dual band equipment that is interoperable with all other federal components, as well as state and local law enforcement partners and agencies throughout the country.

The request would fund a five-year replacement cycle to ensure that deputies have reliable and encrypted communications, and that the USMS stays abreast of the latest technology. Maintaining a reliable replacement cycle ensures that the equipment stays within the manufacturer's five-year serviceable schedule. Retaining models past five years is costly because parts may not be available. In the worst case, manufacturers stop producing spare parts for models outside the 10-year production run.

The USMS requests **\$2,683,000** to upgrade outdated LMR equipment on a five-year schedule. Each deputy is issued a handheld radio at a cost of \$8,400 each and accessories such as batteries, antennas, and earpieces are \$900 per deputy. Every vehicle is equipped with a mobile radio at a cost of approximately \$9,400 each to include installation.

Item	Quantity	Unit Cost	Total Cost	Replacement Cycle	Annual Replacement Cost
Handheld radios	735	\$8,400	\$6,174,000	5 years	\$1,234,800
Handheld radio accessories	735	\$900	\$661,500	5 years	\$132,300
Mobile radios, access and install	700	\$9,400	\$6,580,600	5 years	\$1,316,000
Total					\$2,683,100

Effective and encrypted tactical communications capabilities are essential to the safety of DUSMs during the performance of their duties. Funding this initiative would ensure that the LMR program within the USMS stays at the forefront of tactical communications technology and is able to provide operational personnel with the best possible communications solution during the execution of dangerous missions.

The request would allow the USMS to purchase 148 handheld radios and 140 mobile radios each year. The USMS assumes a replacement cycle of five years.

SPECIAL OPERATIONS GROUP (SOG) SELECTION, SPECIALTY AND MANDATORY RECERTIFICATION TRAINING - \$2,263,000

The USMS requests **\$2,263,000** to establish base funding to support annual, recurring requirements for the SOG Selection Course, Specialty Training, and Mandatory Recertification Training (MRT) as well as Law Enforcement Safety Training Program (LESTP) initiatives and related equipment.

Item	Unit Cost	Quantity	FY 2017 Request
Mandatory Recertification Training (MRT)	500,000	2	\$1,000,000
Specialty Training Recertification	287,000	1	\$287,000
SOG Selection Course	300,000	1	\$300,000
Operational, Training and Protective Equip.	540,000	1	\$540,000
Specialty Training and Operational Vehicles	135,475	1	\$136,000
Total			\$2,263,000

The USMS SOG is a highly trained tactical unit that conducts specialty operations both within and outside the United States. SOG is deployed to support the DOJ and the USMS operations, which span the range of federal law enforcement missions. SOG's specialty operations support fugitive apprehension, violent sex offender targeted missions, terrorist trials, high-threat prisoner movements, witness security operations, national emergencies, and other missions as ordered by the U.S. Attorney General. Other missions include, but are not limited to, civil disorders, protection of at-risk health facilities and staff, large scale seizures, actions against anti-government and militia groups, and stability and reconstruction efforts. SOG support occurs when a situation is beyond the capability of USMS districts or divisions.

SOG members must maintain the necessary skills to provide tactical support to the USMS and DOJ. The USMS complies with the National Tactical Officers Association (NTOA) training standard of 192 training hours annually per SOG member. It is imperative that SOG members are properly trained to handle the most complex and high-risk missions. A well-trained tactical unit increases officer safety and maximizes efficiency when executing high-risk operations.

Membership in SOG is voluntary. DUSMs interested in joining must submit a comprehensive application package which is graded and scored among all applicants. Once selected to attend training, candidates undergo a physically rigorous and mentally challenging SOG Selection Course. SOG Selection is a 30-day course where DUSMs are trained in all aspects of SOG equipment, tactics and SOG standard operating procedures. Each applicant is evaluated in various critical skills to ensure they meet the higher standards of SOG. The course tests DUSMs under physical and mental stress to simulate real world operations in austere environments. On average, SOG Selection courses begin with 30 to 50 candidates. The number varies depending on the number of qualified applicants. About 30% of the candidates successfully complete the training and become members of the unit. Failure to complete the course is usually attributed to failure to meet minimum firearms qualification scores, injuries, or voluntarily leaving training for personal reasons. Tenure in SOG varies greatly, from one year to 25 years. As the number of SOG members diminishes, the USMS must conduct annual SOG Selection Training to maintain a force that can manage multiple, simultaneous missions. Those who complete the SOG Selection Course must also be fully equipped and trained in additional specialty areas.

The USMS SOG participated in the Rule of Law, Stability and Reconstruction Programs in Iraq and Afghanistan through reimbursable agreements with DOS and DOD from 2004 through 2014. By enhancing judicial security in these countries, SOGs efforts allowed fair and transparent court processes. The USMS relied on this funding to support USMS SOG training and equipment; however, the SOG mission in Iraq ended in 2011 and the SOG mission in Afghanistan was terminated in September 2014. The requested increase is the minimum required to maintain operational readiness now that the USMS no longer receives DOS and DOD funding.

The USMS has no dedicated base funding to support the requirements for the SOG Selection Course and related equipment; MRT; Specialty Training and recertification; operational training and protective equipment; and operational vehicles. SOG training and equipment costs are separate from the normal cost module for new positions. Funding for training includes travel, per diem, food, contractor administrative support, instructor overtime, and training supplies including ammunition and targets. Funding for equipment includes personal protective

equipment, uniforms, firearms, operational ammunition, night vision devices, breaching equipment, communication equipment, and armored vehicles.

The USMS trains SOG deputies at the Special Operations Group Tactical Center (SOGTC), within the confines of Camp Beauregard, the Louisiana Army National Guard (LANG) base in Pineville, Louisiana. The USMS leases four separate facilities from LANG totaling approximately 120,000 square feet on 200 acres of property. SOG is the only tactical unit within the USMS. Through its 85 collateral SOG members and its 75 Operational Medical Support Unit Deputy Medics, the USMS provides immediate regional support for daily operations across the country. SOG members participate in fugitive intensive strike teams targeting violent federal and state fugitives, to include sex offenders. These tactically-trained Deputies help reduce the number of violent felons on the street correlating to the reduction of trafficking, the use of illegal drugs, and the diversion of licit drugs. SOG operations directly support initiatives to reduce violent crime, take guns off the street and target violent criminal gangs.

The specialized areas of instruction during SOG training include sniper/observer, explosive and manual breaching, evasive driving, waterborne operations, less-lethal chemical and impact munitions and weaponry, tactical medicine, high angle insertion, weapons of mass destruction, various types of instructor training, civil disturbance, and officer safety training among others. SOG trains several times a year to comply with national standards for training of tactical and medical personnel.

The core of the SOG workforce comprises highly trained criminal investigators who are activated and respond to SOG missions when necessary. When not on a SOG deployment, these criminal investigators are assigned full-time to USMS districts across the nation, where they perform their normal duties as DUSMs. SOG's pool of well-trained, instructor-certified DUSMs provides district and regional training to mitigate risk to DUSMs in the field. This includes, but is not limited to, medical training, advanced firearms training and qualification, Active Shooter/Active Threat training, tactical entry training and Taser certification.

The USMS is specifically sought after to conduct national security operations on behalf of various U.S. Government entities due to its unequaled authority and jurisdiction. The USMS SOG is often chosen for these national security operations due to the sensitive, covert nature of these missions, which require elevated security clearances and specific training, equipment and tactical assets. These programs, which directly affect the ability to prevent terrorism and promote the Nation's security consistent with the rule of law, will be at risk if this initiative is not properly funded to train and equip its personnel.

BODY ARMOR - \$1,330,000

The USMS currently issues a body armor kit that consists of an Urban Assault Vest (UAV), Undercover Vest (UC), and Multi-mission Armor Carrier (MMAC) plate carrier. The kit is issued to every operational employee in the agency.



Pictured above is the Urban Assault Vest (UAV) typically used for task force operations and protective security details. The UAV includes a nylon vest (in green) and flexible armor panels inserted inside the nylon vest.



Pictured above is the Undercover Vest (UC) typically used in courtroom hearings or during surveillance operations. The UC includes a polyester (white) covering and flexible panels are inserted inside. The UC is worn underneath street clothes.



Pictured above is the Multi-mission Armor Carrier (MMAC) plate carrier. This is not a stand alone unit. The MMAC is a nylon vest and rigid ballistic plates are inserted inside the front and back of the vest. The MMAC is worn on top of the Undercover Vest and provides maximum protection. The MMAC is used for high-risk fugitive apprehensions and judicial security events.

Each body armor kit is measured to fit a specific individual and cannot be re-used by another individual because it is precisely measured. The USMS purchased and issued the majority of the vests in 2012. The USMS replaces body armor every five years which is also the length of the manufacturer's warranty.

In 2013, the USMS conducted body armor testing to determine if the USMS should use the five-year warranty period as the agency's replacement cycle. Using body armor panels that were less than five years old, the USMS determined that the new armor performed exceptionally well, with no penetration and low back-face deformation. The USMS also tested armor that was over five years old. Tests resulted in 11 penetrations out of 84 shots taken, and sufficient back-face deformation. Back-face deformation is the impact of the bullet on the back side of the armor. Although the bullet does not penetrate the armor, the bullet's deformation would create significant blunt force trauma to the person wearing the armor.

In addition to examining the results of the body armor tests, the USMS also contacted other DOJ agencies regarding their body armor replacement. DEA, FBI, and ATF confirmed that in general, their replacement cycles were consistent with the USMS replacement cycle. The USMS will continue to work with other DOJ components to test body armor based on National Institutes of Justice (NIJ) standards. Additional tests will exceed NIJ standards. For example, the USMS plans to add testing protocols to stop bullet fragments, water submersion, and climate variations.

Ballistic plates (both the flexible and rigid plates) are replaced every five years. The nylon carrier is replaced every 10 years. Establishing a normalized five-year replacement cycle for plates and a 10-year cycle for carriers requires **\$1,330,000**.

Item	Qty	Unit Cost	Total Cost	Replacement Cycle	Annual Replacement Cost
Ballistic Plates and Panels	4,000	\$1,100	\$4,400,000	5 years	\$880,000
Nylon Carriers	4,000	\$500	\$2,000,000	10 years	\$200,000
New Deputies	100	\$2,500	\$250,000		\$250,000
Total					\$1,330,000

ELECTRONIC SURVEILLANCE EQUIPMENT - \$1,761,000

Technical surveillance equipment requires a consistent funding source to keep pace with the commercial wireless broadband industry. The USMS requests **\$1,761,000** for the annual replacement of surveillance equipment to replace or upgrade its capabilities in the cellular surveillance arena as technology advances. Without a sound cyclical replacement, the inventory could reach block obsolescence once the carriers convert to new technology. Without annual replacement funding, the USMS may forfeit its internationally-recognized technical investigative expertise and suffer a corresponding degradation to the success of its investigative responsibilities.

The USMS Technical Operations Group's (TOG) missions involve lawful intercept of landline and cellular telephones, cellular geo location, GPS and radio frequency tagging/tracking, computer exploitation, computer forensics, and internet investigations including the lawful intercept of electronic mail and voice over internet protocol (VOIP).

The requested increase will maintain and improve electronic and technical surveillance capabilities within the USMS. These investigative techniques enhance investigative capabilities. USMS personnel have used this technology to capture the world's most wanted drug traffickers with no loss of life.

The lifecycle of surveillance equipment is dependent upon technological advances in cellular protocols, particularly those used in the commercial wireless broadband industry. Technological changes in the industry also drive the requirement to update or replace surveillance equipment. Examples of such change include Sprint and T-Mobil shutting down older technology and migrating to new networks; Verizon selling smartphones since 2014 that only operate in the 4G Long Term Evolution (LTE) protocol; and AT&T announcing its intention to eliminate global system for mobile (GSM) technology by 2017. Although LTE was intended to be the new standard for wireless protocols, carriers have already designed variations of that protocol. According to industry analysts, a separate LTE Advanced protocol may be on the horizon. Also, the President's initiative to open 500 megahertz of additional spectrum to commercial broadband carriers will greatly expand frequencies on those networks. The USMS's equipment will need to be upgraded in order to maintain current capabilities.

VEHICLE REPLACEMENT - \$2,000,000

The USMS requests at least **\$2,000,000** to fill critical shortages in the districts, and replace vehicles that have exceeded the USMS Vehicle Replacement Standards:

- Sedan Replacement Cycle – 5 years; 75,000 miles
- SUV/PU/Vans Replacement Cycle – 7 years; 75,000 miles
- Armored Vehicle Replacement Cycle – 7 years

There are four areas of concern that require vehicle replacement:

1. Vehicles which have met the age and mileage replacement standards. These vehicles have higher mileage resulting in higher maintenance costs.
2. Vehicles that have not met age replacement standards but with excessive mileage. These vehicles incur higher maintenance costs as well.
3. Aged vehicles that have not yet met current replacement standards due to lower mileage. These vehicles tend to have higher fuel consumption rates than current makes/models.
4. Vehicle shortages throughout the USMS districts. Specifically, there are critical fills in the districts which are not assigned motor pool vehicles due to recent funding constraints. Motor pool vehicles serve as back up vehicles in case of unforeseen accidents or mechanical issues. Due to size, 14 out of 94 districts are not assigned a vehicle motor pool.

The USMS fleet’s current average mileage is 51,105 miles and average age is FY 2009. The average replacement cost is \$26,000 per vehicle.

The requested funding will allow the USMS to establish a consistent replacement schedule that will provide a reliable funding source. The below table show the calculation of annual replacement cost for the USMS’ entire district fleet by category:

Category	Inventory Count	Unit Cost	Inventory \$	Replacement Standard	Annual Replacement Cost
Sedans	1,159	\$24,000	\$27,816,000	5 yrs / 75,000 miles	\$5,563,000
SUV/Pickup/Van	2,478	\$28,500	\$70,623,000	7 yrs / 75,000 miles	\$10,089,000
Armored Vehicle	4	\$117,000	\$468,000	7 yrs	\$67,000
Vehicle Shortages	270	\$28,500	\$7,695,000	7 yrs / 75,000 miles	\$1,099,000
Total			\$106,602,000		\$16,818,000
Assuming all vehicles will meet mileage criteria upon meeting age replacement standard. District Assets Only Armor Replacement Costs (\$37K for vehicle + \$80K general armor)					

The request for \$2,000,000 replaces 77 total vehicles, 55 replacements to address areas of concern that would reduce the Fleet’s average mileage to 48,221 miles and average age down to FY 2010; 22 vehicles to fill shortages, focusing on critical shortages in 14 districts that are not assigned motor pool vehicles. This would reduce Fleet’s overall shortage from 270 to 248.

Impact on Performance

This initiative supports the Attorney General's Targeted Priority Goal Option #1 – Protecting Americans from National Security Threats. It also supports DOJ Strategic Goal and Objectives under DOJ Goal 3 “Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice the Federal, State, Local, Tribal and International Levels” and Objective 3.2 “Protect judges, witnesses, and other participants in the federal proceedings by anticipating, deterring and investigating threats of violence.”

Cyclical Replacement Program

The request for base funding will allow the USMS to standardize its equipment replacement cycle to purchase much needed replacement of equipment that are likely past its normal useful cycle. Without the requested base funding, the USMS will be unable to:

- Maintain a sound protective equipment and vehicle inventory risking operational personnel safety when carrying out their duties
- Access to critical information/data due to service disruptions
- Issue deputies and equip vehicles proper equipment to ensure reliable and secure communications during execution of critical missions

Special Operations Group (SOG) Selection, Specialty and Mandatory Recertification Training and Equipment

The USMS SOG cuts across all divisions and districts. As the primary tactical resource for the USMS, SOG supports DOJ and USMS operations throughout the nation and abroad. A consistently well-trained, well-equipped force of tactical law enforcement officers is crucial to complete the core missions of the USMS as well as tasks assigned by the U.S. Attorney General. The advanced training and superior equipment are the main reasons that these tactical teams are called in for special operations around the country.

Funding

Base Funding

FY 2015 Enacted				FY 2016 President's Budget				FY 2017 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 2017 Request (\$000)	FY 2018 Net Annualization (change from 2016) (\$000)	FY 2019 Net Annualization (change from 2017) (\$000)
Body Armor			\$1,330		
Land Mobile Radios			\$2,683		
Vehicle Replacement			\$2,000		
SOG Selection, Mandatory Training & Recertification			\$2,263		
Electronic Surveillance Equipment			\$1,761		
Total Non-Personnel			\$10,037		

Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2018 Net Annualization (change from 2016) (\$000)	FY 2019 Net Annualization (change from 2017) (\$000)
Current Services	0	0	0	\$0	\$0	\$0		
Increases	0	0	0	\$0	\$10,037	\$10,037	\$0	\$0
Grand Total	0	0	0	\$0	\$10,037	\$10,037	\$0	\$0

Affected Crosscuts

National Security

Item Name: **Violent Fugitive Apprehension**

Strategic Goal: 2 - Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law
3 - Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels

Strategic Objective: 2.1 - Combat the threat, incidence, and prevalence of violent crime
3.2 - Protect judges, witnesses, and other participants in Federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or Confinement
3.5 - Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement

Budget Decision Unit(s): Fugitive Apprehension

Organizational Program: Fugitive Task Forces

Program Increase: Positions [58] Agt/Atty [58] FTE 29 Dollars \$10,000,000

Description of Item

The USMS requests **0 positions, 29 FTE, and \$10,000,000** to backfill existing unfunded Deputy U.S. Marshals (DUSM) district positions that specialize in apprehending the most violent fugitives. This request will support the Department of Justice (DOJ) strategy to reduce violent crime and preserve the safety of communities from violent fugitives. Funding will allow the USMS to enhance its national network of violent fugitive task forces; increase its warrant capacity to further achieve its performance goals; and enhance officer safety.

Justification

The USMS is the federal government’s primary agency for apprehending fugitives. The USMS has the authority to investigate both state and federal fugitives, both within and outside the United States, as directed by the Attorney General. In addition, the USMS has Memorandums of Understanding (MOU) with a number of agencies to assume apprehension responsibility for their fugitives. The USMS has agreements in place with the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), the Drug Enforcement Administration (DEA), and other non-federal law enforcement agencies.

To accomplish the fugitive mission, the USMS manages 60 district-led Violent Offender Task Forces (VOTF) and seven Regional Fugitive Task Forces (RFTFs). These USMS task forces partner with federal, state, and local law enforcement agencies and use investigative resources

such as criminal intelligence, electronic, air, and financial surveillance to capture the “worst-of-the-worst” fugitives.

The 60 VOTFs operate in districts that do not currently have an RFTF, and are staffed by personnel who are generally not assigned to these units on a full-time basis. Deputies must balance their collateral duties with other duties – such as court security, prisoner production, and prisoner transportation. When staffing in the district is low or there is a high volume of detainees scheduled for court appearances, deputies must focus on these duties rather than the fugitive mission.

Over the past five years, the USMS S&E appropriation has been held flat, creating unfunded vacancies to include deputy positions. This funding will allow the USMS to backfill deputy positions that have already been approved by Congress. The request will also allow the USMS to increase the number of deputies in the districts dedicated to the fugitive apprehension and criminal investigation missions. USMS analysis of task force performance shows an average increase of 32 violent fugitive warrants cleared per additional non-supervisory law enforcement position dedicated to enforcement operations. By dedicating additional personnel to the districts, the USMS can continue to increase its warrant capacity, locate and arrest more federal, state, and local fugitives, and more effectively reduce violent crime.

In FY 2015, the USMS undertook a successful national enforcement initiative, Operation Violence Reduction⁷, that resulted in more than 7,000 arrests. A second initiative, Operation Violence Reduction¹², is currently underway at the request of the Department. With the expectation that the USMS will continue to support the Attorney General’s violent crime reduction goals through targeted enforcement operations, this request also fills a vital need to place personnel at headquarters to manage and support these national initiatives.

With this risk comes the need for additional training and standardization in enforcement operations. This request will allow the USMS to further advance the progress that has been made in readiness and officer safety improvements such as High Risk Fugitive Apprehension training. A well-trained task force network increases risk mitigation and enhances officer safety, all while making positive contributions to public safety and reducing violent crime.

Impact on Performance

This program increase will support the Fugitive Apprehension decision unit. A performance outcome measure for this decision unit is: “number of USMS federal and egregious non-federal felony fugitives apprehended or cleared.” This measure includes physical arrest; directed arrest; surrender; dismissal; 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. The measure also includes egregious non-federal felony fugitives which include targeted state and local fugitives with offenses involving: homicide, kidnapping, sexual assault, robbery, other assault, threats, arson, extortion, burglary, home invasion, carjacking, drugs (manufacture, sale and distribution), sex offenses, obscenity, cruelty toward child/spouse, obstructing the police, flight (escape), weapon offenses, gang-related crimes, crimes against persons, and obstructions of justice. 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. Additional resources will directly contribute to this performance measure by ensuring that the state and local case adoption process is adequately supervised at the district level, adding capacity to districts, increasing the focus on training, and maximizing the impact of national enforcement operations.

Additional resources will significantly improve risk mitigation by allowing personnel to more safely and effectively arrest violent fugitives and enhance community safety. The USMS has prioritized the arrest of the most violent and egregious offenders. . For example, in FY 2013, only 84.2% of state and local warrants adopted by the USMS met the current case criteria for an “egregious” state and local warrant. In FY 2015, the adoption metric was 91.4%. By focusing on “quality over quantity,” the USMS can more effectively reduce violent crime through the apprehension of violent fugitives, prioritizing the most egregious violent ones, and aligning the USMS with the Attorney General’s Priority Goal 2: Protecting Americans from violent crime and Priority Goal 3: Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels; as well as DOJ Strategic Objective 2.1: Combat the threat, incidence, and prevalence of violent crime, and DOJ Strategic Objective 3.2: - Protect judges, witnesses, and other participants in Federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement, and DOJ Strategic Objective 3.5 – Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement.

In addition, this request ties directly to USMS Strategic Objective 2.1: Maximize the efficiency of fugitive apprehensions. The USMS’ fugitive apprehension responsibility expands from federal fugitives to assistance in the apprehension of state and local fugitives. To accomplish this objective and the greatest public protection, the fugitive apprehension program focuses on the most egregious federal, state, and local offenders requiring strategic selection of state and local fugitive cases as well as efficient resource allocation to enhance the effectiveness of state and local fugitive apprehension.

Funding

Base Funding

FY 2015 Enacted				FY 2016 Enacted				FY 2017 Current Services			
Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)
1,744	1,301	1,649	\$402,681	1,744	1,301	1,649	\$416,216	1,744	1,301	1,649	\$411,288

Personnel Increase Cost Summary

Type of Position/Series	Full-year Modular Cost per Position (\$000)	1 st Year Annual- ization	Number of Positions Requested	FY 2017 Request (\$000)	2 nd Year Annual -ization	2 nd Year FY 2018 Net Annualization (change from 2017) (\$000)	3 rd Year FY 2019 Net Annualization (change from 2018) (\$000)
Criminal Investigative Series (1811)	\$173.061	\$10,000		\$10,000	\$8,956	-\$1,044	\$5,290
Total Personnel	\$173.061	\$10,000		\$10,000	\$8,956	-\$1,044	\$5,290

Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non- Personnel (\$000)	Total (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)	FY 2019 Net Annualization (change from 2018) (\$000)
Current Services	1,744	1,301	1,649	\$269,114	\$142,174	\$411,288		
Increases			29	\$10,000	\$0	\$10,000	-\$1,044	\$5,290
Grand Total	1,744	1,301	1,678	\$279,114	\$142,174	\$421,288	-\$1,044	\$5,290

Affected Crosscut Violent Crime

Item Name: **Enforcement Operations**

AG Priority Goal(s): 2 - Protecting Americans from violent crime

Strategic Goal: 2 - Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law
3 - Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels

Strategic Objective(s): 2.1 - Combat the threat, incidence, and prevalence of violent crime
3.2 - Protect judges, witnesses, and other participants in Federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement

Budget Decision Unit(s): Fugitive Apprehension

Organizational Program: Domestic Investigations

Program Increase: Positions 60 Agt/Atty 54 Admin 6 Dollars \$10,980,000

Description of Item

The USMS requests **60 positions, 54 Deputy U.S. Marshals (DUSM), 30 FTE and \$10,980,000** to establish one new Regional Fugitive Task Force (RFTF) in North and South Carolina, add Officer Safety positions, and Financial Surveillance Units to all RFTF locations. This request is directly related to the Department of Justice (DOJ) strategy to reduce violent crime and preserve the safety of communities nationwide from violent fugitives.

Justification

In July of 2005, the Office of the Inspector General (OIG) issued Evaluation and Inspections Report I-2005-008, and provided a review of the USMS fugitive task forces apprehension of violent fugitives. Over the span of four years, the analysis showed the USMS increased violent fugitives apprehended by 51 percent. The OIG concluded that the USMS' performance improved primarily because of the increased staff time dedicated to violent fugitive investigations by 21 percent. As a result, the OIG recommended that the USMS consider creating additional task forces to further improve the violent fugitive apprehensions to reduce the number of violent federal fugitives at large.

The USMS Fugitive Task Forces accomplish critical work across the Nation by removing the most dangerous fugitives from the community safely and efficiently. The ability to consistently arrest the most violent offenders while ensuring the safety of the community remains paramount. Despite the increase of USMS violent fugitive apprehensions, dangerous criminal offenders continue to affect communities and demand for the USMS to enhance enforcement operations increases yearly.

The USMS operates 67 fugitive task forces: 60 district and seven RFTFs. District task forces comprises district DUSMs and state and local law enforcement officers who conduct investigations on the federal, state, and local warrants that originate within that district. Regional Fugitive Task Forces comprises Headquarters personnel assigned full-time to field locations, who partner with other federal, state, and local law enforcement to locate and arrest violent fugitives within an assigned region.

Full-time Task Force DUSMs fulfill a vital role and are subject matter experts for fugitive investigations while providing street supervision, liaising with external agencies, mentoring, training, trouble-shooting, and teaching. Their responsibility to safely apprehend the most violent offenders within their communities while maintaining collateral duties to uphold USMS administrative business practices is paramount to the success of the USMS.

On a daily basis, DUSMs:

- Mitigate risk to the USMS, USMS leadership, and USMS investigators
- Maintain the USMS' high standards through active oversight
- Reduce liability by following current USMS policy directives, Office of Enforcement Operations requirements, and ever-changing federal law and procedures
- Provide superior guidance, leadership, and supervision that has created and inspired the tangible results for the agency's task force mission

Building on the success of the current 67 USMS fugitive task forces will allow the USMS to advance its core mission of fugitive apprehension and reduction of violent crime. As part of the DOJ's Violent Crime Reduction Strategy, the USMS seeks to expand and enhance its network of 67 task forces with the creation of one new RFTF. This additional task force will support state and local law enforcement partners not only with investigative assistance, but also by providing equipment, vehicles, technical assistance, financial and electronic surveillance, foreign field office support, and training that would not otherwise be available.

An example of the USMS task forces' success is the recent nationwide action dubbed Operation Violence Reduction⁷ (VR⁷), which targeted the most dangerous criminals. The USMS strategically used the agency's multi-jurisdictional investigative authority and its fugitive task force networks at the regional and local level. The operation concentrated on seven high-density regions and core cities where the USMS has established counter-gang units. This six-week operation resulted in 7,127 arrests, including 750 gang members, and the seizure of 383 firearms and more than 69 kilograms of illegal narcotics. The operation cleared 8,226 warrants including 543 for homicide, 894 for weapons, 2,027 for assault, 631 for sexual assault, 1,181 for robbery, and 2,661 for narcotics.

Regional Fugitive Task Forces – 43 positions, 37 DUSMs, and \$7,650,000:

The USMS request of 43 positions, 37 DUSMs, and \$7,650,000 provides support to fund a new task force in the Carolinas and expands existing RFTFs. The USMS task force leadership fulfills a vital role of ensuring safe operational procedures while maintaining and upholding USMS administrative business practices. Leadership oversight duties include: supervising, liaising with external and internal agencies, training of task force officers and DUSMs, maintaining fiscal

control, and ensuring the adherence to USMS policy directives and federal law and procedures. The USMS RFTFs, by design, cover expansive geographical areas and maintain large personnel participation. Thus, task force leadership has broad and important responsibilities.

This request will allocate two supervisory DUSM positions to each of the seven existing RFTFs for enhanced command and control of enforcement operations. These positions will also enhance span of control given the large geographical coverage, number of agencies affected by task force operations, and mission dangerousness. The USMS will assign one operational position to Headquarters to assist in RFTF program management. The remaining 22 operational positions will stand up a new RFTF in the Carolinas – the Districts of Eastern North Carolina (E/NC), Western North Carolina (W/NC), Middle North Carolina (M/NC), and South Carolina (D/SC). The states of South Carolina and North Carolina contributed five percent of the national violent crime statistics according to the most recent Uniform Crime Reporting (UCR) Program and three percent of felony warrants to the National Crime Information Center (NCIC). The RFTF will partner with state and local law enforcement agencies and focus on the apprehension of fugitives wanted for violent and egregious state and local offenses, gang members, and sex offenders.

The request also includes two professional administrative support positions that would handle the financial transactions associated with the program and provide a broad array of administrative support functions. Examples include: timekeeping, securing \$25,000 warrants, procuring authorized items, receiving and storing regional credit card statements, maintaining personnel files, maintaining district asset inventory, assisting with any audit-related functions, maintaining Task Force Officer background suitability and credentials, oversight of the Joint Law Enforcement Operations Task Force Officer overtime funding, and assisting with regional reporting and correspondence.

In addition, the request includes four intelligence research analysts who generate tactical and strategic intelligence support for fugitive investigations. Analysts support enforcement operations in many ways: tactical intelligence; leads on potential fugitives; and workload reporting and support through the USMS' case management system.

Officer Safety – 8 DUSMs and \$1,567,000

Following the tragic line-of-duty deaths of two DUSMs and seven task force officers, the USMS senior management created a national training initiative known as High Risk Fugitive Apprehension (HRFA). The HRFA training program, staffed primarily with enforcement operational personnel, utilizes RFTF, Special Operations Group, and Federal Law Enforcement Training Center venues to train more than 1,000 DUSMs.

The USMS continues to implement the highly successful national HRFA training program. With the continued efforts of the USMS personnel to arrest violent offenders, ongoing training is imperative to ensure officer safety and risk mitigation remain a high priority for the USMS and its federal, state, and local partners while ensuring public safety. The request includes eight officer safety positions that would be the lead training coordinator for each of the RFTFs.

The Officer Safety positions would be responsible for coordinating and delivering officer safety training. This training incorporates practices developed through the HRFA training and combines them with tactical proficiency training conducted regularly at the RFTFs. This type of

training is a perishable skill that if not constantly refreshed will be lost. Every law enforcement officer working in support of the USMS fugitive task force mission must receive this training on an annual basis.

Officer safety/risk mitigation sustainment instruction is currently conducted by a collateral duty training officer in each district. Each RFTF covers multiple districts and are responsible for the sustainment training of approximately 50 percent of the USMS' task force officers. Due to the large size of the RFTFs and the lack of dedicated training coordinators, annual sustainment training is provided as schedules permit and at the expense of fugitive workload. The USMS RFTFs require dedicated, full-time positions to achieve officer safety sustainment training goals.

Financial Surveillance Unit (FSU) – 9 DUSMs and \$1,763,000

The FSU determines the feasibility of applying systematic financial surveillance techniques to track and apprehend fugitives. FSU personnel use various sources to track a fugitive's financial activities in "real-time" by investigating their use of debit cards, credit cards, fund transfers, as well as a host of other financial transactions and information. Since its inception, the FSU has been a tremendous asset used in many successful fugitive investigations.

Currently, three FSU Inspectors support an average caseload of approximately 2,075 cases per year using a network of 32 collateral duty FSU personnel who may be afforded time to work this collateral duty by their assigned district if time allows. Historical analysis shows that collateral personnel can assist with approximately 45 cases, while a full-time FSU inspector supports a caseload of 220 per annum. Collateral personnel are not always available for training and continuing education which lessens their skill set and thusly, their utility as a senior level investigator. By increasing the full-time personnel dedicated to FSU, the request would greatly enhance the USMS' ability to gather intelligence for fugitive investigations.

Impact on Performance

The USMS enforcement operations support the Fugitive Apprehension decision unit. A performance outcome measure for this decision unit is: "number of USMS federal and egregious non-federal felony fugitives apprehended or cleared." This measure 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. The measure also includes egregious non-federal felony fugitives: targeted state and local fugitives with offenses involving homicide, kidnapping, sexual assault, robbery, other assault, threats, arson, extortion, burglary, home invasion, carjacking, drugs (manufacture, sale and distribution), sex offenses, obscenity, cruelty toward child/spouse, obstructing the police, flight (escape), weapon offenses, gang-related crimes, crimes against persons, and obstructions of justice. 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.

Additional resources will significantly improve risk mitigation by allowing personnel to more safely and effectively arrest violent fugitives and enhance community safety. The USMS has evolved from a "quantity over quality" to a "quality over quantity" approach when arresting violent offenders. This allows the USMS to more effectively reduce violent crime through the apprehension of violent fugitives, prioritizing the most egregious violent ones, and aligns the

USMS with the Attorney General's Priority Goal 2: Protecting Americans from violent crime and with DOJ Strategic Objective 3.2 Protect judges, witnesses, and other participants in Federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement.

In addition, this request ties directly to USMS Strategic Objective 2.1: Maximize the efficiency of fugitive apprehensions. In FY 2014, the USMS enforcement operations were responsible for the apprehension of over 100,000 fugitives nationwide. With additional resources, the USMS projects to increase the program's capacity by 1,980 cases to support a total caseload of approximately 4,000 fugitives. The additional 14 supervisory DUSM positions to the seven existing RFTFs will allow the USMS to more efficiently manage the large geographic and task force officer footprint and will reduce the supervisor to law enforcement ratio from 1:18 to 1:7. This correction will align USMS closer to the law enforcement community and will promote better span of control and officer safety/risk mitigation efforts. In addition, the eight Officer Safety positions will manage each task force's local training program and instruct task force personnel on operational techniques and essential officer safety skills.

With the new RFTF positions, the USMS anticipates an increase of at least 840 USMS arrests of violent state and local fugitives based on the USMS personnel alone. The organizational structure of the RFTF will likely allow the USMS to undertake additional state and local agencies beyond its current partnerships and thereby increase the total number of arrests with the new RFTF in the Carolinas. The additional personnel will enhance the USMS to locate and arrest egregious offenders and help reduce violent crime within our communities.

- Since 2002, the USMS has arrested 1,187,981 fugitives (clearing 1,680,608 warrants).
 - RFTFs arrested 392,761 of those fugitives wanted for a wide variety of crimes:
 - 18,516 were wanted for homicide;
 - 107,922 for narcotics.
 - 27,157 for weapons violations;
 - 48,120 for assault;
 - 14,175 for sexual assault;
 - 31,627 for robbery; and
 - 145,244 for other crimes.

Since 2002, USMS RFTFs have also seized 12,533 firearms; 16,714 kilograms of narcotics; and \$47,737,891 in U.S. currency. With the requested funding increase, the USMS anticipates an increased ability to capture the most dangerous fugitives and continue to reduce violent crime within our communities.

Funding

Base Funding

FY 2015 Enacted				FY 2016 President's Budget				FY 2017 Current Services			
Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)
212	172	212	\$70,700	212	172	212	\$71,016	212	172	212	\$71,335

Personnel Increase Cost Summary

Type of Position/Series	Modular Cost per Position (\$000)	Number of Positions Requested	FY 2017 Request (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)	FY 2019 Net Annualization (change from 2018) (\$000)
Criminal Investigative Series (1811)	\$196	54	\$10,578	-\$706	\$4,925
Intelligence Series (0132)	\$67	4	\$268	\$202	\$209
Clerical and Office Services (0300-0399)	\$67	1	\$67	\$50	\$52
Information Technology Mgmt (2210)	\$67	1	\$67	\$50	\$52
Total Personnel		60	\$10,980	-\$404	\$5,238

Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non- Personnel (\$000)	Total (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)	FY 2019 Net Annualization (change from 2018) (\$000)
Current Services	212	172	212	\$32,202	\$39,133	\$71,335		
Increases	60	54	30	\$10,980	\$0	\$10,980	-\$404	\$5,238
Grand Total	272	226	242	\$43,182	\$39,133	\$82,315	-\$404	\$5,238

Affected Crosscuts:

Violent Crime

Item Name: **Information Technology Infrastructure**

Strategic Goal: 3 - Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice the Federal, State, Local, Tribal and International Levels

Strategic Objective: 3.2 Protect judges, witnesses, and other participants in the federal proceedings by anticipating, deterring and investigating threats of violence
3.3 Provide safe, secure, humane, and cost effective confinement and transportation of federal detainees and inmates

Budget Decision Unit(s): Judicial and Courthouse Security
Fugitive Apprehension
Prisoner Security and Transportation
Protection of Witnesses
Tactical Operations

Organizational Program: Information Technology Division

Program Increase: Positions 0 Agt/Atty 0 FTE 0 Dollars \$25,122,000

Description of Item

The USMS requests **0 positions and \$25,122,000** to modernize, replace and consolidate outdated USMS investigative, judicial security, and prisoner management information systems. The USMS legacy systems are unable to keep up with the current operational requirements for stability, security, and scalability. The new system will result in operational efficiencies, new mobile capabilities, and improved information sharing.

Justification

The USMS’ primary operational mission system is the Justice Detainee Information System (JDIS). Its current configuration and supporting systems lack stability, scalability, centralization, and are no longer technologically sustainable. Current capabilities of the systems do not meet operational mission requirements effectively or efficiently. Moreover, the current systems do not easily interface with external local, state, and federal partners for complex data sharing.

Next Generation (NextGen) Initiative – This initiative will integrate and improve current USMS operational business and mission capabilities (automated and manual), consolidate operational data, and improve operational business processes. New web-based solution(s) will allow users to access systems and applications from multiple platforms (i.e. desktops, tablets, and mobile phones) in a manner which is intuitive for each distinctive USMS line of business. This will ensure standardization and accuracy of data which system users could consume from a single, standardized data repository.

NextGen will replace and improve JDIS and other mission systems/processes with greater operational business capabilities and consolidate all mission data into a single, modernized data solution for enhanced intelligence gathering, reporting, and decision making.

The current legacy systems and processes are unsustainable for future operational requirements for stability, security, and scalability. Specifically, JDIS technology is already out of date and is no longer supported by the vendor. NextGen will provide data sharing, data analytics, automated notifications, enhanced reporting, real-time dashboard, case management, graphic mapping tools and mission tracking.

The USMS requests to modernize its operational information and case management systems will not only result in operational efficiencies and new mobile computing capabilities but will also increase officer safety and improve internal and external information sharing across all District Offices and for Headquarters program managers. The USMS will deploy this initiative incrementally using an agile development framework.

Today, in order to gather all data on a specific prisoner, a deputy must access multiple applications/systems and manually search filing cabinets to consolidate information about the detainee. Through the implementation of NextGen, the USMS will create a master prisoner record. This master prisoner record will provide biographic information, warrants, associates, detainees' current location, etc. The deputy could access data through the mission applications through the device that best supports his/her mission. By accessing the master prisoner record, the deputy will know a prisoner's gang relationships, medical issues, or violent tendencies, which will increase officer safety.

NextGen has created lines of business (LoB) to make certain that it will meet the needs of the USMS personnel.

- Investigations - The Investigations Line of Business (LoB), joins management, tracking, reporting, data interchange and administrative activities to support subject investigations, financial asset investigations, tactical operations, and the implementation of the DOJ violent crime reduction strategy, as well as criminal intelligence collection and sharing that results from these activities.
- Prisoner Management - The Prisoner Management LoB spans the entire lifecycle of a prisoner from arrest through commitment and release, and encompasses medical support, prisoner transportation, and other logistics during imprisonment. Specifically, this LoB includes management of prisoner booking, custody and court case records, producing the detainee during trial, designating prisoners to facilities, facility vacancy management, and financial tracking of transportation costs with affiliated local, state, and federal agencies
- Security Management - NextGen logically organizes the operational mission functions of the USMS into categories. The Security Management LoB, incorporates all activities related to securing spaces where a USMS footprint exists. The Security Management LoB is organized into four mission functions: Facility Management, Security Officer Management, Security Systems Management, and Protective Operations Management.

The requested funding will support the baseline development and deployment costs to build the NextGen initiative. The funding will be used for: hardware and the associated infrastructure software; commercial off-the-shelf (COTS) software licensing; contractor services needed to configure, develop, test, and deploy NextGen; and contractor services to modify/turnoff capabilities within the legacy mission applications as NextGen functionality is deployed.

Impact on Performance

This initiative fully supports the Attorney General’s Targeted Priority Goal 3 “Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice the Federal, State, Local, Tribal and International Levels,” Objective 3.2 “Protect judges, witnesses, and other participants in the federal proceedings by anticipating, deterring and investigating threats of violence,” and Objective 3.3 “Provide safe, secure, humane, and cost effective confinement and transportation of federal detainees and inmates.”

This request is also consistent with the AG’s funding priority to enhance core infrastructure that supports investigative and data analytics, information technology systems, and the data centers that house IT systems.

Without these resources, the USMS will continue to operate on an unstable platform nearing end of life with components that are no longer supported or sustainable. These resources are necessary for the USMS to continue to meet its mission mandate in the most expeditious, effective, and efficient manner possible. Through this initiative, the USMS will realize the following benefits:

- Significant improvement in operational business capabilities to enhance intelligence gathering, reporting, and decision making so that officer safety is made central.
- Central maintenance of disparate operational mission systems completing similar, if not same, functions across multiple divisions and districts.
- Substantial improvement in data management, retrieval, and reporting capabilities so that timely, integrated information is available to the USMS, as well as other federal, state, and local law enforcement. This will strengthen partnerships as the USMS identifies and develops solutions beneficial to the Agency and the Department. These efforts will improve the USMS’ ability to discover information, generate knowledge providing the USMS integrated, seamless, and reliable systems that are readily accessible to relevant data.
- Advanced enterprise data security by implementing role-based access controls at the enterprise level to ensure data can only be seen or accessed by appropriate users.
- Cost avoidance in man-hours through implementation of recently re-engineered business processes.

The USMS requires additional resources to effectively develop a comprehensive IT environment that will modernize technology, allow for better data sharing and facilitate greater efficiencies across the agency. Without these resources, the USMS will be limited in its abilities to provide sufficient oversight and produce timely and accurate information and data.

Funding

Base Funding

FY 2015 Enacted				FY 2016 President's Budget				FY 2017 Current Services			
Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)
4	0	2	\$4,706	4	0	4	\$4,706	4	0	4	\$4,714

Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2017 Request (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)	FY 2019 Net Annualization (change from 2018) (\$000)
NextGen – Software, hardware and Services			\$25,122	\$0	\$0
Total Non-Personnel			\$25,122	\$0	\$0

Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)	FY 2019 Net Annualization (change from 2018) (\$000)
Current Services	4	0	4	\$514	\$4,200	\$4,714		
Increases	0	0	0	\$0	\$ 25,122	\$ 25,122	-\$3,722	-\$5,293
Grand Total	4	0	4	\$514	\$29,322	\$29,836	-\$3,722	-\$5,293

Affected Crosscut:

N/A

Item Name: **Risk Management**

Strategic Goal: 3 – Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels

Strategic Objective: 3.2 Protect judges, witnesses, and other participants in the federal proceedings by anticipating, deterring and investigating threats of violence
3.3 Provide safe, secure, humane, and cost effective confinement and transportation of federal detainees and inmates
3.5 Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement

Budget Decision Unit(s): Judicial and Courthouse Security
Fugitive Apprehension
Prisoner Security and Transportation
Protection of Witnesses
Tactical Operations

Organizational Program: Office of Professional Responsibility (OPR)

Program Increase: Positions 6 Agt/Atty 4 FTE 3 Dollars \$2,462,000

Description of Item

The USMS requests **six positions, four Deputy U.S. Marshals, and \$2,462,000** for the staffing, and funding for mission critical expenses of the Office of Professional Responsibility (OPR). The request responds to the Office of the Inspector General (OIG) audit recommendations and aligns the USMS with recognized best practices across the Department of Justice.

OPR ensures accountability and integrity of USMS programs, personnel, and financial activities. OPR comprises three units: Internal Affairs, Compliance Review, and Discipline Management. Internal Affairs processes and investigates allegations of employee misconduct in accordance with DOJ and USMS policies and procedures. Discipline Management provides expert advice and guidance to USMS Management regarding proper resolution of misconduct offenses, so that timely and effective case disposition can be achieved. Compliance Review is the USMS’ internal control mechanism that ensures integrity, accountability, and risk management in programs, policies, and processes.

Of the total requested positions, three positions would be allocated to Compliance Review. With these positions, the USMS would be able to conduct an additional nine on-site reviews and facilitate corrective action and follow-up protocols. These positions would increase the review cycle of USMS programs putting it in line with other DOJ law enforcement components. In addition, one position will manage the Compliance Review’s Self-Assessment Guide (SAG)

program, which is a management tool used by districts and divisions to assess operational, administrative, and financial processes. Funding of \$459,000 is requested to cover salaries and related costs for three additional positions.

The USMS would allocate three new positions to Internal Affairs. One inspector would assume a traditional role conducting a variety of misconduct investigations and responding to use-of-force incidents and a second inspector would be an information technology forensic/cybercrime subject matter expert. A program analyst would oversee administrative processes; create, update and enforce quality standards; and ensure best practices are in use. The USMS requests \$459,000 to support salaries and related costs to hire two inspectors and one administrative position.

Auxiliary Compliance Review Team (ACRT) members augment the Compliance Review workforce and participate in every single compliance review. These individuals are volunteers and are selected from the various USMS districts and divisions and are pivotal to the success of the Compliance Review program. To expand the number of reviews, the USMS estimates the cost increase for ACRT members at \$390,000 to support training and travel costs.

Contractors provide critical support for A-123 testing and procurement assessments as USMS increases the on-site reviews from 18 to 27. A Records Examiner contractor position will provide data analysis, policy vetting, test plan development, process analysis, and continued programmatic support for on-site reviews. An administrative contractor is required for executing data processing, correspondence, minor disciplinary actions, and case management action items. A Technical Writer will provide administrative support with data analysis and correspondence products. An Information Technology contractor will provide subject matter support for investigations involving computer, text messaging, and cybercrime analysis. The USMS requests \$1,155,000 for contractor and related costs to support the OPR's expanded reviews.

Justification

Internal Affairs and Discipline Management are predominantly “responsive” units and do not generate workload internally. These units do not have the luxury of refusing to conduct an investigation or adjudication, and each allegation or use-of-force incident must be given a comprehensive review. In particular, Internal Affairs investigators are required to immediately respond to all intentional shooting incidents and coordinate with local law enforcement officials as a representative of the USMS. Such unscheduled responsibilities interrupt work on investigative caseloads.

- In FY 2015, Internal Affairs received 866 misconduct complaints and 597 reported uses-of-force. This is a 34 percent increase in workload over FY 2012 levels and without a commensurate increase to staffing and budget.
- In FY 2015, Internal Affairs referred to Discipline Management 186 centralized disciplinary cases for adjudication and 215 District/Division Management cases for processing.

- Average active caseload for Internal Affairs investigators in FY 2015 was 22 cases per inspector, which is well above industry standard. Average case processing per Discipline Management Specialist in FY 2015 was 67 cases per specialist. Many cases include a proposal phase and a decision phase, and require separate levels of work for each phase -- effectively doubling the number of cases.
- Discipline Management opened 418 cases in FY 2013, 425 cases in FY 2014, and 466 cases in FY 2015.
- Removal cases, by their nature, require extensive work and require more resources than lesser disciplinary cases. In FY 2015, Discipline Management adjudicated seven cases resulting in removal of the employee. So far in this fiscal year, Discipline Management has processed nine cases where employees are proposed for removal.

Currently, the USMS can only be reactive to employee misconduct. The risk of continued employee misconduct, without proactive mitigation efforts, harms the public, the reputation of the USMS, and the Department of Justice. With additional resources, the USMS could improve outreach, communication and training to field offices concerning the potential pitfalls of employee misconduct. The risks to the USMS of continued employee misconduct at current levels include: Congressional and media attention; possible liability for employee misconduct the USMS knew about (workplace violence); resource impacts for repeated discipline, such as lost USMS-issued equipment.

Delays in closing investigations and adjudicating cases have a detrimental effect USMS-wide. At present, Internal Affairs has 317 active/open investigations, which creates a situation whereby 317 employees, who may otherwise be exemplary, are being penalized for no other reason than they are subject to a slow investigative process. At present, Discipline Management has 109 active cases, which means there are over 100 employees awaiting disciplinary action. This delay results in low morale, close scrutiny from outside entities, and an inability to promote/recognize deserving employees. Investigative delay is more than an abstract concern. In FY 2011, OPR conducted 3,335 integrity checks for Merit Promotion, Background and Suitability, and Awards screening purposes. Of that number, approximately 11 percent of the checks identified an open case and OPR responded to the requesting office accordingly.

Use-of-Force Investigations

With the exception of firearm discharges, which mandate an immediate response, Internal Affairs does little more than a cursory review of use-of-force incidents due to resource shortages. In FY 2015, Internal Affairs received 597 USMS Use-of-Force Reports, 70 of those incidents involved firearm discharges and were investigated according to policy. Other use-of-force incidents, including 346 projectile stun gun (PSG) deployments, were processed by Internal Affairs and were reviewed by a GS-14 DUSM for possible investigation.

In FY 2016, the DOJ/OIG, in conjunction with the DOJ Civil Rights Division, is finalizing a Memorandum of Understanding (MOU) with DOJ components to standardize use-of-force reporting requirements. When implemented, the USMS will be required to report firearm

discharges involving task force officers. The new MOU will result in an estimated additional 55 cases annually or 100 percent increase in firearm discharge cases.

OIG Audit Recommendations

External and internal mandates have required Compliance Review to shift from a comprehensive system to a risk-based operation that focuses on Enterprise Risk Management (ERM). In February 2012, the OIG recommended an USMS inspection cycle of four years or less instead of the current 11-year cycle. This shorter review cycle is consistent with other DOJ components including the FBI, DEA, and BOP.

The recommendations in the December 2012 Audit of the USMS' Procurement Activities recommended OPR strengthen the inspection system over procurement activities by:

- a. Ensuring a shorter and consistent cycle for reviewing procurement operations in the district and division offices
- b. Ensuring the work plan for performing Compliance Review considers the risks of non-compliance, as well as top management concerns, to focus review resources
- c. Establishing a process in Compliance Review for following up on deficiencies identified during its reviews to ensure that corrective actions are implemented to resolve the deficiencies

By increasing the review cycle to four years (27 reviews per year) and instituting follow-up reviews, the Compliance Review program will be far more effective in mitigating USMS-wide risks, identifying and remediating fraud, waste, and abuse, and continuing to assist in attaining unqualified audit opinions on financial audits. This increase will maximize employee effectiveness and programmatic efficiencies by continually ensuring programs and personnel productivity are maximized. This program enhancement will create a culture of accountability and directly impact the overall Agency's ERM strategy.

Impact on Performance

This initiative supports the Attorney General's Targeted Priority Goal 3 - Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels; Objective 3.2 Protect judges, witnesses, and other participants in the federal proceedings by anticipating, deterring and investigating threats of violence; Objective 3.3 Provide safe, secure, humane, and cost effective confinement and transportation of federal detainees and inmates; and Objective 3.5 Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement

This initiative is also consistent with one of the AG's funding priorities, which is, to combat abuses of the public trust by elected officials, court personnel, law enforcement officials, and government decision makers at all levels of government.

Additional personnel will benefit all three OPR missions by returning the staff to appropriate levels commensurate with the workload. Compliance Review will achieve an industry standard

review cycle that will place each USMS area on a square four-year review pattern, eliminating yearly shortfalls and elongating the review cycle beyond an ideal timeframe.

Workload Trends

OPR-IA, Complaints Received: FY 2010 – FY 2015

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014*	FY 2015
524	632	648	728	733	866

OPR-IA, Investigations Referred to OPR-DM, FY 2010-FY2015

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014*	FY 2015
128	200	199	180	182	186

OPR-DM, Cases Adjudicated: FY 2011 – FY 2015

FY 2011	FY 2012**	FY 2013	FY 2014*	FY 2015
89	204	262	233	242

OPR-CR, Compliance Reviews Conducted, FY 2011 – FY2015***

FY 2011	FY 2012	FY 2013	FY 2014*	FY 2015
8	11	11	16	18

** FY 2014: It should be noted that OPR lost productivity in FY 2014 due to the shutdown of the federal government, October 1-16, 2013.*

***FY 2012: Totals reflect April 1 - September 30, 2012, displaying the number of cases handled by OPR-DM after separation from HRD.*

**** The DOJ Office of the Inspector General made a formal recommendation to the USMS to implement a four-year review cycle on par with other Department components. A four-year cycle necessitates that OPR-CR conduct 27 Compliance Reviews per fiscal year.*

Funding

Base Funding

FY 2015 Enacted				FY 2016 President's Budget				FY 2017 Current Services			
Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)
28	17	28	\$7,471	28	17	28	\$7,524	28	17	28	\$7,577

Personnel Increase Cost Summary

Type of Position/Series	Modular Cost per Position (\$000)	Number of Positions Requested	FY 2017 Request (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)	FY 2019 Net Annualization (change from 2018) (\$000)
Criminal Investigative Series (1811)	\$196	4	\$783	-\$52	\$365
Management & Prog Analyst (0343)	\$67	2	\$134	\$102	\$104
Total Personnel		6	\$917	\$50	\$469

Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2017 Request (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)	FY 2019 Net Annualization (change from 2018) (\$000)
Contractor (CR, A-123)	\$200	2	\$400	\$0	\$0
Contractor (CR, Records Exam)	\$100	1	\$100	\$0	\$0
Contractor (DM, Admin)	\$220	1	\$220	\$0	\$0
Contractor (IA, Tech Writer)	\$115	1	\$115	\$0	\$0
Contractor (IA, Forensic IT)	\$250	1	\$250	\$0	\$0
CR, ACRT Training			\$150	\$0	\$0
CR, ACRT Travel			\$240	\$0	\$0
CR, Surveys			\$30	\$0	\$0
IA, Transcription			\$15	\$0	\$0
IA, Travel			\$25	\$0	\$0
Total Non-Personnel			\$1,545	\$0	\$0

Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non- Personnel (\$000)	Total (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)	FY 2019 Net Annualization (change from 2018) (\$000)
Current Services	28	17	28	\$5,381	\$2,196	\$7,577		
Increases	6	4	3	\$917	\$1,545	\$2,462	\$50	\$469
Grand Total	34	21	31	\$6,298	\$3,741	\$10,039	\$50	\$469

Affected Crosscuts:

N/A

Program Decrease by Item

Item Name:	<u>Construction</u>
Strategic Goal:	<u>3 - Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice the Federal, State, Local, Tribal and International Levels</u>
Strategic Objective:	<u>3.2 - Protect judges, witnesses, and other participants in the federal proceedings by anticipating, deterring and investigating threats of violence</u>
Budget Decision Unit(s):	<u>Construction</u>
Organizational Program:	<u>Construction</u>
Component Ranking of Item:	1 of 1
Program Increase: Positions	<u>0</u>
Agt/Atty	<u>0</u>
FTE	<u>0</u>
Dollars	<u>-\$5,000,000</u>

Description of Item

The USMS proposes an **offset of \$5,000,000** to reduce courthouse renovation funding within the Construction Appropriation. The Construction appropriation provides resources to modify space controlled, occupied and/or utilized by the USMS for prisoner holding and related support space. This offset non-recurs the FY 2016 program increase.

Justification

The USMS is able to prioritize and schedule renovation projects with the General Services Administration within available funds. This offset reduces Construction funding to nearly the same level as FY 2015.

Impact on Performance

This offset will have a minor impact on USMS' ability to accomplish its strategic and performance goals related to courthouse and space renovations. Within available resources, the USMS will continue its efforts to maintain current project backlogs, maintain aging facilities, and provide safety and security for judicial officials, courtroom participants, USMS personnel and the public.

Funding

Base Funding

FY 2015 Enacted				FY 2016 President's Budget				FY 2017 Current Services			
Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)
0	0	0	\$9,800	0	0	0	\$15,000	0	0	0	\$15,000

Non-Personnel Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2017 Request (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)	FY 2019 Net Annualization (change from 2018) (\$000)
Construction			-\$5,000	\$0	\$0
Total Non-Personnel			-\$5,000	\$0	\$0

Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)	FY 2019 Net Annualization (change from 2018) (\$000)
Current Services	0	0	0	\$0	\$15,000	\$15,000		
Decrease	0	0	0	\$0	-\$5,000	-\$5,000	\$0	\$0
Grand Total	0	0	0	\$0	\$10,000	\$10,000	\$0	\$0

Affected Crosscuts

National Security