

**United States Marshals Service  
FY 2016 Performance Budget  
President's Budget Submission**

**Salaries & Expenses and Construction Appropriations**



**February 2015**

This page left intentionally blank

## Table of Contents

<b>I. Overview for the United States Marshals Service (USMS)</b> .....	4
<b>II. Summary of Program Changes</b> .....	11
<b>III. Appropriations Language and Analysis of Appropriations Language</b> .....	12
<b>IV. Program Activity Justification</b> .....	13
<b>A. Judicial and Courthouse Security</b> .....	13
1. Program Description.....	13
2. Performance and Resource Tables .....	16
3. Performance, Resources, and Strategies.....	20
<b>B. Fugitive Apprehension</b> .....	22
1. Program Description.....	22
2. Performance and Resource Tables .....	26
3. Performance, Resources, and Strategies.....	33
<b>C. Prisoner Security and Transportation</b> .....	36
1. Program Description.....	36
2. Performance and Resource Tables .....	39
3. Performance, Resources, and Strategies.....	43
<b>D. Protection of Witnesses</b> .....	44
1. Program Description.....	44
2. Performance and Resource Tables .....	45
3. Performance, Resources, and Strategies.....	48
<b>E. Tactical Operations</b> .....	49
1. Program Description.....	49
2. Performance and Resource Tables .....	51
3. Performance, Resources, and Strategies.....	53
<b>V. Program Increases by Item</b> .....	54
A. Adam Walsh Child Protection and Safety Act .....	54
B. Law Enforcement Safety Training Program .....	61
C. USMS Construction .....	65
<b>VI. Program Decreases by Item</b> .....	70
A. Program and/or Administrative Savings .....	70
<b>VII. EXHIBITS</b>	
<b>A. Organizational Chart</b>	
<b>B. Summary of Requirements</b>	
<b>C. FY 2016 Program Changes by Decision Unit</b>	
<b>D. Resources by DOJ Strategic Goal/Objective</b>	
<b>E. Justification for Technical and Base Adjustments</b>	
<b>F. Crosswalk of 2014 Availability</b>	
<b>G. Crosswalk of 2015 Availability</b>	
<b>H. Summary of Reimbursable Resources</b>	
<b>I. Detail of Permanent Positions by Category</b>	
<b>J. Financial Analysis of Program Changes</b>	
<b>K. Summary of Requirements by Object Class</b>	
<b>L. Status of Congressionally Requested Studies, Reports, and Evaluations</b>	

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

### **A. Introduction**

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 witnesses, transporting and producing prisoners for court proceedings, executing court orders and arrest warrants, apprehending fugitives, and managing seized property. All USMS duties and responsibilities emanate from this core mission.

For Fiscal Year (FY) 2016, the USMS requests a total of 5,554 positions, 4,134 Deputy U.S. Marshals (DUSMs), 19 Attorneys, 5,103 full time equivalent (FTE) excluding reimbursable FTE, and \$1,230,581,000 for the Salaries and Expenses (S&E) appropriation. This is an increase of \$35,581,000 from FY 2015 Enacted level. The USMS also requests \$15,000,000 for the Construction appropriation, an increase of \$5,200,000 from FY 2015 Enacted level.

For Information Technology (IT), the USMS requires 114 positions and \$122,405,840 in base resources, as reported in the FY 2016 Agency IT Portfolio Summary (formerly Exhibit 53-A). The USMS IT Division supports major IT areas such as: Tactical Radios infrastructure, IT Helpdesk support, IT Network supporting wide and local area network, Voice Communications support for voice and video teleconferencing, Unified Financial Management System (UFMS) program implementation, Detainee Management, secured systems for protective operations and other IT-related services performing security and associated functions supporting law enforcement missions and administrative operations.

In a separate submission, the USMS also requests an appropriations language change from the Fees and Expenses of Witnesses (FEW) appropriation to increase the funding cap for information technology from \$11,000,000 to \$13,000,000, an increase of \$2,000,000. Information technology costs include the purchase, installation, maintenance and upgrade of secure telecommunications equipment and a secure automated information network to store and retrieve the identities and locations of protected witnesses.

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.html>.

### **B. Organizational History**

The Judiciary Act of 1789 established the original 13 federal judicial districts and called for the appointment of a Marshal for each district. President Washington nominated the first Marshals and they were confirmed by the Senate 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. The first organization to supervise Marshals nationwide, the Executive Office for United States Marshals, was established in 1956 by the Deputy Attorney General. DOJ Order 415-69 established the USMS on May 12, 1969. 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. Prior to 1988, the Director of the USMS was appointed by the Attorney General.

The role of the U.S. Marshals has had a profound impact on the history of this country since the time when America was expanding across the continent into the western territories. With changes in prosecutorial emphasis over time, the mission of the USMS has transitioned as well. In more recent history, law enforcement emphasis has 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 has 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.
- The expansion of illegal immigration enforcement activities, including the implementation of Operation Streamline in 2005, which increased federal prosecutions of immigration offenders and resulted in a significant increase in the USMS’ prisoner and fugitive workload along the Southwest Border.
- With more resources dedicated to apprehending and prosecuting suspected terrorists, the USMS continues to meet the increasing demands for high-level security required for many violent criminal and terrorist-related court proceedings.
- 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.

### C. USMS Budget

The USMS' total request of \$1,245,581,000 consists of \$1,230,581,000 for the S&E appropriation and \$15,000,000 for the Construction appropriation. The requested funding provides the necessary resources to maintain and enhance USMS' core functions. The S&E request represents a base adjustment of \$39,346,000 reflecting an increase of \$17,785,000 for pay and benefits; \$16,663,000 for domestic rent and facilities; \$4,649,000 for Legacy Radio Operations and Maintenance; and, \$249,000 for foreign allowances. For S&E, the USMS proposes \$6,235,000 in program increases and \$10,000,000 in program decreases. The program increases include \$4,735,000 to support the Adam Walsh Act and \$1,500,000 to enhance the USMS' Law Enforcement Safety Training Program. Program decrease represents anticipated program and/or administrative savings. For Construction, the request includes \$5,200,000 in program increases that will allow the USMS to reduce the construction backlog, with an emphasis on courthouse security, while providing maintenance and repair of aging USMS space.

Priority mission areas for FY 2016 include enforcing the Adam Walsh Child Protection and Safety Act and specialized training to ensure that violent fugitives are located and apprehended. The USMS will also continue its traditional missions of providing judicial and courthouse security, managing the witness security program, and conducting detention operations. The FY 2016 request for Construction supports these missions by allowing the USMS to renovate and secure federal courthouse and other USMS facilities. These upgrades are essential for maintaining the security of federal court facilities and safety of judicial officials, courtroom participants, the public, USMS personnel, and prisoners.

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 AFF provides funding for managing and disposing seized assets;
- The 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** – ensure a safe and secure environment for all who participate in federal judicial proceedings. This mission is 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** – enhance the safety and security of our communities nationwide by locating and apprehending federal fugitives, egregious state or local fugitives and non-compliant sex offenders. This is 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** – ensure 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 U.S. and its territories; producing prisoners for all court-ordered appearances; and protecting their civil rights through the judicial process;
- **Protection of Witnesses** – provide 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** – ensure 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. This is 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.

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

*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.

*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.

*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.

*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.

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

#### **E. Environmental Sustainability**

The USMS continues to make significant progress in Environmental Sustainability to meet applicable Executive Orders and Presidential Directives.

The USMS Office of Fleet Management, in compliance with the procedures outlined in the Department of Energy's *Comprehensive Federal Fleet Management Handbook* dated January 2014, reduced its number of vehicles by four percent and replaced older model vehicles with smaller, more fuel efficient, flexible fuel vehicles. As a result, fuel consumption was reduced by 1.1 million gallons and Greenhouse Gas (GHG) emissions reduced by 19 percent.

To comply with the June 10, 2010 Presidential Memorandum—*Disposing of Unneeded Federal Real Estate*, the USMS reduced its rentable square footage at Headquarters (HQ) by 12,000 square feet in FY 2014. Furthermore, in FY 2015, the USMS plans to reduce its HQ rentable square footage by an additional 10 percent for a total reduction of more than 53,000 square feet.

The USMS is working with the White House Council on Environmental Quality (CEQ) to modify the National Environmental Policy Act (NEPA) to include the impact of GHG emissions and Climate Change in evaluation of proposed Federal Actions.

#### **F. Challenges**

USMS mission responsibilities continue to grow, making effective planning essential to meeting all workload expectations. Most of these challenges fall into broad categories:

##### **Detention**

The USMS detention resource needs are directly impacted by law enforcement and prosecutorial priorities. Linking law enforcement initiatives with detention funding requests is the key to providing Congress with accurate information for budget forecasting. The USMS must ensure sufficient resources are available to house and care for the corresponding detainees. This objective is made even more challenging given that in some judicial districts, detention space is limited with no opportunity for expansion. While fluctuations in the average daily population (ADP) of detainees are mainly outside of USMS direct control, the USMS continues to coordinate the acquisition of sufficient detention space in the most cost efficient manner. The USMS will continue the efforts that have proven effective to contain and manage detention costs

as detailed in the FPD budget's strategies and performance goals. The USMS will always refine and improve detention operations to be more cost-effective and to be more responsive to the needs of the fluctuating detention environment.

## **Financial Management**

The USMS transitioned to the Unified Financial Management System (UFMS) during the first quarter of FY 2013. A subsequent software upgrade was released in the second quarter of FY 2014. The UFMS enables program managers to streamline and standardize financial business processes that provide timely financial, budget, and acquisitions data; and address significant deficiencies by providing real-time tracking of the status of funds, along with the seamless integration of spending against budgets and plans. End-to-end visibility throughout the entire request-to-pay lifecycle is significantly improved, as is monitoring and oversight of projects by tracking costs incurred against reimbursable agreements. Productivity improvements are being realized with automated routing and approvals. The UFMS provides effective audit tracking controls and drill down queries to support financial audits.

Some of the current activities include:

- Continuing to develop job aids and supplemental instructions for UFMS version 2.2 to ensure all financial staff are qualified for the financial tasks assigned to them.
- Maintaining operations of the UFMS Help Desk to provide users with technical support and assist in addressing policy issues.
- Continuing UFMS training through computer-based modules, which are especially critical for providing uniform instruction across the 94 districts.
- Developing in-house reports to further enhance agency financial management and internal controls in areas such as open obligations and purchase card reconciliations.
- Improving the delivery of procurement and financial management services through the Austin Processing Center (APC). The APC streamlines financial processes to improve the agency's audit readiness and reduces workload by centralizing financial processing and procurement transactions in 16 districts. With the success of the first 16 districts, the USMS expanded this initiative to all 94 districts beginning in the fourth quarter of FY 2014.

## II. Summary of Program Changes

Item Name	Description				Page
		Pos.	FTE	Dollars (\$000)	
Adam Walsh Child Protection and Safety Act	Funds are requested for non-personnel costs associated with training, operations, and licensing fees.	0	0	\$4,735	54
Law Enforcement Safety Training Program	To meet a critical agency need towards officer safety, the request will establish base funding to cover the annual officer safety training for all USMS operational personnel and the required equipment associated with officer safety training.	0	0	\$1,500	61
USMS Construction	For an additional annual base funding for the USMS Construction appropriation. This increase will allow the USMS to work towards stabilizing its multi-year construction plan by reducing projects backlog and increase its ability to address the construction projects with major facility and security deficiencies, while providing maintenance and repair of aging USMS space.	0	0	\$5,200	65
Program and/or Administrative Savings	Program and administrative savings that could be achieved through reducing the physical footprint, bulk purchases, and/or bundling IT investments.	0	0	-\$10,000	70

### **III. Appropriations Language and Analysis of Appropriations Language**

#### **Appropriation Language**

##### **United States Marshals Service**

##### **Salaries and Expenses**

For necessary expenses of the United States Marshals Service, [~~\$1,185,000,000~~]*\$1,230,581,000* 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, [~~\$9,800,000~~]*\$15,000,000*, to remain available until expended.

#### **Analysis of Appropriation Language**

No substantive changes proposed.

#### IV. Program Activity Justification

##### A. Judicial and Courthouse Security

<b>Judicial and Courthouse Security</b>	<b>Direct Pos.</b>	<b>Estimate FTE</b>	<b>Amount</b>
2014 Enacted	2,222	1,970	\$458,426
2015 Enacted	2,222	2,042	\$461,795
Adjustments to Base and Technical Adjustments	0	0	\$13,802
2016 Current Services	2,222	2,042	\$475,597
2016 Program Increases	0	0	\$600
2016 Program Decreases	0	0	(\$3,459)
2016 Request	2,222	2,042	\$472,738
<b>Total Change 2015-2016</b>	<b>0</b>	<b>0</b>	<b>\$10,943</b>

<b>Construction</b>	<b>Direct Pos.</b>	<b>Estimate FTE</b>	<b>Amount</b>
2014 Enacted	0	0	\$9,800
2015 Enacted	0	0	\$9,800
Adjustments to Base and Technical Adjustments	0	0	\$0
2016 Current Services	0	0	\$9,800
2016 Program Increases	0	0	\$5,200
2016 Program Decreases	0	0	\$0
2016 Request	0	0	\$15,000
<b>Total Change 2015-2016</b>	<b>0</b>	<b>0</b>	<b>\$5,200</b>

<b>Judicial and Courthouse Security and Construction - TOTAL</b>	<b>Direct Pos.</b>	<b>Estimate FTE</b>	<b>Amount</b>
2014 Enacted	2,222	1,970	\$468,226
2015 Enacted	2,222	2,042	\$471,595
Adjustments to Base and Technical Adjustments	0	0	\$13,802
2016 Current Services	2,222	2,042	\$485,397
2016 Program Increases	0	0	\$5,800
2016 Program Decreases	0	0	(\$3,459)
2016 Request	2,222	2,042	\$487,738
<b>Total Change 2015-2016</b>	<b>0</b>	<b>0</b>	<b>\$16,143</b>

##### 1. Program Description

The Judicial and Courthouse Security decision unit encompasses personnel security (security protective detail for a judge or prosecutor), facility security (security equipment and systems to monitor and protect federal courthouses facilities), and security of in-custody defendants during court proceedings. The DUSMs are assigned to 94 judicial districts (93 federal districts and the Superior Court for the District of Columbia) to protect the federal judicial process, which handles a variety of cases including domestic and international terrorists, domestic and international organized criminal organizations, drug trafficking, gangs, and extremist groups.

The USMS determines the level of security required for high-threat situations 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.

High-security, high-profile events require extensive operational planning and support from specially trained and equipped personnel due to the potential for terrorist attacks and threats from extremist groups. The complexity and threat levels associated with these cases require additional DUSMs for all aspects of USMS work.

Each judicial district is assigned a Judicial Security Inspector (JSI). These inspectors require intense training to enhance the general knowledge of DUSMs in every aspect of judicial security. The 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. They 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. Additionally, 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.

### Protective Intelligence

The USMS's 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, prepare and disseminate educational materials on security and threat issues, and 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 (CSO) who provide physical security at over 440 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 (DHS/FPS), 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, 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		Target		Changes		Requested (Total)	
			FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2016 Program Changes		FY 2016 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	\$458,426 [\$10,878]	2,039	\$472,299 [\$5,920]	2,125	\$461,795 [\$10,990]	1	\$10,943 [\$0]	2,126	\$472,738 [\$10,990]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2016 Program Changes		FY 2016 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			2,125	\$458,426 [\$10,878]	2,039	\$472,299 [\$5,920]	2,125	\$461,795 [\$10,990]	1	\$10,943 [\$0]	2,126	\$472,738 [\$10,990]
Performance Measure: Workload	1.1 3.2	1. Inappropriate Communications/Threats to Protected Court Family Members	1,198		768		749		(2)		747	
Performance Measure: Output	1.1 3.2	2. Threats to Protected Court Family Members Investigated	564		399		299		(1)		298	
Performance Measure: Output	1.1 3.2	3. Protective details required/provided to court family members	29		13		15		0		15	
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 Reports.

## **Data Definition, Validation, Verification, and Limitations:**

### **Performance Measures – Workload:**

#### **1. Inappropriate communications/Threats to protected court family members:**

- a. Data Definition:** 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 not limited to, either written and oral communications, or any activity of a suspicious nature.
- b. Data Validation and Verification:** Numbers are calculated based on case reporting from the Justice Detainee Information System (JDIS) and are validated against the USMS' Judicial Security Division/Office of Protective Intelligence (JSD/OPI) case tracking records.
- 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 Measures – Outputs, Efficiencies, and Outcomes**

#### **2. Threats to protected court family members investigated:**

- a. Data Definition:** 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. Data Validation and Verification:** Numbers are calculated based on case reporting from JDIS and are validated against JSD/OPI case tracking records.
- c. Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

#### **3. Protective details required/provided to court family members:**

- a. Data Definition:** A protective detail is a security assignment of 24 hours continuous detail and portal to portal protective details resulting from an inappropriate communication/threat.
- b. Data Validation and Verification:** Numbers are calculated based on case reporting from JDIS and are validated against JSD/OPI case tracking records.
- 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 family members:**

- a. Data Definition:** Assaults against protected court family members are any criminal assaults motivated by the protectees status within the court family.
- b. Data Validation and Verification:** Numbers are calculated based on case reporting from JDIS and are validated against JSD/OPI case tracking records.
- 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.

<b>PERFORMANCE MEASURE TABLE</b>										
<b>Decision Unit: Judicial and Courthouse Security</b>										
<b>Strategic Objective</b>	<b>Performance Report and Performance Plan Targets</b>		<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>		<b>FY 2015</b>	<b>FY 2016</b>
			<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
1.1 3.2	<b>Performance Measure: Workload</b>	1. Inappropriate Communications/Threats to protected court family members	N/A	N/A	N/A	1,155	1,198	768	749	747
1.1 3.2	<b>Performance Measure: Output</b>	2. Threats to protected court family members investigated	N/A	N/A	N/A	472	564	399	299	298
1.1 3.2	<b>Performance Measure: Output</b>	3. Protective details required/provided to court family members	N/A	N/A	N/A	28	29	13	15	15
1.1 3.2	<b>Performance Measure: Outcome</b>	4. Assaults against protected court family members *^	N/A	N/A	N/A	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 2014 Target:** 0

**FY 2014 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 has partnered with the AOUSC to develop an 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***

Based on the recent policy update, 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: 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. JSD/OPI assists in protective investigations. 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 protectees 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: 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) is comprised of 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

<b>Fugitive Apprehension</b>	<b>Direct Pos.</b>	<b>Estimate FTE</b>	<b>Amount</b>
2014 Enacted	1,744	1,546	\$399,353
2015 Enacted	1,744	1,602	\$402,681
Adjustments to Base and Technical Adjustments	0	0	\$11,044
2016 Current Services	1,744	1,602	\$413,725
2016 Program Increases	0	0	\$5,206
2016 Program Decreases	0	0	(\$2,715)
2016 Request	1,744	1,602	\$416,216
<b>Total Change 2015-2016</b>	<b>0</b>	<b>0</b>	<b>\$13,535</b>

### 1. Program Description

The Fugitive Apprehension decision unit includes domestic and international fugitive investigations, to include 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 electronic, air, and financial surveillance, and criminal intelligence.

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, District of Columbia (DC). 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. 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, which is administered by the DOJ Assets Forfeiture Fund, the High Intensity Drug Trafficking Area (HIDTA), 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 225 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 who have a history 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 OCDETF federal fugitive investigations. In FY 2013, USMS OCDETF inspectors worked closely with District DUSMs and other state and federal law enforcement agencies to clear over 1,200 OCDETF federal fugitive cases. 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 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 is comprised of 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 (NCMEC).

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 is comprised of 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 is comprised of 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 (RF) 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 (SIGINT), Measurement & Signature Intelligence (MASINT), Imagery Intelligence (IMINT), Electronic Intelligence (ELINT), and Communications Intelligence (COMINT). Additionally, TOG shares its investigative Tactics, Techniques, and Procedures (TTP) with certain members of the IC and DOD. This collaborative effort has allowed all participants to enhance their capabilities and mission readiness.

### Seizure of Assets

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 three goals of the AFP are to: (1) strip criminals of money or other possessions acquired through illegal activities; (2) compensate victims of crime; and (3) enhance law enforcement through the sharing of forfeited proceeds. The USMS manages and disposes of assets seized and forfeited by participating federal law enforcement agencies (including DEA, FBI, ATF, FDA, DOS/DSS, DOD Criminal Investigation Service, and U.S. Postal Inspection Service) and U.S. Attorneys nationwide.

To proactively identify assets during an investigation, DUSMs funded by the AFF, work exclusively in the USMS AFP. These positions are in addition to those DUSMs who are currently performing AFF-related duties and funded through the USMS S&E appropriation.

The USMS works in conjunction with investigative agencies and U.S. Attorney's offices to conduct financial analyses to determine net equities of assets targeted for forfeiture, review title/ownership issues which could delay or prevent forfeiture proceedings, execute court orders, and assist in the physical seizure and security of the assets. A trained, national cadre of USMS employees manages and disposes of assets. At time of disposition, the USMS ensures that all assets are disposed of in a timely, cost-efficient manner using best business practices.

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Fugitive Apprehension												
RESOURCES			Target		Actual		Target		Changes		Requested (Total)	
			FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2016 Program Changes		FY 2016 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	\$399,353 [\$13,220]	1,799	\$370,755 [\$9,854]	1,906	\$402,681 [\$12,603]	1	\$13,535 [\$0]	1,907	\$416,216 [\$12,603]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2016 Program Changes		FY 2016 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,906	\$399,353 [\$13,220]	1,799	\$370,755 [\$9,854]	1,906	\$402,681 [\$12,603]	1	\$13,535 [\$0]	1,907	\$416,216 [\$12,603]
Performance Measure: Workload	3.5	1. Number of Federal fugitives (warrants)		51,258		48,493		51,258		14		51,272
Performance Measure: Workload	3.1	2. Number of assets in inventory		23,071		21,107		22,386		0		22,386
		a. Cash		15,346		13,324		14,779		0		14,779
		b. Complex Assets		160		185		187		0		187
		c. All Other Assets		7,565		7,598		7,421		0		7,421
Performance Measure: Output	3.5	3. Number of Federal warrants cleared		32,171		31,900		32,171		(3)		32,168
Performance Measure: Output	2.2	4. Non-compliant Sex Offender Investigations		1,736		2,059		1,841		28		1,869

RESOURCES			Target		Actual		Target		Changes		Requested (Total)	
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2016 Program Changes		FY 2016 Request	
Performance Measure: Output	3.1	5. Number of assets disposed	24,083		21,431		21,496		0		21,496	
		a. Cash	15,944		14,367		14,276		0		14,276	
		b. Complex Assets	44		93		67		0		67	
		c. All Other Assets	8,095		6,971		7,153		0		7,153	
Performance Measure: Output	3.1	6. Percent of asset value returned to the fund *	55%		60%		55%		0%		55%	
Performance Measure: Outcome	3.1	7. Percent of All Other Assets disposed within procedural time frames *	60%		60%		60%		0%		60%	
Performance Measure: Outcome	3.5	8. Number of USMS federal and egregious non-federal fugitives apprehended/cleared	104,638		105,226		104,638		(10)		104,628	
Performance Measure: Outcome	3.5	9. Number and Percent of USMS federal fugitives apprehended/cleared*	30,711	58%	30,792	63%	30,711	58%	(3)	1%	30,708	59%

\* Denotes inclusion in the DOJ Quarterly Status Reports.

## **Data Definition, Validation, Verification, and Limitations:**

### **Performance Measures – Workload:**

#### **1. Federal fugitives (warrants):**

- 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:**

- 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.

### **Performance Measures – Outputs, Efficiencies, and Outcomes**

#### **3. Number of federal warrants cleared:**

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

**5a. Number of assets disposed (Cash):**

- a. **Data Definition:** The number listed for “Cash” signifies the total separate cash asset IDs in USMS custody.
- b. **Data Validation and Verification:** 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.

**5b. Number of assets disposed (Complex Assets):**

- a. **Data Definition:** The number listed for “Complex Assets” signifies the sum of total assets categorized as “Commercial Business,” “Financial Instrument,” or “Intangible Asset.”
- 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.

**5c. Number of assets disposed (All Other Assets):**

- a. **Data Definition:** The number listed for “All Other Assets” signifies the sum of assets disposed minus “Cash” and “Complex Assets.”
- 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.

**6. Percent of asset value returned to the fund:**

- 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.

**7. Percent of All Other Assets disposed within procedural time frames:**

- 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.

**8. 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 detention 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:** See federal fugitives (warrants) above.

**9. 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.

Strategic Objective	PERFORMANCE MEASURE TABLE									
	Decision Unit: Fugitive Apprehension									
	Performance Report and Performance Plan Targets		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014		FY 2015	FY 2016
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.5	Performance Measure: Workload	1. Number of federal fugitives (warrants)	N/A	N/A	N/A	48,525	51,258	48,493	51,258	51,272
3.1	Performance Measure: Workload	2. Number of assets in inventory	N/A	N/A	N/A	22,448	23,071	21,107	22,386	22,386
3.5	Performance Measure: Workload	2a. Number of assets in inventory (cash)	N/A	N/A	N/A	14,704	15,346	13,324	14,779	14,779
3.5	Performance Measure: Workload	2b. Number of assets in inventory (complex assets)	N/A	N/A	N/A	187	160	185	187	187
3.5	Performance Measure: Workload	2c. Number of Assets in Inventory (all other assets)	N/A	N/A	N/A	7,557	7,565	7,598	7,421	7,421
3.5	Performance Measure: Output	3. Number of federal warrants cleared	N/A	N/A	N/A	39,267	32,171	31,900	32,171	32,168
2.2	Performance Measure: Output	4. Non-compliant sex offender investigations	N/A	N/A	N/A	2,009	1,736	2,059	1,841	1,869
3.1	Performance Measure: Output	5. Number of assets disposed	N/A	N/A	N/A	21,983	24,083	21,431	21,496	21,496
3.1	Performance Measure: Output	5a. Number of assets disposed (cash)	N/A	N/A	N/A	14,720	15,944	14,367	14,276	14,276
3.1	Performance Measure: Output	5b. Number of assets disposed (complex assets)	N/A	N/A	N/A	65	44	93	67	67
3.1	Performance Measure: Output	5c. Number of assets disposed (all other assets)	N/A	N/A	N/A	7,198	8,095	6,971	7,153	7,153

N/A = Data unavailable

Strategic Objective	PERFORMANCE MEASURE TABLE									
	Decision Unit: Fugitive Apprehension									
	Performance Report and Performance Plan Targets		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014		FY 2015	FY 2016
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	<b>Performance Measure: Output</b>	6. Percent of asset value returned to the fund *	N/A	N/A	N/A	66%	55%	60%	55%	55%
3.1	<b>Performance Measure: Efficiency</b>	7. Percent of all other assets disposed within procedural time frames *	N/A	N/A	N/A	57%	60%	60%	60%	60%
3.5	<b>Performance Measure: Outcome</b>	8. Number of USMS federal and egregious non-federal fugitives apprehended/cleared	N/A	N/A	N/A	104,651	104,638	105,226	104,638	104,628
3.5	<b>Performance Measure: Outcome</b>	9. Percent of federal fugitives apprehended/cleared *^	N/A	N/A	N/A	64%	58%	63%	58%	59%
3.5	<b>Performance Measure: Outcome</b>	9a. Number of federal fugitives apprehended/cleared *^	N/A	N/A	N/A	32,811	30,711	30,792	30,711	30,708

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. 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 2014 Target:** 104,638

**FY 2014 Actual:** 105,226

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

**FY 2014 Target:** 30,711/58%

**FY 2014 Actual:** 30,792/63%

***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, 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, drug offenses, sex offenses, obscenity, family offenses, obstructing the police, escape, obstruction of justice, weapon offenses, and/or crime against persons. A Standard Operation Procedure (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.

#### 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 2014 Target:** 55%

**FY 2014 Actual:** 60%

***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 and improve efficiency and deliver a learning platform during budgetary training restrictions.

***Strategy: Implement automated inventory management technology to provide the capability to affect real time, comprehensive and compliant inventory controls***

Currently, inventory management is a labor intensive, manual process without opportunities for real time, on-site data capturing. USMS recently procured the Property Asset Control Enterprise System (PACES). Implementation of the system will continue through 2015. Once fully realized, the new system will enable better optimization of business processes, potentially reduce operational cost, and thereby strengthen efficiency, effectiveness, and internal controls over the program.

#### 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 2014 Target:** 1,736

**FY 2014 Actual:** 2,059

***Strategy: Strengthen USMS, state, and local task force investigators' 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 resource to include Tribal lands***

Sex Offender Investigation Coordinators (SOICs) in tribal regions are engaged in strengthening relationships with tribes and tribal law enforcement. In addition, a Senior Inspector is assigned at the NSOTC to serve as point of contact on tribal issues. Concurrently, an additional detail is in place at the Sentencing, Monitoring, Apprehending, Registering and Tracking (SMART) office to serve as the NSOTC liaison on tribal issues.

***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.

### C. Prisoner Security and Transportation

<b>Prisoner Security and Transportation</b>	<b>Direct Pos.</b>	<b>Estimate FTE</b>	<b>Amount</b>
2014 Enacted	1,204	1,067	\$251,555
2015 Enacted	1,204	1,106	\$253,381
Adjustments to Base and Technical Adjustments	0	0	\$7,468
2016 Current Services	1,204	1,106	\$260,849
2016 Program Increases	0	0	\$325
2016 Program Decreases	0	0	(\$1,873)
2016 Request	1,204	1,106	\$259,301
<b>Total Change 2015-2016</b>	<b>0</b>	<b>0</b>	<b>\$5,920</b>

#### 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 sustenance, secure lodging and transportation, evaluating conditions of confinement, providing medical care deemed necessary, and protecting their civil rights through 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 that is 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 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 JPATS. JPATS is a revolving fund with total operating costs being reimbursed by customer agencies such as the USMS FPD 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		Target		Changes		Requested (Total)	
			FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2016 Program Changes		FY 2016 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	\$251,555 [\$0]	1,067	\$256,222 [\$0]	1,106	\$253,381 [\$0]	0	\$5,920 [\$0]	1,106	\$259,301 [\$0]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2016 Program Changes		FY 2016 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,106	\$251,555 [\$0]	1,067	\$256,222 [\$0]	1,106	\$253,381 [\$0]	0	\$5,920 [\$0]	1,106	\$259,301 [\$0]
Performance Measure: Workload	3.3	1. Average daily prisoner population	58,791		55,420		57,484		(661)		56,823	
Performance Measure: Outcome	3.3	2. Percent of Monitoring reviews completed for active IGAs	Establishing baseline		94%		98%		0%		98%	
Performance Measure: Outcome	3.3	3. Total Prisoner Productions	1,043,301		940,636		865,506		(15,785)		849,721	
Performance Measure: Outcome	3.3	4. Average Detention Cost (Housing, Medical, and In-District Transportation) *, **	\$86.16		\$82.92		\$84.16		\$2.27		\$86.43	

\* Denotes inclusion in the DOJ Quarterly Status Reports. \*\* Reported also as part of the USMS Federal 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.

<b>PERFORMANCE MEASURE TABLE</b>										
<b>Decision Unit: Prisoner Security and Transporation</b>										
<b>Strategic Objective</b>	<b>Performance Report and Performance Plan Targets</b>		<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>		<b>FY 2015</b>	<b>FY 2016</b>
			<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
	3.3	<b>Performance Measure: Workload</b>	1. Average Daily Prisoner Population	N/A	N/A	N/A	59,542	58,791	55,420	57,484
3.3	<b>Performance Measure: Outcome</b>	2. Number of monitoring reviews completed for active IGAs				Established Baseline	Established Baseline	94%	98%	98%
3.3	<b>Performance Measure: Outcome</b>	3. Total Prisoner Productions	N/A	N/A	N/A	1,018,693	1,043,301	940,636	865,506	849,721
3.3	<b>Performance Measure: Outcome</b>	4. Average Detention Cost (Housing, Medical, and In-District Transportation)*, **	N/A	N/A	N/A	\$80.33	\$86.16	\$82.92	\$84.16	\$86.43

N/A = Data unavailable

\* Denotes inclusion in the DOJ Annual Performance Plan. \*\* Reported also as part of the USMS Federal 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 (e.g., 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 2014 Target:** \$86.16

**FY 2014 Actual:** \$82.92

***Strategy: Establish the parameters of IGA reviews***

The USMS completed a comprehensive review and update of its Quality Assurance Program. This effort included the revision and publication of USM Policy 9.7, Review of Non-Federal Detention Facilities, which establishes procedures for each type of facility review, to include a comprehensive review and update of the USMS Federal Performance-Based Detention Standards and a revised IGA facility review checklist aligned with USMS Federal Performance-Based Detention Standards. Furthermore, a risk-based selection process, which includes a baseline number of facilities to be reviewed annually, was implemented to include accompanying procedures for addressing corrective actions. In an effort to be more efficient, the USMS incorporated the use of Certified State Inspections programs within its review process of IGA facilities. This effort resulted in the implementation of a cost effective approach to ensure more standardized routine inspections based on risk.

***Strategy: Automate the IGA review process to increase standardization, meet applicable regulations and laws, and target areas for improvement***

The USMS promoted full integration and automation of its detention facility review program. An automated facility review checklist was developed and implemented to include web-based training and user manuals for the conduct of facility reviews. The automated process allows for the review and analysis of the review findings leading to early identification of trending patterns that provides for early awareness and subsequent implementation of mitigating measures. The USMS is now furthering its efforts to move its Jail Inspector Resident Training to a web-based training approach.

## D. Protection of Witnesses

Protection of Witnesses	Direct Pos.	Estimate FTE	Amount
2014 Enacted	207	184	\$35,399
2015 Enacted	207	190	\$35,715
Adjustments to Base and Technical Adjustments	0	0	\$1,284
2016 Current Services	207	190	\$36,999
2016 Program Increases	0	0	\$56
2016 Program Decreases	0	0	(\$321)
2016 Request	207	190	\$36,734
<b>Total Change 2015-2016</b>	<b>0</b>	<b>0</b>	<b>\$1,019</b>

### 1. Program Description

The Protection of Witnesses program 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 Witness Security Program (WSP) 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 this program 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 (OEO) 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		Target		Changes		Requested (Total)	
			FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2016 Program Changes		FY 2016 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	\$35,399 [\$703]	185	\$43,688 [\$358]	191	\$35,715 [\$1,103]	0	\$1,019 [\$0]	191	\$36,734 [\$1,103]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2016 Program Changes		FY 2016 Request	
			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
Program Activity			191	\$35,399 [\$703]	185	\$43,688 [\$358]	191	\$35,715 [\$1,103]	0	\$1,019 [\$0]	191	\$36,734 [\$1,103]
Performance Measure: Workload	3.2	1. Total number of witness security program participants	18,584		18,574		18,652		75		18,727	
Performance Measure: Output	3.2	2. Protective services required/provided for witnesses (includes court productions)	3,154		3,629		3,185				3,185	
Performance Measure: Outcome	3.2	3. Security breaches mitigated *	221		210		223				223	

\* Denotes inclusion in the DOJ Quarterly Status Reports.

## **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.

<b>PERFORMANCE MEASURE TABLE</b>										
<b>Decision Unit: Protection of Witnesses</b>										
<b>Strategic Objective</b>	<b>Performance Report and Performance Plan Targets</b>		<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>		<b>FY 2015</b>	<b>FY 2016</b>
			<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
3.2	<b>Performance Measure: Workload</b>	1. Total number of witness security program participants	N/A	N/A	N/A	18,516	18,584	18,574	18,652	18,727
3.2	<b>Performance Measure: Output</b>	2. Protective services required/provided for witnesses (includes court productions)	N/A	N/A	N/A	3,334	3,154	3,629	3,185	3,185
0	<b>Performance Measure: Outcome</b>	3. Security breaches mitigated *	N/A	N/A	N/A	256	221	210	223	223

**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 2014 Target:** 283

**FY 2014 Actual:** 210

***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

<b>Tactical Operations</b>	<b>Direct Pos.</b>	<b>Estimate FTE</b>	<b>Amount</b>
2014 Enacted	177	157	\$40,267
2015 Enacted	177	163	\$41,428
Adjustments to Base and Technical Adjustments	0	0	\$5,748
2016 Current Services	177	163	\$47,176
2016 Program Increases	0	0	\$48
2016 Program Decreases	0	0	(\$1,632)
2016 Request	177	163	\$45,592
<b>Total Change 2015-2016</b>	<b>0</b>	<b>0</b>	<b>\$4,164</b>

### 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 Deputies who presently possess an Emergency Medical Technician (EMT) or EMT-Paramedic certification. The OMSU is comprised of 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 in support of Operation Enduring Freedom. 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, including with participation from SOG. 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 also 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		Target		Changes		Requested (Total)	
			FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2016 Program Changes		FY 2016 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	\$40,267 [\$20,880]	190	\$37,784 [\$19,525]	200	\$41,428 [\$13,924]	0	\$4,164 [\$0]	200	\$45,592 [\$13,924]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2016 Program Changes		FY 2016 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			200	\$40,267 [\$20,880]	190	\$37,784 [\$19,525]	200	\$41,428 [\$13,924]	0	\$4,164 [\$0]	200	\$45,592 [\$13,924]
Performance Measure: Output	3.2	1. Number of high-threat and emergency situations supported through special operations and assignments	59		113		59				59	

**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:**

- 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.

<b>PERFORMANCE MEASURE TABLE</b>										
<b>Decision Unit: Tactical Operations</b>										
<b>Strategic Objective</b>	<b>Performance Report and Performance Plan Targets</b>		<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>		<b>FY 2015</b>	<b>FY 2016</b>
			<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
3.2	<b>Performance Measure: Output</b>	1. Number of high-threat and emergency situations supported through special operations and assignments	60	59	52	75	59	113	59	59

### 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 2014 Target:** 59

**FY 2014 Actual:** 113

***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 response geographical 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.

## V. Program Increases by Item

<b>Item Name:</b>	<b><u>A. Adam Walsh Child Protection and Safety Act</u></b>
Strategic Goal:	<u>2 - Prevent Crime, Protect the Rights of the American People, and enforce Federal Law</u>
Strategic Objective:	<u>2.2 - Prevent and intervene in crimes against vulnerable populations and uphold the rights of, and improve services to America's crime victims</u>
Budget Decision Unit(s):	<u>Fugitive Apprehension</u>
Organizational Program:	<u>Sex Offender Investigations Branch</u>
Component Ranking of Item:	1 of 2
Program Increase: Positions	0 Agt/Atty 0 FTE 0 Dollars <u>\$4,735,000</u>

### **Description of Item**

The USMS requests **\$4,735,000** to support operations, training, and software licensing fees required for maintaining current levels of enforcement of the Adam Walsh Child Protection and Safety Act (AWA). In FY 2014, the USMS managed initiatives within its AWA responsibilities with 211 positions (160 DUSMs and 51 administrative) and \$55,435,000.

The AWA was signed into law on July 27, 2006. The USMS was designated as the lead federal agency to investigate violations of the Act and given the mandate to assist state, local, tribal, and territorial jurisdictions in locating and apprehending non-compliant sex offenders. As such, the USMS' principal responsibilities are:

- Assist state, local, tribal and territorial authorities in the location and apprehension of non-compliant and fugitive sex offenders;
- Investigate violations of the act for federal prosecution;
- Work to stem the violence committed against children by targeting apprehension of sex offenders who prey on this vulnerable segment of the population; and
- Assist in the identification and location of sex offenders relocated as a result of a major disaster.

With the passage of The Child Protection Act of 2012, Congress granted the Director of the USMS the authority to issue administrative subpoenas to obtain records pertinent to the investigation of an unregistered sex offender. Congress defined the term "sex offender" to mean an individual required to register under the Sex Offender Registration and Notification Act (SORNA) (42 U.S.C. § 16901).

Following the passage of the AWA, the USMS created the Sex Offender Investigations Branch (SOIB) and the National Sex Offender Targeting Center (NSOTC) to carry out its responsibilities in connection with the AWA. The USMS SOIB and NSOTC work in conjunction with the DOJ's Sex Offender Management Apprehension Research and Tracking (SMART) Office to assist at all levels of domestic, international, military, and tribal law enforcement to identify, locate, and prosecute non-compliant sex offenders. In addition, the USMS Sex Offender Investigations Coordinators (SOIC) manage sex offender enforcement with participating law enforcement partners in their districts, including Assistant U.S. Attorneys (AUSAs), registering agencies, local law enforcement, U.S. Probation, and local prosecutors.

Further, personnel from the USMS and the National Center for Missing and Exploited Children<sup>1</sup> (NCMEC) are assigned to the NSOTC, along with an agent from the DOS-DSS and two members from the United States Army. The NSOTC has also assigned an Intelligence Analyst to the DHS U.S. Customs and Border Protection Targeting Center, a Senior Inspector to the United States National Central Bureau (USNCB)-International Criminal Police Organization (INTERPOL) Human Trafficking and Child Protection Division, and a contractor to serve as a liaison with the SMART Office. These personnel work to track and verify information on sex offenders who travel abroad. The NSOTC also meets with the Office of Tribal Justice (OTJ) to discuss and coordinate DOJ programs and training related to Native American sex offenders.

### **Justification**

The USMS requests \$4,735,000 for non-personnel costs associated with operational funding, training, and software licensing.

Of the requested increase, \$3,000,000 will support the operational mission. The USMS conducts sex offender operations within its 94 USMS Districts. These operations largely rely on state and local agency cooperation and the availability of both USMS, state, local, tribal, and territorial law enforcement personnel. The planning and execution of these operations require extensive coordination among participants and incur costs outside of normal district operating costs. Conducting these operations also allows each SOIC to meet the current Performance Initiatives' mandate for a minimum of two operations per SOIC a year. Currently, each SOIC plans and conducts an average of 3.75 operations per fiscal year with state and local law enforcement agencies. In FY 2014, the 94 full-time SOICs planned and conducted 356 operations, costing approximately \$2,096,000 (averaging \$5,900 per operation). Additional funding would be utilized to assist SOICs in expanding the number and scope of sex offender operations within their districts. Increased funding for enforcement and compliance operations in the districts would assist with travel for additional USMS personnel to participate, additional state and local overtime funding, and any logistical/equipment funding necessary to safely conduct these additional operations.

---

<sup>1</sup> The National Center for Missing and Exploited Children opened in 1984 to serve as the nation's clearinghouse on issues related to missing and sexually exploited children. It is the leading nonprofit organization in the U.S. providing assistance to law enforcement and families to find missing children, reduce child sexual exploitation, and prevent child victimization.

The increased operational funding will be used to create and fund rotating temporary duty (TDY) positions at both the regional and NSOTC levels for SOIC and SOPC personnel. These TDY opportunities will provide a unique opportunity for USMS personnel to strengthen their investigative acumen by exposing them to different, other unique aspects of the mission and the overall role and strategies of the branch.

Additionally, \$1,430,000 will support the Basic and Advanced SOIC training and other courses necessary to provide continuing education to the USMS Sex Offender investigators. The USMS has implemented a training/communication strategy focused on non-compliant sex offender investigations and prosecutions for USMS, state, local, tribal, and territorial law enforcement. In addition, the Congress granted the Director of the USMS authority in 2012 to issue administrative subpoenas in the investigation of non-compliant sex offenders. The USMS has developed and provided training to USMS investigators on Administrative Subpoena Standard Operating Procedures (SOP) and policies.

Finally, the requested funding will be used to pay for software licensing to ensure continuous funding for the current and future software, enhancements to existing software (LexisNexis, OffenderWatch, Accurint, Tableau, and AdobeProX) and new computer technology required by investigators and the NSOTC to fulfill the SOIB mission. The annual cost for licensing fees is approximately \$305,000.

Since program inception on July 26, 2006 to September 30, 2014, approximately 21,000 criminal investigations for violations of 18 U.S.C. § 2250, 3,930 federal warrants were issued and 3,206 AWA fugitives were arrested. Additionally, the USMS has planned and participated in over 1,621 sex offender-related enforcement operations with 7,677 law enforcement agencies; assisted state and local law enforcement agencies perform 241,539 compliance checks of known registered sex offenders; and closed 30,122 state and local warrants for failure to register by arrest.

The NCMEC estimates that there are approximately 769,000 sex offenders living in the United States. It is estimated that approximately 100,000 of those offenders are non-compliant with their requirement to register. The USMS plays a critical role with our state, local, tribal and territorial partners in the investigation, location, apprehension, and prosecution of these non-compliant sex offenders.

The USMS SOICs are required to coordinate sex offender enforcement with all necessary law enforcement partners in their districts, including registering agencies, local law enforcement, AUSAs, U.S. Probation, and local prosecutors. The USMS bridges the gap between law enforcement and the state registries and acquires the evidence necessary to apprehend and prosecute unregistered fugitive sex offenders. The USMS also provides their state, local, military, tribal and territorial law enforcement partners a conduit for funding for enforcement activities and are a source of expertise in organizing fugitive sex offender apprehension initiatives.

The USMS assists state and local jurisdictions in locating and apprehending fugitive sex offenders, both within and outside the United States. The USMS is mandated to assist state and

local jurisdictions identify and locate displaced sex offenders in the event of a major national disaster.

In addition, the USMS works in conjunction with NCMEC to safely recover missing children. The USMS SOIB investigators target missing child cases when a felony warrant is outstanding for the abductor or companion of an abducted, missing, or endangered child. This partnership teams deputies from the USMS and NCMEC's resources as the nation's clearinghouse for missing children. Since the program's inception in July 2006 through FY 2014, SOIB investigators safely recovered 557 missing children, and 453 fugitive arrests were made in conjunction with the recovery of the missing children.

While the USMS continues to vigorously pursue AWA violators, these cases are becoming more complex, and are straining existing resources. Operational personnel investigate AWA violations and related offenses; assist jurisdictions to locate and apprehend sex offenders who fail to comply with their sex offender registration requirements; and exercise administrative subpoena authority for cases involving unregistered sex offenders. Administrative support personnel handle the financial transactions associated with the program and provide a broad array of administrative support functions to support the DUSMs, such as securing \$25,000+ warrants, procuring authorized items for the sex offender investigative program, maintaining district asset inventory, assisting with any audit-related functions, and assisting with regional reporting and correspondence..

The SOIB consists of eight regions nationwide. Additional operational funding would allow SOIB the ability to create regional working groups which would schedule meetings on an annual or bi-annual basis. These meetings would include all district and SOIB personnel in each region and would provide program knowledge oversight to not only district management, but to all district personnel involved in non-compliant sex offender investigations. The regional working groups would provide the opportunity for SOIB to communicate more effectively with district personnel and create a forum in which the investigators in each region can come together to discuss regional topics such as tribal, prosecutorial, or other programmatic and legal issues.

The SOIB has identified the military and tribal lands as vulnerable populations and is developing an outreach program in both these areas in an effort to develop and strengthen relationships and enhance sex offender investigations and registration concerns. The SOIB will establish a working group in each targeted location to provide guidance, resources and direction to law enforcement, sex offender registries, and DOD personnel in support of the Adam Walsh Act.

The National Sex Offender Targeting Center has identified DOD as a vulnerable entity lacking specialized sex offender law enforcement resources. DOD currently lacks institutional knowledge and resources to implement SORNA. However, the DOD is currently in the process of revising several key directives to become SORNA compliant and the NSOTC has selected an initial seven major installations to facilitate the transition and implementation of SORNA.

The level of experience on tribal lands varies significantly from tribe to tribe. The NSOTC is establishing an outreach program with tribal jurisdictions in order to facilitate the communication between tribes and state, local, federal, and DOD counterparts. The NSOTC goal is to increase

knowledge and awareness of changes to sex offender registration laws to increase sex offender registration compliance and AWA prosecutions.

The SOIB can provide supplemental funding to state, local, tribal, and territorial jurisdictions lacking the specialized equipment necessary to manage, locate, and apprehend sex offenders. The funding will support law enforcement and registry agencies that work in conjunction with the USMS to investigate sex offender registration and other Adam Walsh Act violations.

The SOIB international efforts continue to receive high-level scrutiny. The expansion of resources will allow the SOIB to properly review, vet, and process additional travel notifications. Additional resources will increase communication with law enforcement both domestically and internationally, as well as improve the current tracking processes.

The Basic SOIC Training is a week-long integrated training program, designed for new USMS SOIB employees, newly promoted district SOICs and district-designated SOICs. Annual funding is required to provide the training twice a year to educate newly promoted SOICs, collateral-duty SOICs, and fill vacancies created by promotions and retirements. Students learn the criminal investigative process from a legal and operational perspective. The courses are essential to ensure that investigators know the extent of their responsibilities without crossing into areas outside of their scope of authority. This is the only formal training USMS employees receive regarding the AWA mission. Once trained, the investigator is considered a subject matter expert in this area. The USMS has trained over 600 USMS criminal investigators since 2007; however, these crucial trainings have not been conducted since FY 2012. It is necessary to continue this training cycle in order to maintain a pool of trained SOICs in each district to fill vacancies created by promotions and retirements and to ensure the USMS continues to meet its AWA responsibilities.

The Advanced SOIC training is an annual one to four-day integrated training program required to inform Sex Offender Investigations Coordinators, Sex Offender Program Coordinators, and District Management of legal, statutory, and policy updates pertaining to sex offenders and the USMS sex offender mission. This training explains the programmatic aspects of the SOIB mission and helps district managers understand the duties of the SOIC and reinforces the importance of allowing the SOIC the necessary time and providing them the appropriate resources to conduct thorough investigations.

### **Impact on Performance**

This initiative fully supports the Attorney General's Targeted Priority Goal 4 – Protecting the most vulnerable members of society. The USMS also supports the DOJ Strategic Goal 2 “Prevent Crime, Protect the Rights of the American People, and enforce Federal Law” and 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 \$4,375,000 increase for non-personnel costs will allow the USMS to fund sex offender-specific operations within the districts and on tribal lands, as well as increase outreach efforts to state, local, military, tribal, and territorial law enforcement. It will allow the sex offender

specific operations to increase in not only in number, but more importantly, in scope, providing the ability to work with law enforcement agencies not previously partnered with. The districts will be able to reach out to law enforcement in more remote, rural areas, not just the agencies within close proximity to the district offices.

An increase in funding will allow the SOIB to communicate more effectively with, and better inform, district management and the SOICs. It will also give the USMS the opportunity to use resources to stay abreast of cutting edge technology.

Additional funding to support training USMS, state, local, military, tribal, and territorial investigators will allow the USMS to ensure that SOICs and SOPCs are properly trained and up to date on all applicable legal, programmatic, and policy issues. It will allow SOIB critical opportunities to connect and communicate with these groups of investigators and uphold the USMS's role as a key partner in fighting crimes against the most vulnerable members of society.

As indicated in the FY 2014 – 2015 DOJ Agency Priority Goal statement, the USMS must increase the number of investigations of non-compliant sex offenders. As such, the USMS Performance Measure states that the USMS must “Increase by four percent opened investigations concerning non-compliant sex offenders.” This measure is reported by the USMS and targeted quarterly and annually. During FY 2014, the USMS goal was to initiate 1,805 investigations into non-compliant sex offenders. The USMS exceeded the FY 2014 goal and is on pace to meet or exceed the FY 2015 goal of initiating 1,841 investigations. In 2012, the USMS implemented internal “Performance Initiatives” for each of the full-time SOICs, mandating that each conduct a minimum of 15 investigations per fiscal year.

## Funding

### Base Funding

FY 2014 Enacted				FY 2015 President's Budget				FY 2016 Current Services			
Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)
<u>211</u>	<u>161</u>	<u>211</u>	<u>\$55,435</u>	<u>211</u>	<u>161</u>	<u>211</u>	<u>\$55,733</u>	<u>211</u>	<u>161</u>	<u>211</u>	<u>\$56,103</u>

### Non-Personnel Increase Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2016 Request (\$000)	FY 2017 Net Annualization (change from 2016) (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)
SOIC Training Classes	\$110	8	\$880	\$0	\$0
Advanced SOIC Training	\$110	3	\$330	\$0	\$0
State, Local, Tribal Training	\$110	2	\$220	\$0	\$0
Sex Offender Operations	\$500	6	\$3,000	\$0	\$0
Sex Offender Tracking Licenses			\$305	\$0	\$0
Total Non-Personnel			\$4,735	\$0	\$0

### Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2017 Net Annualization (change from 2016) (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)
Current Services	211	161	211	\$30,564	\$25,539	\$56,103		
Increases	0	0	0	\$0	\$4,735	\$4,735	\$0	\$0
Grand Total	211	161	211	\$30,564	\$30,274	\$60,838	\$0	\$0

### Affected Crosscuts

Adam Walsh Act/Crimes Against Children  
Violent Crime

**Item Name:** **B. Law Enforcement Safety Training Program**

**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  
3.5 - 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:** High Risk Fugitive Apprehension Training

**Component Ranking of Item:** 2 of 2

**Program Increase:** Positions 0 Agt/Atty 0 FTE 0 Dollars \$1,500,000

Description of Item

The USMS requests **\$1,500,000** to meet a critical agency need for annual officer safety training for all USMS operational personnel. Recent flat budgets and rising mandatory costs have eliminated USMS' base resources for essential training. Requested funding will support a minimum of 12 regional courses a year, support district-based officer safety training, and cover the required equipment associated with officer safety training. The funding request will support this annual requirement and the goal to ensure that all law enforcement personnel remain safe as they carry out their duties.

Justification

In 2011, following the tragic line-of-duty deaths of two DUSMs and seven task force officers, the USMS developed the High Risk Fugitive Apprehension (HRFA) Training Program. This week-long training program is an intensive and comprehensive curriculum in advanced tactics, operational planning and communications, and trauma medicine. The training incorporates real life situations to challenge the participants' mindsets when in a potential fight to save their partners' lives or their own. The training was designed to be more fluid rather than static with the goal of having the student learn advanced tactical skills to promote officer safety. This training is in addition to the Basic DUSM training for officer safety and to maintain or increase skills using realistic or scenario-based training, without an increase in tactical training space.

The courses covered in HRFA training are:

- Trauma Medicine – 8-hour block of instruction on trauma combat casualty care where students learn medical life-saving skills. USMS has received numerous testimonials from the field on successful implementation of this training.
- Exigent Planning - Course outlining operational planning for complex operations.
- Basic Room Clearing – Course of instruction teaching students during the execution of high risk warrants of arrest on how to move as a team inside structures/buildings/residences.
- Basic Shield - Instruction on how to use ballistic shields in enforcement operations.
- Basic Mechanical Breaching - Instruction on how to breach/open doors and windows to quickly get inside structures.
- 2-8 Man Entries – Follow-on class to above topics when students get to practice the room clearing, shield and team movement inside structures.
- Fire Arms Range Day – Instructions on basic marksmanship skills and how to safely and effectively shoot in close-quarters engagement. Includes rifle instruction with moving and shooting. Course addresses trends in violence against officers related to firearms.
- Vehicle Take Downs - Instruction to safely pin, block in vehicles and extract non-compliant suspects. Course teaches students how to safely maneuver and eliminate target vehicles so they cannot be used as a deadly weapon against officers and the general public.
- Practical Exercises – Block instruction where students get to apply skills learned during HRFA training.
- Officer Survival - Lecture based on officers killed in the line of duty. Lessons learned and discussions on how to prepare both mentally and physically from such situations.
- Tactical Radio Communication – Instruction on basic radio use coverage as a primary source of communications.
- Observe, Orient, Decide, and Act Loop - Mindset class based on bodies' reactions under stress.

To continue building upon officer safety and reaching even more of the Marshals Service's operational employees and task force officers, a working group was established to develop the Law Enforcement Officer Safety Training Program (LESTP). The LESTP is a multi-phased approach that includes the development of a HRFA Tactical Training Officer (TTO) Program and the development of policy guidance to ensure consistency in training. One goal of this program is to have a TTO in each district to maximize officer safety training. There are over 100 TTOs in the field who have been trained to assist with conducting officer safety training. Through this program, the TTOs will be able to conduct annual regional and district-based officer safety training maximizing the number of personnel trained in an effective and efficient manner. Aside from regional training, the USMS Training Division is also proposing to host 12 HRFAs a year at the Federal Law Enforcement Training Center (FLETC) at Glynco, Georgia.

## Impact on Performance

This initiative supports the Attorney General’s Targeted Priority Goal 2 – Protecting Americans from Violent Crime. It also supports DOJ Strategic Goal and Objectives under 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 3.5 “Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement.”

The USMS supports these objectives through the administration of LESTP and the development of the HRFA Training Program. These programs ensure the development and execution of training programs are geared towards officer safety for USMS operational personnel.

Without base funding resources, the USMS will not have the ability to ensure deputies are provided proper training needed in continuing to locate and arrest violent fugitives in a safe manner. Currently, the USMS Training Division leads this training at a few approved locations; in the future, the training would include assigned TTOs and be more regionally and/or locally-based to limit travel expenses and maximizing training courses provided.

## Funding

### Base Funding

FY 2014 Enacted				FY 2015 Enacted				FY 2016 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 2016 Request (\$000)	FY 2017 Net Annualization (change from 2016) (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)
HRFA Training			\$780	\$0	\$0
Travel			400	\$0	\$0
Equipment			320	\$0	\$0
Total			\$1,500	\$0	\$0

### Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2017 Net Annualization (change from 2016) (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)
Current Services	0	0	0	0	\$0	\$0		
Increases	0	0	0	0	\$1,500	\$1,500	\$0	\$0
Grand Total	0	0	0	0	\$1,500	\$1,500	\$0	\$0

### Affected Crosscuts

None

**Item Name:** **C. USMS Construction**

**Strategic Goal:** 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

**Budget Decision Unit(s):** Construction

**Organizational Program:** Construction

**Component Ranking of Item:** 1 of 1

**Program Increase:** Positions 0 Agt/Atty 0 FTE 0 Dollars \$5,200,000

Description of Item

The USMS requests **\$5,200,000** in annual base funding for the USMS Construction appropriation. This increase will allow the USMS to stabilize its multi-year construction plan by supporting new renovation requests received each year while maintaining and repairing facilities that require immediate attention.

The current base funding of \$9,800,000 addresses only high priority construction and renovation projects throughout the USMS. The USMS currently has a backlog of courthouse renovation projects amounting to approximately \$160,274,000, of which approximately \$50,000,000 is shovel-ready.

Justification

The USMS Management Support Division’s Office of Construction Management (OCM) is responsible for the programming, planning, acquisition, budgeting, design, and construction of any space occupied by the USMS. In federal courthouses and other leased federal buildings, the non-judicial portion of the building is what the USMS pays “rent” to the General Services Administration (GSA).

The Construction Appropriation provides funding for construction in space controlled, occupied, or utilized by the USMS for prisoner holding and related support. USMS spaces include vehicle sally ports (secure, controlled entryways), cellblock space (a group of cells used for holding prisoners), attorney/prisoner interview rooms, secure corridors, prisoner elevators, and holding cells adjacent to courtrooms, USMS office space, and special purpose space.

**Cellblock Renovations**



Pictured above is USMS cellblock space before and after renovations.

**Sally Port Renovations**



Sally Port w/ fence blocking sidewalk and illustrating open access to prisoner movement

Before

## Sally Port Renovations



After

The USMS occupies over 400 courthouse facilities across the country.

While some of the newer facilities benefit from very positive security features, older courthouses require upgrades. The maintenance of the USMS infrastructure is critical to the safety of judicial officials, courtroom participants, the general public, and USMS personnel.

Current construction project designs focus on: critical needs for courthouse security; space deficiencies; detention safety; rehabilitation of outdated cellblocks; meeting Occupational Safety and Health Administration (OSHA) standards; upgrading the historical buildings, spaces, and obsolete equipment that do not meet current security and safety standards; and supporting the Department-wide footprints and cost reduction initiatives.

The USMS construction projects are currently prioritized into the following seven categories.

1. Immediate Life/Safety Request – Address critical failures to security, and immediate health and/or life safety issues. Examples are failures of the USMS detention locks and control systems that may result in prisoner escape; and exposure to contagions such as tuberculosis or methicillin-resistant *Staphylococcus aureus* (MRSA).
2. Agency Initiative – Follows mandates from senior leadership to address national priorities. One example is the freezing of footprint initiative or reduction in space projects that allow the USMS to reduce rent while providing sufficient work space.
3. Court-Related - Addresses the need for new US Courthouses and holding cells for new courtrooms; to upgrade capital security infrastructure that are failing due to age; and to renovate buildings that do not meet current safety and detention standards. These projects are planned and combined with the US Courts to reduce the overall project cost while providing the necessary facility and security improvements needed to protect and support the US Courts.

4. Detention Safety – Focuses on safety standards for all spaces within the cellblock to include vehicle sally port, courtroom holding cells, interview rooms, and secure corridors.
5. Publication 64 Compliance - Follows the requirements of Executive Order 13514, Federal Leadership in Environmental, Energy, and Economic Performance and of GSA’s Strategic Sustainability Performance Plan. This publication provides construction requirements, specifications, and security product information for the USMS space in federal courthouses and leased spaces.
6. Lifecycle Replacement - Supports the need to replace vehicle sally port overhead doors; detention doors, locks, and controllers; vault doors and locks; and furniture, paint, and carpeting that are deemed obsolete or have reached end of life cycle, and due to normal wear and tear.
7. Office Space - Covers all non-detention space renovation to include the squad room, galley, conference rooms, vaults, and storage.

Project scheduling is regulated through a phased and funding availability approach and risk assessment. As a result, the project schedule is a living document that is frequently adjusted based on changes in funding availability and updated risk assessments. The phasing of new courthouses start with conceptual designs, construction documents, actual construction up to project completion. Funding for these projects are provided in multiple years (first year for site survey, second year for design, and third year for construction). Projects are scheduled based on agency need in a given fiscal year, project knowledge, contract progression, project development, relocation schedule, project staffing, funding availability, damage levels caused by natural disasters, mandates through executive orders, and safety concerns due to high threat trials. For older buildings that require major renovation, project plans are phased over a number of fiscal years due to the magnitude of areas that need renovation and limited construction funds available.

#### 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 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.”

The USMS supports this goal through its efforts to stabilize a multi-year construction plan.

With sufficient funding, the USMS will be able to reduce project backlogs, maintain aging facilities, and increase safety and security for judicial officials, courtroom participants, the public, USMS personnel, and prisoners.

## Funding

### Base Funding

FY 2014 Enacted				FY 2015 Enacted				FY 2016 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
<u>0</u>	<u>0</u>	<u>0</u>	<u>\$9,800</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>\$9,800</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>\$9,800</u>

### Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2016 Request (\$000)	FY 2017 Net Annualization (change from 2016) (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)
Construction			\$5,200	\$0	\$0
Total Non-Personnel			\$5,200	\$0	\$0

### Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2017 Net Annualization (change from 2016) (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)
Current Services	0	0	0	\$0	\$9,800	\$9,800		
Increases	0	0	0	\$0	\$5,200	\$5,200	\$0	\$0
Grand Total	0	0	0	\$0	\$15,000	\$15,000	\$0	\$0

### Affected Crosscuts

National Security

## VI. Program Decreases by Item

**Item Name:** **A. Program and/or Administrative Savings**

Strategic Goal: DOJ Strategic Goals I, II, and III

Strategic Objective: DOJ Objectives 1.1, 2.2, 3.1, 3.2,3.3, and 3.5

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

Organizational Program: U.S. Marshals Service

Program Decrease: Positions 0 Agt/Atty 0 FTE 0 Dollars -\$10,000,000

### Description of Item

Program and/or administrative savings.

### Justification

Reductions to existing operations and services necessary to pay for increases in existing costs, including pay raises, FERS contributions, and GSA rent, among others. Program and administrative savings, such as those achieved through reducing the physical footprint, bulk purchases, and/or bundling IT investments, will be realized in FY 2016.

### Impact on Performance

Performance impact information is not yet available for this program decrease.

## Funding

### Base Funding

FY 2014 Enacted				FY 2015 Enacted				FY 2016 Current Services			
Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)	Pos	Agt/ Atty	FTE	\$(000)
5,554	4,134/ 19	4,924	\$1,112,069	5,554	4,134/ 19	5,103	\$1,195,000	5,554	4,134/ 19	5,103	\$1,234,346

### Non-Personnel Offset Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2016 Request (\$000)	FY 2017 Net Annualization (change from 2016) (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)
Program and/or Administrative Savings			-\$10,000	\$0	\$0
Total Non-Personnel			-\$10,000	\$0	\$0

### Total Decrease for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non- Personnel (\$000)	Total (\$000)	FY 2017 Net Annualization (change from 2016) (\$000)	FY 2018 Net Annualization (change from 2017) (\$000)
Current Services	5,554	4,134/ 19	5,103	\$778,645	\$455,701	\$1,234,346	\$0	\$0
Decrease	0	0	0	\$0	-\$10,000	-\$10,000	\$0	\$0
Grand Total	5,554	4,134/ 19	5,103	\$778,645	\$445,701	\$1,224,346	\$0	\$0