

**United States Marshals Service
FY 2021 Performance Budget
President's Budget Submission**

**Salaries and Expenses
Appropriation**



February 2020

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I. United States Marshals Service (USMS) Overview

A. Introduction

The USMS requests \$1,608,073,000 for the Salaries and Expenses (S&E) appropriation to fund 5,575 positions, 4,165 Deputy U.S. Marshals (DUSMs), 23 Attorneys, and 4,811 full time equivalent (FTE) excluding reimbursable FTE. This request is an increase of \$178,083,000 from the FY 2020 Enacted funding level. This increase includes \$54,184,000 in base adjustments and program increases totaling 363 positions, 280 DUSMs, 182 FTE and \$123,889,000. These budget increases are necessary to meet the workload trends in USMS' core missions and enhance capacity to effectively address departmental priorities and initiatives.

Budget	Salaries & Expenses			
	Positions	DUSMs	FTE	Amount (\$000)
FY 2019 Enacted	5,177	3,850	4,568	\$1,358,000
FY 2020 Enacted	5,212	3,885	4,612	\$1,430,000
FY 2021 Request	5,575	4,165	4,811	\$1,608,073

B. Organizational Background

History

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

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

Mission

The USMS protects, defends, and enforces the American justice system. This mission requires the USMS to provide for the personal protection of Federal jurists, court officers, witnesses, and other threatened persons in the interests of justice; provide Federal judicial security, including the security of buildings housing the judiciary, the personal security of judicial officers, and the

assessment of threats made to judicial officers; investigate and apprehend fugitives and non-compliant sex offenders; secure and transport Federal prisoners; execute Federal court orders; and seize and manage assets forfeited to the government.

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

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

U.S. Marshals Perform a Wide Range of Duties

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

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

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

Fugitive Apprehension

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

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



Judicial and Courthouse Security

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



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



Prisoner Security and Transportation

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



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



Protection of Witnesses

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

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

Operations Support

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

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



U.S. Marshals Service Responds to Shifting Priorities

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

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

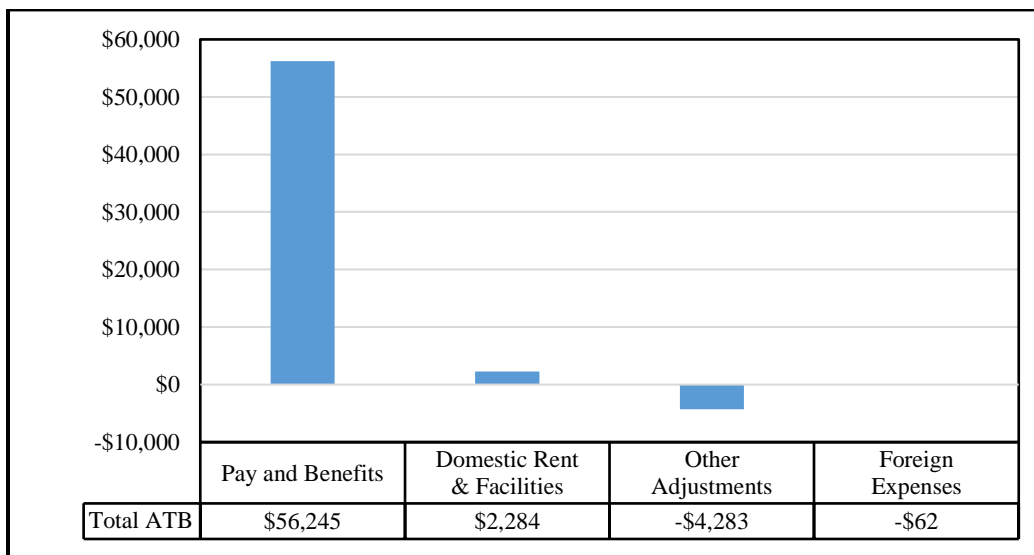
- The Justice for Victims of Trafficking Act of 2015 (P.L. 114-22) clarified USMS authority to assist state, local, and other Federal law enforcement agencies in locating and recovering missing children upon request. Previously, the USMS was only authorized to assist with missing child cases in which a warrant was already in place for the suspected abductor/companion. This new authority eliminated the need for a warrant, allowing the USMS to immediately support missing child cases.
- In 2016, the International Megan's Law to Prevent Child Exploitation and Other Sexual Crimes Through Advanced Notification of Traveling Sex Offenders (P.L. 114-119) was enacted. This law assigned a critical role in vetting and providing notification of sex offenders traveling abroad to the USMS National Sex Offender Targeting Center (NSOTC). Under the law, the Department of Homeland Security (DHS) will operate an Angel Watch Center (AWC) within Immigration and Customs Enforcement (ICE). The AWC will provide the NSOTC manifests of registered sex offenders who have scheduled travel within 72 hours. The NSOTC is then required to vet the manifests to identify “covered sex offenders” (i.e., the victim is less than 18 years of age) for the AWC.

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

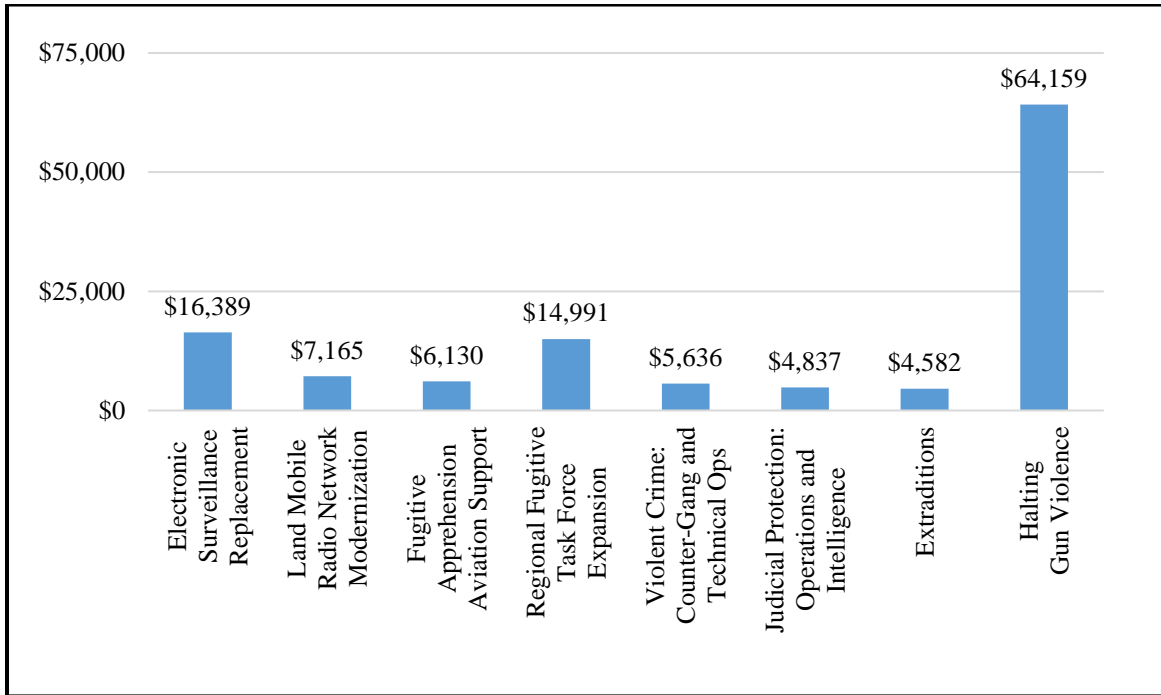
C. USMS Budget

The USMS funding request of \$1,608,073,000 provides the necessary resources for the USMS to maintain and enhance its core functions and increase priority areas. The chart below exhibits the cost distribution of base adjustments.

**S&E Adjustments to Base
(\$ in thousands)**



**S&E Program Increases
(\$ in thousands)**



Total S&E technical and base adjustments for FY 2021 are an increase of \$54,184,000 from the FY 2020 President’s Budget.

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

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

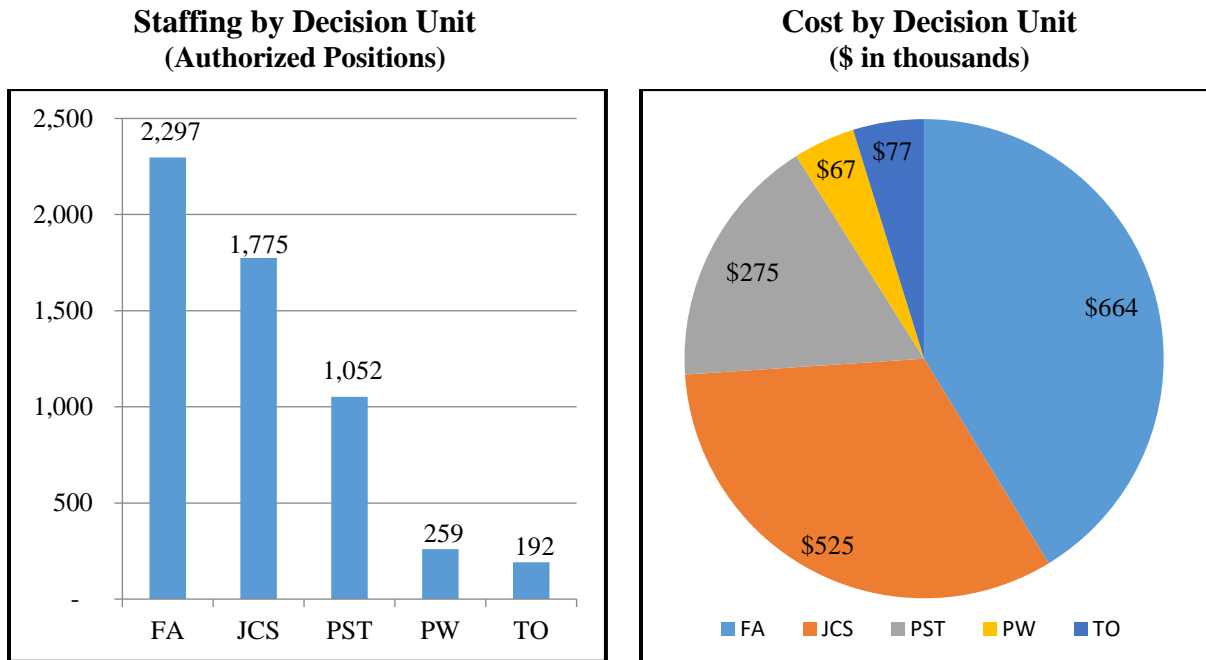
The USMS S&E budget is divided into five decision units. These decision units contain the personnel and funds associated with the following missions:

- **Fugitive Apprehension (FA)** – Reduces violent crime in our communities nationwide by locating and apprehending Federal fugitives, egregious state or local fugitives, and non-compliant sex offenders. Creates and maintains fugitive task forces and cooperative working relationships with Federal, state, local, and foreign law enforcement agencies; develops national expertise in sophisticated technical operations; conducts psychological

assessments of sex offenders; and, collects and shares criminal intelligence. This decision unit includes management and disposal of DOJ's seized and forfeited assets.

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

The charts below show FY 2021 position and cost distribution by decision unit.



D. Sustainability

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

The USMS continues to reduce its operational carbon footprint by replacing multiple individual or smaller printers with larger, more energy-efficient centralized Multi-Functional Devices (MFDs) capable of printing, copying, faxing, and scanning. MFDs are used across all USMS sites.

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

E. Challenges

The USMS continues to analyze cost savings measures for economies of scale; communicate transparently with the DOJ, Office of Management and Budget (OMB), and Congress; and

pursue resources to accomplish the USMS' core mission, operate programs, improve detention management, ensure officer safety, reduce violent crime, and provide the highest possible security for the Federal judicial process.

In order to achieve these goals, the USMS and the DOJ uses Enterprise Risk Management to develop a plan-based strategy that aims to identify, assess, and manages risks to performance. Below are the USMS areas that the USMS has identified as risks that affect prioritization, performance, and resource allocation.

Officer Safety

Risk: If violence directed at USMS law enforcement personnel continues or increases, then the USMS must provide enhanced protection to Deputy U.S. Marshals who face high-risk situations.

Mitigation: Protecting those who serve is the top priority of the USMS. Following the tragic line-of-duty death of two DUSMs and seven task force officers, the USMS senior management created a national training initiative known as High Risk Fugitive Apprehension (HRFA) training. HRFA training, staffed primarily with enforcement operational personnel, utilizes Regional Fugitive Task Forces (RFTFs), the USMS Special Operations Group, and the Federal Law Enforcement Training Center (FLETC) to train all DUSMs. Even though great progress has been made to mitigate this risk, the USMS has more line of duty deaths the past 10 years than the rest of the DOJ combined.

The USMS requires continued investment in protecting its workforce and partners to build upon current risk mitigation activities by implementing the following initiatives:

- Expanding the USMS Special Operations Group (SOG) Operational Medical Support Unit (OMSU) response capability and increase medical response coverage.
- Providing DUSMs with up-to-date technology such as Technical Operations Group (TOG) equipment and aerial surveillance to provide situational awareness and increased officer safety.
- Establishing an after-action review procedure to ensure lessons learned from fugitive encounters are appropriately incorporated into training.

Human Capital

Risk: If the USMS is unable to appropriately recruit, retain, and develop a highly skilled, diverse workforce to address critical needs, then the USMS may not be able to adequately respond to law enforcement requirements, management challenges, or operational needs.

Mitigation: As USMS workload continues to increase, staffing levels have not followed suit. To help mitigate this problem, the USMS has aggressively pursued sustainable solutions.

- Excepted Hiring Authority is a crucial first step in addressing USMS' human capital need. The USMS recently obtained excepted service hiring authority in accordance with

5 U.S.C. § 213.3201 (1978). Also known as Schedule B authority, excepted service hiring authority allows the USMS to fill positions where it is not practicable to hold a competitive examination. This allows the USMS to attract and recruit a manageable number of qualified and diverse applicants in targeted geographic locations. It also allows the USMS to identify and hire applicants with special skill sets such as Spanish language skills for Southwest Border districts, licensed pilots to fly air surveillance aircraft, or expertise with security systems for judicial security missions. The USMS uses this authority to appoint those to the DUSM or criminal investigator job series positions, provided established qualification requirements are met.

- In addition, the USMS worked with FLETC to integrate the Basic Deputy U.S. Marshals training course with its Criminal Investigator Training Program. This revised curriculum will reduce initial training time from 21 to 17 weeks, freeing up capacity for the USMS to conduct more training classes at FLETC.

Cybersecurity

Risk: If legacy IT systems within the USMS are not replaced before current security efforts become ineffective, then vulnerable network systems may be subject to damage, exploitation, or used for unauthorized purposes.

Mitigation: The ongoing modernization of our law enforcement systems, through the development and fielding of the new *Capture* system, is the first step in updating legacy IT systems for improved security, management, development, operations, and maintenance. Continued investment to manage cybersecurity risk will achieve significant cost avoidance through prevention.

Going Dark

Risk: Law enforcement at all levels has the legal authority, pursuant to court orders, to intercept and access communications and information. However, the technical ability to carry out those orders is subject to change because of fundamental shifts in communications services and technologies. The USMS and DOJ face two distinct Going Dark challenges. The first concerns real-time court-ordered interception of data. The second challenge concerns “data at rest” – court-ordered access to data stored on devices, like e-mail, text messages, photos, and videos. Both real-time communications and stored data are increasingly difficult for law enforcement to obtain with a court order or warrant.

Mitigation: Going Dark is a DOJ Enterprise Risk. The Department is actively focused on improving the use of current technology, understanding how to use new technology, pursuing legislative solutions, and enhancing relations with Federal, state, local, and foreign law enforcement. The USMS is an active participant in this larger effort, specifically in addressing the challenges of obtaining and maintaining electronic surveillance equipment. The USMS’ ability to execute lawful court-ordered surveillance relies on its ability to keep pace with the evolution of telecommunications technology evolution.

To mitigate the investigative risks associated with Going Dark, the FY 2021 budget request prioritizes the replacement and upgrade of electronic surveillance equipment so that the USMS can continue to reduce violent crime by locating the most dangerous fugitives as quickly as possible.

II. Summary of Program Changes

Item Name	Description	Positions	FTE	Amount (\$000)	Page
Electronic Surveillance Upgrade and Replacement	Funds the upgrade of electronic surveillance equipment which provides critical technological support to fugitive investigations.	0	0	\$16,389	64
Land Mobile Radio Network Modernization	Modernizes field communications and related technical capabilities. Adds positions for faster emergency response and additional support in operational situations to increase officer safety.	13	7	\$7,165	68
Fugitive Apprehension Aviation Support	Modernizes and replaces outdated USMS investigative aircraft that support fugitive apprehensions.	0	0	\$6,130	73
Regional Fugitive Task Force Expansion	Expands the current RFTF network by creating a new RFTF and enhancing the current structure.	61	30	\$14,991	81
Violent Crime: Counter-Gang and Technical Operations	Reduces violent crime by expanding district and RFTF counter-gang programs.	23	12	\$5,636	88
Judicial Protection: Operations and Intelligence	Strengthens judicial security by expanding the intelligence and protective response to mitigate threats to USMS protectees.	19	9	\$4,837	93
International Extraditions Support	Fund the rising cost of returning international fugitives to the United States for judicial proceedings.	0	0	\$4,582	98
Halting Gun Violence	Increases the ability to reduce violent crime and combat mass violence by adding district DUSMs across the country.	247	124	\$64,159	102
Total Request		363	182	\$123,889	

III. Appropriations Language and Analysis of Appropriations Language

United States Marshals Service

Salaries and Expenses

For necessary expenses of the United States Marshals Service, [~~\$1,430,000,000~~]\$1,608,073,000 of which not to exceed \$6,000 shall be available for official reception and representation expenses, and not to exceed \$25,000,000 shall remain available until expended.

Analysis of Appropriation Language

No substantive changes proposed.

General Provisions

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

Fact Witness Payments: The USMS re-proposes it previous request to update Section 1825 of title 28 of the U.S. Code by striking “United States marshal for the district” each place it appears and inserting “Attorney General.” Attorneys in the Department’s litigating components, not the USMS, make the legal determinations regarding whether witness testimony is needed for particular cases and the attorneys’ offices typically arrange the witnesses’ court appearances, lodging and transportation. This request to move the responsibility to pay witness fees from the USMS to these components will streamline the fact witness payment process and alleviate duplication of effort, minimizing delays in getting the payments to the witnesses.

IV. Program Activity Justification

A. Judicial and Courthouse Security

<i>Judicial and Courthouse Security</i>	Direct Positions	Estimated FTE	Amount (\$000)
2019 Enacted	1,679	1,481	\$459,003
2020 Enacted	1,691	1,496	\$482,111
Adjustments to Base and Technical Adjustments	0	6	\$19,214
2021 Current Services	1,691	1,502	\$501,325
2021 Program Increases	84	41	\$23,421
2021 Request	1,775	1,543	\$524,746
Total Change 2020-2021	84	47	\$42,635

<i>Judicial and Courthouse Security – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2019 Enacted	34	34	\$53,158
2020 Enacted	37	37	\$50,175
Adjustments to Base and Technical Adjustments	4	4	\$5,873
2021 Current Services	41	41	\$56,048
2021 Request	41	41	\$56,048
Total Change 2020-2021	4	4	\$5,873

1. Program Description

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

The USMS establishes security by assessing the potential threat, developing security plans based on risks and threat levels, and assigning the level of appropriate security resources required to maintain a safe environment and protect the Federal judicial process. High-security, high-profile

events such as cases involving domestic and international terrorists, domestic and international organized criminal organizations, drug traffickers, gangs, and extremist groups require extensive operational planning and support from specially trained and equipped personnel.

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

Protective Intelligence

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

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

Judicial Facility Security Program (JFSP)

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

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

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Judicial and Courthouse Security												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2019		FY 2019		FY 2020		Current Services Adjustments and FY 2021 Program Changes		FY 2021 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,694	\$459,003 [\$12,714]	1,566	\$458,659 [\$10,589]	1,600	\$482,111 [\$12,993]	49	\$42,635 [\$0]	1,649	\$524,746 [\$12,993]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2019		FY 2019		FY 2020		Current Services Adjustments and FY 2021 Program Changes		FY 2021 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,694	\$459,003 [\$12,714]	1,566	\$458,659 [\$10,589]	1,600	\$482,111 [\$12,993]	49	\$42,635 [\$0]	1,649	\$524,746 [\$12,993]
Performance Measure: Workload	3.1	1. Inappropriate communications/threats to protected court members	3,578		4,449		Retired				Retired	
Performance Measure: Workload	3.1	2. Potential threats to protected persons	N/A		N/A		4,500		0		4,500	
Performance Measure: Output	3.1	3. Threats to protected court members investigated	465		373		Retired				Retired	
Performance Measure: Output	3.1	4. Threats Investigated	N/A		N/A		850		0		850	
Performance Measure: Output	3.1	5. Protective details required/provided to court members	25		11		Retired				Retired	
Performance Measure: Output	3.1	6. Threat-based Protective Details	N/A		N/A		25		(5)		20	
Performance Measure: Outcome	3.1	7. Assaults against protected persons*	0		1		0		0		0	

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

Data Definition, Validation, Verification, and Limitations:

Performance Measure – Workload

1. Inappropriate communications/threats to protected court members: (*Retired measure*)

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

2. Potential threats to protected person (*New measure*)

- a. **Data Definition:** The number of any action or communication, whether explicit or implied, of intent to assault, resist, oppose, impede, intimidate, or interfere with any member of the Federal Judiciary, or other USMS protected person, in the performance of their official duties. A threat may be written, verbal, or gestured, and may be delivered directly or relayed through third parties. Threats are calculated by the number of *security incidents* – activity that requires documentation, but not further investigation (i.e. disruptive, suspicious, unauthorized persons or events); *preliminary assessment* – investigative activity that is done absent a triggering event. Requires some investigation and may require intelligence or behavioral analyses; or a *predicated protective investigation* – investigative activity where an adequate triggering event is present indicating a crime has or might take place. Success is defined as actuals below the estimate. Estimate represents maximum performance.
- b. **Data Validation and Verification:** Numbers are calculated utilizing information technology data from the Justice Detainee Information System (JDIS) and Capture. Data validated by the USMS Judicial Security Division.
- c. **Data Limitations:** This data is accessible to all districts and is updated as new information is collected. There may be a lag in the reporting of data.

Performance Measures – Outputs, Efficiencies, and Outcomes

3. Threats to protected court members investigated: (*Retired measure*)

- a. **Data Definition:** The total number of predicated protective investigations opened which are investigative activities with an adequate triggering event, indicating a crime has occurred or

might take place. Requires a significant level of protective response to include comprehensive investigation and intelligence analysis; may involve behavioral analyses and/or protective measures such as a security detail, residential security survey, or security briefing. Success is defined as actuals below the target. Target represents maximum performance.

- b. Data Validation and Verification:** Numbers are calculated utilizing Justice Detainee Information System (JDIS) data and validated by the USMS Judicial Security Division.
- c. Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

4. Threats investigated (*New measure*)

- a. Data Definition:** The total number of threats that received a *preliminary assessment* – investigative activity that is done absent a triggering event. Requires some investigation and may require intelligence or behavioral analyses; or a *predicated protective investigation* – investigative activity where an adequate triggering event is present indicating a crime has or might take place. Success is defined as actuals below the target. Target represents maximum performance.
- b. Data Validation and Verification:** Numbers are calculated utilizing information technology data from the Justice Detainee Information System (JDIS) and Capture. Data validated by the USMS Judicial Security Division.
- c. Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

5. Protective details required/provided to court members: (Retired measure)

- a. Data Definition:** A protective detail is a security assignment of 24-hour continuous detail or a portal-to-portal protective detail resulting from threat assessment. Success is defined as actuals below the target. Target represents maximum performance.
- b. Data Validation and Verification:** Numbers are calculated utilizing Justice Detainee Information System (JDIS) data and validated by the USMS Judicial Security Division.
- c. Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

6. Threat-based protective details: (New measure)

- a. Data Definition:** A protective detail is a security assignment of 24-hour continuous detail or a portal-to-portal protective detail resulting from threat assessment. A protective detail can be for anyone that is under USMS protection. Success is defined as actuals below the target. Target represents maximum performance.
- b. Data Validation and Verification:** Numbers are calculated utilizing information technology data from the Justice Detainee Information System (JDIS) and Capture. Data validated by the USMS Judicial Security Division.
- c. Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

7. Assaults against protected persons

- a. Data Definition:** Includes criminal assault motivated by protectee status as Federal jurists, court officers, and other threatened persons in the interest of justice, where criminal intimidation impedes on the functioning of the judicial process or any other official proceeding or as directed by the Attorney General and in-custody defendants during court proceedings. Success is defined as the actual meeting the target.
- b. Data Validation and Verification:** Numbers are calculated utilizing information technology data from the Justice Detainee Information System (JDIS) and Capture. Data validated by the USMS Judicial Security Division.
- c. Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

PERFORMANCE MEASURE TABLE										
Component/Decision Unit: Judicial and Courthouse Security										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	FY 2021
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Workload	1. Inappropriate communications/threats to protected persons	1,930	2,357	2,847	4,542	3,578	4,449	Retired	Retired
3.1	Performance Measure: Workload	2. Potential threats to protected persons	N/A	N/A	N/A	N/A	N/A	N/A	4,500	4,500
3.1	Performance Measure: Output	3. Threats to protected court members investigated	305	384	363	531	465	373	Retired	Retired
3.1	Performance Measure: Output	4. Threats investigated	N/A	N/A	N/A	N/A	N/A	N/A	850	850
3.1	Performance Measure: Output	5. Protective details for court members	17	14	12	9	25	11	Retired	Retired
3.1	Performance Measure: Output	6. Threat-based Protective Details	N/A	N/A	N/A	N/A	N/A	N/A	25	20
3.1	Performance Measure: Outcome	7. Assaults against protected persons	0	0	0	1	0	1	0	0

N/A = Data unavailable

3. Performance, Resources, and Strategies

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

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

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

Measure: Assaults against court members

FY 2019 Target: 0

FY 2019 Actual: 1

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

The USMS partnered with the University of Nebraska Public Policy Center to conduct a study of targeted violence toward judicial officials. The study's design will produce detailed and descriptive data regarding the nature of problematic contacts and threats toward USMS protected persons. Researchers will investigate case-specific factors that likely lead to a problematic approach or attack-related behavior compared to factors that were simply harassing. The results of this study will contribute to the ongoing development of the most effective, informed, and innovative investigations, assessments, and mitigation strategies.

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

Personnel across the 94 USMS districts received near real-time guidance and direction in their threat mitigation efforts from the protective intelligence experts. This new approach, which provides greater investigative support to districts, and the prioritization of support to district investigations with complex needs, increased the number of threat investigations by 53 percent from 1,818 to 2,786. As part of this support, intelligence research and counter surveillance detection experts deployed to USMS districts during several significant protective investigations and judicial proceedings. The deployment of these experts

facilitated effective and timely intelligence to guide protective operations and informed protective decision making through the identification of viable threat mitigation measures, including prosecution approaches, which would have otherwise gone unexploited. Increased intelligence support also guided the closure of 526 investigations, freeing district personnel to focus on ongoing threats. Overall, increased oversight and guidance in this area resulted in 30 referrals for prosecution over the fiscal year, a new benchmark.

Strategy: Review and implement the results of reforms identified in the USMS Intelligence Assessment to determine applicable and approved intelligence and informational process recommendations which can be applied

To facilitate timely and thorough protective decisions, the USMS established three new intelligence assessment products:

Threat Environment Assessment — A thorough assessment of the threat environment surrounding a protected person, facility, and/or event. It looks beyond a single threat scenario and factors in all aspects of the threat environment, including intrinsic risk factors, extrinsic risk factors, behaviors of interest, social media and traditional media, planned protests and disruptions, cyber threats, and terrorist or extremist organization threats.

Threat Assessment — An analysis of the potential danger posed by an individual or group to a specific or general target that the agency is responsible for protecting. Assessing the threat posed by a person or group involves evaluating the motive(s) for concerning behavior or actions, evaluating the intent or level of commitment to attack or take another negative action, and evaluating the ability to carry out an attack or other negative action.

Threat/Threat Environment Snapshot — A condensed summary of either the current threat environment surrounding a protected person, facility, or event or a specific threat investigation. This product serves as an initial baseline overview of the current threat picture or as a recurring update to an initial Threat Environment Assessment or Threat Assessment.

B. Fugitive Apprehension

<i>Fugitive Apprehension</i>	Direct Positions	Estimated FTE	Amount (\$000)
2019 Enacted	2,074	1,830	\$537,814
2020 Enacted	2,088	1,848	\$567,758
Adjustments to Base and Technical Adjustments	0	7	\$18,805
2021 Current Services	2,088	1,855	\$586,563
2021 Program Increases	209	105	\$77,414
2021 Request	2,297	1,960	\$663,977
Total Change 2020-2021	209	112	\$96,219

<i>Fugitive Apprehension – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2019 Enacted	41	41	\$64,102
2020 Enacted	44	44	\$59,665
Adjustments to Base and Technical Adjustments	5	5	\$6,984
2021 Current Services	49	49	\$66,649
2021 Request	49	49	\$66,649
Total Change 2020-2021	5	5	\$6,984

1. Program Description

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

Domestic Fugitive Investigations

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

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

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

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

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

International Fugitive Investigations

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

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

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

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

Sex Offender Investigations

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

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 identification and location of sex offenders relocated due to major disasters.

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

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

Technical Operations

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

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

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

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

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

Asset Forfeiture

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

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

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Fugitive Apprehension												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2019		FY 2019		FY 2020		Current Services Adjustments and FY 2021 Program Changes		FY 2021 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			2,016	\$537,814 [\$3,839]	1,835	\$533,256 [\$2,126]	1,854	\$567,758 [\$1,440]	112	\$96,219 [\$0]	1,966	\$663,977 [\$1,440]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2019		FY 2019		FY 2020		Current Services Adjustments and FY 2021 Program Changes		FY 2021 Request	
Program Activity			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			2,016	\$537,814 [\$3,839]	1,835	\$533,256 [\$2,126]	1,854	\$567,758 [\$1,440]	112	\$96,219 [\$0]	1,966	\$663,977 [\$1,440]
Performance Measure: Workload	3.1	1. Number of Federal fugitives	51,591		55,474		52,915		0		56,254	
Performance Measure: Output	3.1	2. Number of assets received	11,288		13,764		Retired		N/A		Retired	
		a. Cash	7,600		9,926		Retired		N/A		Retired	
		b. Complex Assets	88		251		Retired		N/A		Retired	
		c. All Other Assets	3,600		3,587		Retired		N/A		Retired	
Performance Measure: Output	3.1	3. Number of assets received	12,440		13,764		12,740		0		12,740	
		a. Cash	8,800		9,926		9,200		0		9,200	
		b. Real Property	240		341		240		0		240	
		c. Conveyances	1,900		1,746		1,600		0		1,600	
		d. All Other Assets	1,500		1,751		1,700		0		1,700	

Decision Unit: Fugitive Apprehension			Target		Actual		Target		Changes		Requested (Total)	
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2019		FY 2019		FY 2020		Current Services Adjustments and FY 2021 Program Changes		FY 2021 Request	
Performance Measure: Output	3.1	5. Non-Compliant Sex Offender Investigations	1,868		2,238		1,896		931		2,827	
Performance Measure: Output	3.1	6. Number of assets disposed	11,488		13,330		Retired		N/A		Retired	
		a. Cash	7,600		9,319		Retired		N/A		Retired	
		b. Complex Assets	88		145		Retired		N/A		Retired	
		c. All Other Assets	3,800		3,866		Retired		N/A		Retired	
Performance Measure: Output	3.1	7. Number of assets disposed	12,480		13,330		12,440		0		12,440	
		a. Cash	8,800		9,319		9,200		0		9,200	
		b. Real Property	280		432		240		0		240	
		c. Conveyances	1,900		1,717		1,600		0		1,600	
		d. All Other Assets	1,500		1,862		1,400		0		1,400	
Performance Measure: Output	3.1	8 Comparison of value returned to Fund										
		a. Jewelry, Arts, Antiques & Collectibles	85%		N/A		Retired		N/A		Retired	
		b. Real Property	75%		80%		75%		0		75%	
		c. Vehicles	60%		62%		60%		0		60%	
Performance Measure: Outcome	3.1	9. Assets disposed with Procedural Timeframes by Category										
		a. Real Property	65%		79%		70%		0		70%	
		b. Conveyances (vehicles, vessels and aircraft)	85%		89%		85%		0		85%	
Performance Measure: Outcome	3.1	10. Number of USMS Federal and egregious non-Federal fugitives apprehended/ cleared	104,473		107,326		103,426		3,374		106,800	
Performance Measure: Outcome	3.1	11. Number and percent Federal fugitives apprehended/cleared*	30,955	60%	36,165	65%	31,749	60%	4,263	4%	36,012	64%

* Denotes inclusion in the DOJ Quarterly Status Report

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Workload

1. Federal fugitives:

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

2. Number of assets received – includes a count of the number of assets received during the fiscal year. (*Retired Measure*)

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

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

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

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

3. Number of assets received – includes a count of the number of assets received during the fiscal year. (*New Measure FY 2020*)

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

Data Definition (Real Property): The number of assets IDs categorized as a parcel of land that has been legally defined received into USMS custody.

Data Definition (Conveyances): The total number of unique asset IDs, categorized as vehicles, vessels or aircrafts received into USMS custody.

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

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

Performance Measures – Outputs, Efficiencies, and Outcomes

4. Number of Federal warrants cleared:

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

5. Non-compliant sex offender investigations:

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

6. Number of assets disposed: (Retiring measure FY 2020)

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

7. Number of assets disposed: (Retiring measure FY 2020)

a. Data Definition (Cash): The count of unique cash asset IDs in USMS custody.

Data Definition (Real Property): The number of assets IDs categorized as a parcel of land that has been legally defined disposed.

Data Definition (Conveyances): The number of assets ID's categorized as vehicles, vessels or aircrafts disposed.

Data Definition (All Other Assets): The total number of unique asset IDs, less cash, real property, and conveyances disposed.

b. Data Validation and Verification: Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls

c. Data Limitations: Data is estimated based on the date extracted, as CATS data entry is continuous.

8. Comparison of Value Returned to the Fund:

a. Data Definition (Jewelry, Arts, Antiques, and Collectibles): The percent proceeds returned to the fund through the sale of Jewelry, Arts, Antiques, and Collectibles (JAAC). The percentage is calculated by sale value of the asset at disposal, less management and disposition fees; divided by the appraised value. **(Retiring in FY 2020)**

Data Definition (Real Property): The percent proceeds returned to the fund through the sale of Real Property. The percentage is calculated as sale value of the asset at disposal, less management and disposition fees; divided by appraised value.

Data Definition (Vehicles): The percent proceeds returned to the fund through the sale of Vehicles. The percentage is calculated as sale value of the asset at disposal, less management and disposition fees; divided by the appraised value.

b. Data Validation and Verification: Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls.

c. Data Limitations: Data is estimated based on the date extracted, as CATS data entry is continuous.

9. Assets Disposed Within Procedural Timeframes by Category:

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

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

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

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

- a. Data Definition:** Includes physical arrest, directed arrest, surrender, dismissal, and arrest by another agency, when a Federal fugitive is taken into custody on a detainment order, and warrants that are dismissed to the other cleared categories. It also includes egregious non-Federal felony fugitives, including targeted state and local fugitives with an offense code of homicide, kidnapping, sexual assault, robbery, assault, threats, arson, extortion, burglary, vehicle theft, dangerous drugs, sex offenses, obscenity, family offenses, obstructing the police, escape, obstruction of justice, weapon offenses, and/or crime against persons.
- b. Data Validation and Verification:** See Federal fugitives (warrants) above. Prior to assigning state and local warrants, the Supervisory Deputy U.S. Marshal (SDUSM) or designee is responsible for reviewing each case to verify it meets above criteria.
- c. Data Limitations:** Data is accessible to all districts and updated as new info is collected. There may be a reporting lag.

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

- a. Data Definition:** Percent cleared is calculated as the number of cleared fugitives divided by the sum of received fugitives (fugitives with a warrant issued during the fiscal year) and on-hand fugitives (fugitives with active warrants at the start of the fiscal year).
- b. Data Validation and Verification:** Warrant and fugitive data is verified by a random sampling of NCIC records generated by the FBI. The USMS coordinates with district offices to verify that warrants are validated against the signed paper records. The USMS then forwards the validated records back to NCIC.
- c. Data Limitations:** Data is accessible to all districts and updated as new info is collected. There may be a reporting lag.

PERFORMANCE MEASURE TABLE										
Component/Decision Unit: Fugitive Apprehension										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2015	FY 2016	FY 2017	FY2018	FY 2019		FY 2020	FY 2021
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Workload	1. Number of wanted federal fugitives	49,061	51,510	52,862	54,176	51,591	55,474	52,915	56,254
3.1	Performance Measure: Workload	2. Number of assets received	N/A	13,537	12,321	13,927	11,288	13,764	Retired	Retired
		a. Cash	N/A	7,721	8,112	9,795	7,600	9,926	Retired	Retired
		b. Complex Assets	N/A	183	106	187	88	251	Retired	Retired
		c. All other Assets	N/A	5,633	4,103	3,945	3,600	3,587	Retired	Retired
3.1	Performance Measure: Workload	3. Number of assets received	N/A	N/A	N/A	N/A	12,440	13,764	12,740	12,740
		a. Cash	N/A	N/A	N/A	N/A	8,800	9,926	9,200	9,200
		b. Real Property	N/A	N/A	N/A	N/A	240	341	240	240
		c. Conveyances	N/A	N/A	N/A	N/A	1,900	1,746	1,600	1,600
		d. All other Assets	N/A	N/A	N/A	N/A	1,500	1,751	1,700	1,700
3.1	Performance Measure: Outcome	4. Number of USMS Federal warrants cleared	32,002	34,537	35,982	36,578	32,193	37,852	Retired	Retired
3.1	Performance Measure: Output	5. Number of non-compliant sex offender investigations	1,867	1,920	2,352	2,394	1,868	2,238	1,896	2,827
3.1	Performance Measure: Workload	6. Number of assets disposed	19,575	15,949	12,790	13,302	11,488	13,330	Retired	Retired
		a. Cash	12,668	9,508	8,325	9,464	7,600	9,319	Retired	Retired
		b. Complex Assets	115	138	123	145	88	145	Retired	Retired
		c. All other Assets	6,792	6,303	4,342	3,693	3,800	3,866	Retired	Retired
3.1	Performance Measure: Workload	7. Number of assets disposed	N/A	N/A	N/A	N/A	12,480	13,330	12,480	12,480
		a. Cash	N/A	N/A	N/A	N/A	8,800	9,319	9,200	9,200
		b. Real Property	N/A	N/A	N/A	N/A	280	432	280	280
		c. Conveyances	N/A	N/A	N/A	N/A	1,900	1,717	1,600	1,600
		d. All other Assets	N/A	N/A	N/A	N/A	1,500	1,862	1,400	1,400

N/A = Data unavailable

PERFORMANCE MEASURE TABLE										
Component/Decision Unit: Fugitive Apprehension										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2015	FY 2016	FY 2017	FY2018	FY 2019		FY 2020	FY 2021
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Output	8. Comparison of value returned to fund								
		a. Jewelry, Arts, Antiques & Collectibles	N/A	89%	100%	111%	85%	N/A	Retired	Retired
		b. Real Property	N/A	91%	79%	82%	75%	80%	75%	75%
3.1	Performance Measure: Outcome	9. Assets disposed with Procedural Timeframes by Category								
		a. Real Property	N/A	54%	59%	79%	65%	79%	70%	70%
		b. Conveyances (Vehicles, vessels, and aircraft)	N/A	75%	87%	90%	85%	89%	85%	85%
3.1	Performance Measure: Outcome	10. Number of USMS federal and egregious non-federal fugitives apprehended/cleared	107,001	106,078	103,865	104,568	104,473	107,326	103,426	106,800
3.1	Performance Measure: Outcome	11. Number of federal fugitives apprehended/cleared	31,202	32,831	34,261	34,935	30,955	36,165	31,749	36,012
		Percent of federal fugitives apprehended/cleared	64%	64%	64%	64%	60%	65%	60%	64%

N/A = Data unavailable

3. Performance, Resources, and Strategies

Fugitive Apprehension

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

Measure: Number of USMS Federal and egregious non-Federal fugitives apprehended/cleared
FY 2019 Target: 104,473
FY 2019 Actual: 107,326

Measure: Number and percent of USMS Federal fugitives apprehended/cleared
FY 2019 Target: 30,995 / 60%
FY 2019 Actual: 36,165 / 65%

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

The USMS established its eighth regional fugitive task force to cover the Eastern, Middle, and Western Districts of North Carolina and the District of South Carolina. Following extensive research and planning to determine the optimal organizational structure and placement, the Carolinas Regional Fugitive Task Force will enable the USMS to strengthen its fugitive apprehension resources while providing greater coverage in the high-crime corridors in the eastern part of the country. The USMS Regional Fugitive Task Force program serves as an important tool in support of the DOJ's violent crime reduction strategies.

The USMS conducted approximately 56,000 surveillance operations related to 24,000 warrants. These operations dramatically reduce the amount of time, money, and resources expended to locate and apprehend violent offenders, as well as reduce the risk to the public and increase officer safety by allowing law enforcement to leverage technology for high-risk fugitive apprehensions.

Strategy: *Increase the breadth of foreign fugitive cooperative relationships*

For the third consecutive year, the USMS partnered with the Argentine Federal Police (PFA) to provide training at the INTERPOL National Central Bureau in Buenos Aires, Argentina. The reciprocal relationship offers investigators from the USMS and PFA an opportunity to demonstrate best practices and enhance cooperation throughout the Southern Cone of the continent.

The USMS and Colombian National Police established a strategic partnership to address extraditions and transnational fugitives. The USMS established and maintained a new removal mission strategy to effect significant cost savings for the U.S. Extradition Program in Colombia. Colombia maintains the highest number of removed fugitives of any country the United States shares a bilateral extradition treaty with—on average, more than 100 fugitives are returned from the U.S. to Colombia per year. More than 30 missions have been conducted under the new strategy with great success. This cooperative relationship has also strengthened the USMS investigative mission in Colombia to target violent fugitives who flee the United States, including the location and arrest of a fugitive in Medellin, Colombia, who was wanted for a 2011 murder in Massachusetts.

The USMS has been a significant partner to combat transnational organized crime originating in Jamaica. At the forefront of this battle is the United States' effort to stem criminal lottery scams. The USMS aligned its investigative resources in a collaborative effort with U.S. and Jamaican law enforcement partners to locate, apprehend, and extradite those accused of committing this highly complex fraud. The criminal conspiracy of lottery scamming originates abroad and typically targets the most vulnerable Americans, often defrauding them of thousands of dollars and, in some instances, their life savings. The USMS has opened numerous investigations targeting persons wanted for lottery scamming and has successfully extradited 16 defendants to the United States to face justice.

Asset Forfeiture

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

Measure: Comparison of Value Returned to the Fund

FY 2019 Target:

Real Property: 75%

Conveyances: 60%

FY 2019 Actual:

Real Property: 80%

Conveyances: 62%

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

The USMS and the DOJ Environment and Natural Resources Division (ENRD) worked closely to develop and implement a strategy for handling pre-seizure planning in federal

animal fighting cases and pursuing civil forfeiture actions against seized animals involved in violation of the Animal Fighting Venture Prohibition of the Animal Welfare Act. The USMS helped coordinate and participated in 15 seizure operations in 12 different districts in 10 different states and took custody of 455 dogs. This represents a 28 percent increase in animals seized. Since partnering with the ENRD, the USMS has taken custody of 811 dogs that have been linked to fighting operations.

Strategy: Expand collaboration between AFP and international law enforcement partners

The USMS responded to a request for assistance from the government of Sri Lanka's Office of Overseas Prosecutorial Development, Assistance and Training as it began the creation of an AFP. As the primary custodian of the DOJ AFP, the USMS was requested to meet with officials from Sri Lanka to provide information on best practices and processes. The USMS met with the prosecutorial branch of the Sri Lankan government which included the attorney general and deputy solicitor general. This meeting included the review of forfeiture practices, equitable sharing with local authorities, and management of assets.

As a result of this assistance, Sri Lanka enacted reforms to establish fast-track courts for the prosecution of financial and corruption related crimes. This increase in the prosecution of white collar crimes led the judiciary branch of Sri Lanka to request additional assistance from DOJ's Office of Overseas Prosecutorial Development, Assistance and Training to become better informed about managing these types of cases and other forfeiture-related issues. The USMS met with the Sri Lankan judiciary branch which included four Supreme Court justices and seven appellate court justices to review strategies for asset preservation and expedited disposal strategies for trials progressing through the courts. A criminal case involving illegal vehicle importation, with assets valued at more than one million dollars, was brought before the courts of Sri Lanka. The justices overseeing the case directly addressed the issue of protecting the assets from devaluation during the trial. The best practices shared by USMS directly led the justices to address this issue, which had historically been ignored by the Sri Lankan courts.

The USMS worked with the small Channel Island nation of Guernsey to identify assets owned by Chief Executive Officer Raymond Bitar. Bitar operated the online gaming site Full Tilt Poker and used the site to run an international Ponzi scheme and steal hundreds of millions of dollars from the registered players. Upon conviction, a \$40.0 million money judgment was levied against Bitar. The USMS expended significant work on the post-conviction tracing, recovery, and liquidation of the criminal assets of Bitar and his associates, both domestically and internationally. Part of these assets included several financial accounts located in Guernsey. Three mutual legal assistance requests were sent to the Guernsey authorities seeking their assistance with the tracing, restraint, forfeiture, and recovery of the proceeds that had been laundered to accounts in Guernsey. In response to those requests, the Guernsey authorities used domestic proceedings to block the Bitar accounts as well as provided bank records that facilitated the U.S. investigation and forfeiture. Ultimately, their cooperation affected the final U.S. judgment of forfeiture and liquidation of accounts. More

than \$12.8 million in criminal proceeds were recovered via this first-ever forfeited asset-sharing case with Guernsey.

Non-Compliant Sex Offender Investigations

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

Measure: Non-compliant Sex Offender Investigations

FY 2019 Target: 1,868

FY 2019 Actual: 2,238

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

The USMS led and conducted 383 sex offender operations in conjunction with federal, state, local, territorial, and tribal law enforcement partner agencies. During the course of these operations, the USMS assisted law enforcement partners with 54,328 compliance checks, or approximately 5.9 percent of the entire 2018 registered sex offender population, which stands at approximately 917,771 (source: National Center for Missing and Exploited Children).

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

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

Through a partnership with the Texas Department of Public Safety, the USMS developed and implemented a large-scale expansion of the Interdiction for the Protection of Children (IPC) program. The IPC program is an innovative, proactive policing approach designed to prevent criminal offenses through active intervention as well as intelligence gathering. Initiated by the Texas Department of Public Safety to be used by patrol officers during traffic stops, the program teaches law enforcement personnel how to spot indicators of child sex trafficking and other factors that might suggest an at-risk youth. The USMS developed a curriculum that

is more closely aligned with the enforcement work conducted by USMS investigators every day. This newly developed curriculum served as the foundation for a training course for 108 USMS investigators trained this year. The program has safely rescued nearly 500 children from sexual abuse and exploitation. The USMS provided IPC training to authorities in Durham, England, marking the first USMS international IPC training. The exploitation of children often involves transnational criminality, e.g., child sex trafficking and child pornography offenses, and the USMS has seen increased requests from countries including Canada, the United Kingdom, Australia, Indonesia, and Spain.

C. Prisoner Security and Transportation

<i>Prisoner Security and Transportation</i>	Direct Positions	Estimated FTE	Amount (\$000)
2019 Enacted	1,006	888	\$240,776
2020 Enacted	1,012	895	\$253,344
Adjustments to Base and Technical Adjustments	0	3	\$10,856
2021 Current Services	1,012	898	\$264,200
2021 Program Increases	40	20	\$11,088
2021 Request	1,052	918	\$275,288
Total Change 2020-2021	40	23	\$21,944

<i>Prisoner Security and Transportation – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2019 Enacted	21	21	\$32,833
2020 Enacted	23	23	\$31,189
Adjustments to Base and Technical Adjustments	2	2	\$3,651
2021 Current Services	25	25	\$34,840
2021 Request	25	25	\$34,840
Total Change 2020-2021	2	2	\$3,651

1. Program Description

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

Prisoner Processing and Securing the Cellblock

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

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

Prisoner Transportation

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

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

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

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

and local prisoners on a reimbursable, space-available basis.

Prisoner Confinement and Services

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

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

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Prisoner Security and Transportation												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2019		FY 2019		FY 2020		Current Services Adjustments and FY 2021 Program Changes		FY 2021 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			952	\$240,776 [\$0]	888	\$240,963	895	\$253,344 [\$0]	23	\$21,944 [\$0]	918	\$275,288 [\$0]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2019		FY 2019		FY 2020		Current Services Adjustments and FY 2021 Program Changes		FY 2021 Request	
Program Activity			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			952	\$240,776 [\$0]	888	\$240,963	895	\$253,344 [\$0]	23	\$21,944 [\$0]	918	\$275,288 [\$0]
Performance Measure: Workload	3.1	1. Average daily prisoner population	59,992		61,789		63,735		1,375		65,110	
Performance Measure: Outcome	3.1	2. Percent of monitoring reviews completed for active IGAs	98%		100%		98%		0%		98%	
Performance Measure: Outcome	3.1	3. Total prisoner productions	948,337		992,584		1,046,994		55,283		1,102,277	
Performance Measure: Outcome	3.1	4. Average detention cost (housing, medical and in-district transportation)*,**	\$90.98		\$91.80		\$93.00		\$2.72		\$95.72	

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Workload

1. Average Daily Prisoner Population:

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

Performance Measures – Outputs, Efficiencies, and Outcomes

2. Percent of Monitoring reviews completed for active IGAs:

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

3. Total Prisoner Productions:

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

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

- a. Data Definition:** Total detention costs represent the aggregation of paid jail costs and health care costs on a per capita, per day basis.
- b. Data Validation and Verification:** Data reported is validated and verified against monthly reports describing district-level jail utilization and housing costs prepared by the

USMS. In accordance with generally accepted accounting principles, the USMS routinely monitors its financial data for new obligations and de-obligations.

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

PERFORMANCE MEASURE TABLE										
Component/Decision Unit: Prisoner Security and Transportation										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	FY 2021
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Workload	1. Average daily prisoner population	55,420	51,400	50,532	55,872	59,992	61,789	63,735	65,110
3.1	Performance Measure: Outcome	2. Number of Monitoring Reviews Completed for Active IGAs	94%	100%	99%	99%	98%	100%	98%	98%
3.1	Performance Measure: Outcome	3. Total Prisoner Productions	940,636	836,522	812,908	934,074	948,337	992,584	1,046,994	1,102,277
3.1	Performance Measure: Outcome	4. Detention cost - per capita, per day (including housing, medical and in-district transportation)	\$ 82.92	\$ 86.83	\$ 89.93	\$ 90.19	\$ 90.98	\$ 91.80	\$ 93.00	\$ 95.72

3. Performance, Resources, and Strategies

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

Measure: Average Detention Cost

FY 2019 Target: \$90.98

FY 2019 Actual: \$91.80

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

The USMS improved the national District Detention Management Reports (DDMR) intranet site to allow districts to view missing or erroneous data elements in prisoner records in order to improve data integrity as well as documentation of vital law enforcement information. These improved reports provide the districts a valuable tool they can utilize to manage their prisoner populations more efficiently and effectively.

As part of the agency's efforts to develop and deploy the new enterprise case management system, Capture, the USMS divided Prisoner Management into 10 functional areas: intakes; request designation; medical management; headquarters financial/billing; transportation; custodies; productions; facilities inspection; district financial/billing; and suspicious activity, assault, incident and death (SAID). These modules will provide greater functionality for detention-related activities and will change the way the USMS approaches prisoner management.

Strategy: Transition to the Justice Automated Booking System

After extensive research and input from industry leaders, the USMS identified the requirements necessary to replace the current USMS legacy booking stations with a state-of-the-art Prisoner Enrollment and Verification Station (PEVS) biometric system that would be capable of managing over 200,000 bookings a year. These PEVS systems will support the USMS prisoner intake process by capturing prisoner biographical data and high-quality multiple biometric modalities (face, iris, finger, scars, marks, and tattoos), which is integrated with the USMS's secure mission system platform. Districts will use this collection of biographical and biometric data to manage and securely monitor prisoners in detention

facilities and reduce redundant data collection on prisoners processed by multiple agencies or DOJ components.

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

After the U.S. Supreme Court took “no position on the question” regarding the use of restraints in the courtroom, the USMS continued its comprehensive review of its restraint policies and procedures. This review included guidance on the maximum restraints necessary to secure special population prisoners and direction on documenting deviations from the standard. This review also included changes in how the USMS will collect and analyze the type and amount of restraints purchased in order to establish proper accountability of equipment and ensure appropriate utilization of allocated funds.

D. Protection of Witnesses

<i>Protection of Witnesses</i>	Direct Positions	Estimated FTE	Amount (\$000)
2019 Enacted	248	219	\$57,808
2020 Enacted	249	221	\$61,000
Adjustments to Base and Technical Adjustments	0	0	\$3,062
2021 Current Services	249	221	\$64,062
2021 Program Increases	10	5	\$2,756
2021 Request	259	226	\$66,818
Total Change 2020-2021	10	5	\$5,818

<i>Protection of Witnesses – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2019 Enacted	4	4	\$6,254
2020 Enacted	4	4	\$5,424
Adjustments to Base and Technical Adjustments	0	0	\$635
2021 Current Services	4	4	\$6,059
2021 Request	4	4	\$6,059
Total Change 2020-2021	0	0	\$635

1. Program Description

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

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

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Protection of Witnesses												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2019		FY 2019		FY 2020		Current Services Adjustments and FY 2021 Program Changes		FY 2021 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FIE	Amount	FIE	Amount	FIE	Amount	FIE	Amount	FIE	Amount
			236	\$57,808 [\$790]	220	\$57,344 [\$209]	221	\$61,000 [\$285]	5	\$5,818 [\$0]	226	\$66,818 [\$285]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2019		FY 2019		FY 2020		Current Services Adjustments and		FY 2021 Request	
Program Activity			FIE	Amount	FIE	Amount	FIE	Amount	FIE	Amount	FIE	Amount
			236	\$57,808 [\$790]	220	\$57,344 [\$209]	221	\$61,000 [\$285]	5	\$5,818 [\$0]	226	\$66,818 [\$285]
Performance Measure: Workload	3.1	1. Total number of witness security program participants		18,991		18,995		19,061		0		19,061
Performance Measure: Output	3.1	2. Protection services required/provided for witnesses (includes court productions)		2,310		2,371		2,395		0		2,395
Performance Measure: Outcome	3.1	3. Security breaches mitigated*		125		61		125		0		125
* Denotes inclusion in the DOJ Quarterly Status Report												

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Workload

1. Total number of witness security program participants:

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

Performance Measures – Outputs, Efficiencies, and Outcomes

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

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

3. Security breaches mitigated:

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

PERFORMANCE MEASURE TABLE										
Component/Decision Unit: Protection of Witnesses										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	FY 2021
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Workload	1. Total number of witness security program participants	18,685	18,751	18,865	18,914	18,991	18,995	19,061	19,061
3.1	Performance Measure: Output	2. Protected services required/provided for witnesses	2,477	2,455	2,689	2,440	2,310	2,371	2,395	2,395
3.1	Performance Measure: Outcome	3. Identify and mitigate security breaches	152	133	120	130	125	61	125	125

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 2019 Target: 125

FY 2019 Actual: 61

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

The USMS judicial security and witness security missions designed a new training initiative focused on protective intelligence. Together they understood that the program needs to be flexible to accommodate increasing foreign national protectees, changing prosecutorial objectives, and the proliferation of social media technological advancements such as geo-tagging and Global Positioning System (GPS). The USMS piloted the recently developed Protective Service Training Program curriculum with 24 participants. The eight-day training program builds on the protective services operations principles taught during basic training for DUSMs. It is designed to develop key competencies in effective coordination and implementation of protective service missions. These key competencies include protocols for briefing protected persons, conducting effective threat and vulnerability assessments, and using less-than-lethal defensive tactics. To enhance officer safety, the program also provides tactical firearms training and guidance on administering medical treatment. The program will serve as an annual training opportunity for districts and also senior inspectors responsible for planning and executing protective operational missions.

The Witness Security mission worked with the DOJ's Office of Enforcement Operations (OEO), the U.S. Citizenship and Immigration Services (USCIS), and the Department of Homeland Security (DHS) to ensure the protection of clients that are not U.S. citizens by reviewing the business process of immigration services. These efforts helped strategically address the more than 2,750 requests for immigration services over the previous year, to include lawful permanent residence (LPR) and asylum requests/applications. The team also worked with the DOJ Office of the Inspector General (OIG) to improve services and records maintenance. These efforts enhanced protection and services to immigrants, which is vital to the future protection of those who have assisted the DOJ in fighting crime.

E. Tactical Operations

<i>Tactical Operations</i>	Direct Positions	Estimated FTE	Amount (\$000)
2019 Enacted	170	150	\$63,935
2020 Enacted	172	152	\$65,787
Adjustments to Base and Technical Adjustments	0	1	\$2,247
2021 Current Services	172	153	\$68,034
2021 Program Increases	20	11	\$9,210
2021 Request	192	164	\$77,244
Total Change 2020-2021	20	12	\$11,457

<i>Tactical Operations – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2019 Enacted	5	5	\$7,817
2020 Enacted	5	5	\$6,780
Adjustments to Base and Technical Adjustments	0	0	\$794
2021 Current Services	5	5	\$7,574
2021 Request	5	5	\$7,574
Total Change 2020-2021	0	0	\$794

1. Program Description

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

Special Operations

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

national disasters. Military, Federal, state, local, and foreign law enforcement groups often call upon SOG for training due to the extensive training of its members in various tactical specialties.

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

Emergency Management and Response

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

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

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

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

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Tactical Operations												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2019		FY 2019		FY 2020		Current Services Adjustments and FY 2021 Program Changes		FY 2021 Request	
Total Costs and FTE			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
(Reimbursable: FTE are included, but costs are bracketed and not included in totals)			199	\$63,935 [\$17,311]	183	\$64,681 [\$10,220]	189	\$65,787 [\$16,869]	12	\$11,457 [\$0]	201	\$77,244 [\$16,869]
TYPE	Strategic Objective	PERFORMANCE	FY 2019		FY 2019		FY 2020		Current Services Adjustments and FY 2021 Program Changes		FY 2021 Request	
Program Activity			FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
			199	\$63,935 [\$17,311]	183	\$64,681 [\$10,220]	189	\$65,787 [\$16,869]	12	\$11,457 [\$0]	201	\$77,244 [\$16,869]
Performance Measure: Output	3.1	1. Number of special operational hours dedicated to high-threat and emergency situations.	38,131		52,763		38,131		(5,795)		32,336	

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Outputs, Efficiencies, and Outcomes

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

PERFORMANCE MEASURE TABLE										
Component/Decision Unit: Protection of Witnesses										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019		FY 2020	FY 2021
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Workload	1. Number of special operational hours dedicated to high-threat and emergency situations.	N/A	31,040	22,556	15,028	38,131	52,763	38,131	32,336

3. Performance, Resources, and Strategies

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

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

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

FY 2019 Target: 38,132

FY 2019 Actual: 52,763

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

The Operational Medical Support Unit (OMSU) was created by the Special Operations Group (SOG) and is currently managed by SOG staff. As a sub-unit within SOG, the OMSU provides supervision, training, and equipment to its members who are DUSMs and possess an emergency medical technician (EMT) or EMT-paramedic certification. OMSU medics operate under the medical direction of the Johns Hopkins University Hospital Division of Special Operations. This partnership with Johns Hopkins University allows all OMSU medics to operate under an expanded scope of medical protocols. These protocols afford OMSU medics additional equipment and skills, which allow them to provide care at a higher level than a typical EMT. The OMSU is comprised of approximately 75 collateral-duty DUSM medics.

OMSU expanded its collateral-duty medic personnel in the program by adding 26 new medics. All 26 new medics attended a one-week, 40-hour course from the Johns Hopkins University Department of Special Operations Medicine in Baltimore, Maryland to receive their “expanded skill sets” and their protocols from the SOG/OMSU medical director. In addition to this course, all new medics also attended an eight-day, 80-hour tactical medical course and a 40-hour Adjunct Instructor Training Program (AITP) course at the SOG Tactical Center (SOGTC) in Pineville, Louisiana. In total, each new medic received 160 hours of medical and tactical training.

SOG/OMSU provided two, 40-hour medical recertification courses for 40 OMSU medics. These medical recertification courses incorporated the National Registry of EMT standards. Every SOG/OMSU Medic received AITP certification from the USMS Training Division.

This one-week, 40-hour course was added on to the OMSU medical recertification courses. In addition, 15 OMSU medics participated in advanced medical training by attending the Special Operations Medical Association Scientific Symposium focusing on recent advances in tactical medicine from the United States military medical special operations community.

OMSU provided six, four-hour sessions at USMS headquarters to instruct the Administrative Trauma Course to 79 USMS administrative and contract employees. This course mirrored the Deputy Trauma Course (DTC) and provided instruction on selfcare and buddy aid with regard to trauma medicine. All participants received an administrative trauma individual first aid kit for their personal safety.

Strategy: Ensure sustainable tactical communication and network functionality and delivery of services

The USMS frequently assesses the resource requirements to train, certify, equip, and maintain a proficient and tactically-sound unit. The importance of these trained experts in high-risk situations is pivotal, as is the necessity to conduct mandatory specialty and recertification training to ensure SOG members remain prepared to deploy.

SOG transitioned from a biannual mandatory recertification training (MRT) to a quarterly MRT cycle. This change increases frequency and reduces the training interval to put the SOG training plan in line with other federal tactical teams. SOG conducted three unit-wide MRT s at the USMS SOGTC. During each MRT, SOG personnel completed 60 or more hours of training, which were applied toward the goal of 192 training hours annually, as recommended by the National Tactical Officers Association.

SOG expanded operational capabilities by sending SOG members to specialized training including the U.S. Border Patrol Tactical Unit Level 1 Breaching Course, the 7th annual sniper summit, Forced Entry Tactical Training, and Inland Boat Operators Training. Additionally, SOG conducted one specialized training course for SOG snipers utilizing SOGTC facilities. This training is required to develop and sustain perishable skill sets required for maintaining operational readiness.

SOG provided support to the USMS Training Division by hosting the pilot course for the Protective Services Training Program. The new course was designed to expand the skills of USMS personnel who are tasked with serving on personal protection details. The pilot program provided 24 students with eight days of advanced training over a two-week period.

V. Program Increases by Item

Item Name: **Electronic Surveillance Upgrade and Replacement**

Budget Decision Unit(s): Fugitive Apprehension

Organizational Program: Technical Operations Group (TOG)

Program Increase: Positions 0 Agt/Atty 0 FTE 0 Dollars \$16,389,000

Description of Item

The USMS requests **\$16,389,000** for the replacement of existing Cell Site Simulator (CSS) equipment which provides critical technological support to USMS and USMS-adopted fugitive investigations.

Justification

Cell Site Simulator Replacement – \$16,389,000

This funding request supports replenishment and upgrade of current CSS equipment to enable operations within Band Classes 14, 66 and 71. On January 29, 2015, as part of the AWS-3 spectrum auction, the frequencies that now comprise Band Classes 14, 66, and 71 were sold to the commercial market. U.S. government entities operating within the portion of the frequency spectrum included in the AWS-3 auction were mandated to vacate, and DOJ components did so prior to the required deadline.

After the auction, telecommunications providers coordinated changes in frequency management within the current 4G technology that allowed for the creation of the new band classes. Current CSS equipment does not operate within Band Classes 14, 66, and 71. Updated CSS technology is required for law enforcement to keep pace with the fast-paced advancements in the telecommunications industry, which are driving technology and protocol changes. The USMS has limited current resources to address this need.

The upgrade of electronic surveillance (ELSUR) equipment ensures the USMS has continuous capabilities in the cellular surveillance arena. Advancements in the telecommunications industry are driving technology and protocol changes that require law enforcement to update or replace existing ELSUR equipment.

Funding is critical to prevent the ELSUR inventory from reaching block obsolescence once the carriers convert to new technology. Without new funding, the USMS may forfeit its internationally-recognized technical investigative expertise and suffer a corresponding degradation to the success of its investigative capabilities. The requested increase will improve electronic and technical surveillance capabilities within the USMS.

Risks and Challenges

Updated CSS equipment is critical to USMS operations, as about 90% of handsets currently on the market can operate on Band Classes 14, 66, and 71. The current CSS equipment cannot transmit on these new channels. Therefore, this creates a “going dark” scenario, where law enforcement cannot identify or geo-locate a targeted mobile device. This scenario allows fugitives to remain undetected, puts the safety of the public at risk. This also affects the ability of USMS to assist and provide critical support in other investigations. The CSS equipment is used to develop locations where fugitives are hiding while maintaining the safety of law enforcement and the public. While CSS equipment is primarily used for fugitive apprehension, it has also been used to support gang, sex offender, and international investigations.

Impact on Performance

The replacement of equipment supports the Attorney General’s Targeted Priority Goal 3 – Reduce Violent Crime and Promote Public Safety. The USMS also supports the DOJ Strategic Goal Objective 3.1 “Combat violent crime, promote safe communities, and uphold the rights of victims of crime.” The funding will help achieve these strategic goals by improving the electronic and technical surveillance capabilities of the USMS.

By using existing technology, the USMS has captured the most violent fugitives and drug traffickers while maintaining the safety of law enforcement and the public. By having current equipment, the reliability of locating fugitives and the efficiencies in investigations increases. ELSUR reduces violent crime. ELSUR missions allow for opportunities to locate a fugitive that may not be available through physical surveillance alone.

The USMS provides ELSUR support to over 64 USMS-led task forces, which includes 2,100 state and local task force officers from more than 800 agencies in 400 U.S. cities. In FY 2018, the USMS adopted 96,048 fugitive cases and apprehended 104,568 fugitives. The USMS conducted 56,676 surveillance operations in support of the USMS fugitive apprehension mission. According to Pew Research, 97.3% of all U.S. adults between the ages of 18-64 own a mobile communication device. As technology progresses and fugitives become more transient and mobile, USMS anticipates that there will be additional requests for support throughout the United States.

In FY 2018, the USMS deployed CSS technology in high-profile, time-sensitive investigations more than all other DOJ law enforcement agencies combined. DOJ’s Cell Site Simulator Policy¹ allows law enforcement agents to use cell site simulators to help locate cellular devices whose unique identifiers are already known to law enforcement, or to determine the unique identifiers of an unknown device by collecting limited signaling information from devices in the simulator user’s vicinity. This technology is one tool among many traditional law enforcement techniques, and is deployed only in the fraction of cases in which the capability is best suited to achieve specific public safety objectives.

¹ <https://www.justice.gov/opa/pr/justice-department-announces-enhanced-policy-use-cell-site-simulators>

When USMS provides electronic surveillance support, there is over a 95% clearance rate, an exceptionally high success rate. USMS also offers this fugitive apprehension capability and expertise to support state and local agencies, as well as other Federal agencies. Without funding to procure CSS equipment to address the new Band Class 14, 66, and 71, USMS' success rate and support to other agencies will decrease.

CSS technology is used for the most egregious fugitives, including child and sexual predators, serial killers, narcotics traffickers, murderers, and other violent felons. This technology also reduces the amount of time, money, and resources expended to locate and apprehend violent offenders. By having the most current equipment, USMS can reduce risk to the public and increase officer safety by allowing law enforcement to be proactive rather than reactive during high-risk fugitive apprehension.

Funding

Base Funding

FY 2019 Enacted				FY 2020 Enacted				FY 2021 Current Services			
Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)
0	0	0	\$1,761	0	0	0	\$1,761	0	0	0	\$1,761

Non-Personnel Item	Unit Cost	Quantity	FY 2021 Request (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Spectrum CSS Equipment			\$16,389	\$0	\$0
Total Non-Personnel			\$16,389	-\$16,389	\$0

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Current Services	0	0	0	\$0	\$1,761	\$1,761		
Increases	0	0	0	\$0	\$16,389	\$16,389	-\$16,389	\$0
Grand Total	0	0	0	\$0	\$18,150	\$18,150	-\$16,389	\$0

Affected Crosscuts

Violent Crime

Mass Violence

Item Name: **Land Mobile Radio Network Modernization**
Budget Decision Unit(s): Tactical Operations
Organizational Program: Office of Strategic Technology
Program Increase: Positions 13 Agt/Atty 3 FTE 7 Dollars \$7,165,000

Description of Item

The USMS requests **13 positions (3 DUSMs), 7 FTE and \$7,165,000** to modernize tactical communication networks. The USMS’ Office of Strategic Technology (OST) manages the networks that provides GPS tracking and video surveillance to high value assets, protectees, and personnel to aid in the completion of all USMS missions. In addition, OST issues dual band radios that are interoperable with all other Federal components, as well as state and local law enforcement partners and agencies throughout the country.

Justification

The USMS plays an important role in reducing violent crime and the USMS tactical communication networks and radios are vital for operational communications within the USMS, including state and local law enforcement operations with district and regional fugitive task forces. The communication equipment remains critical to mission success as well as vital to the safety of law enforcement officers. The USMS communications network is outdated and the funding requested will allow the USMS to update equipment that has reached its end-of-life.

Land Mobile Radio (LMR) Infrastructure – \$2,800,000

The USMS owns and maintains several LMR radio systems. One such system, located in New York and New Jersey, consists of 34 radio site locations. This system covers the entire state of New Jersey and provides radio repeater coverage north to Albany, NY. Each site has repeaters, comparators, receivers, microwave, GPS timing, antenna cables, and antennas. The USMS built and maintained these systems using Wireless Management Office (WMO) funding from 2001-2013. The USMS has received no funding for the LMR infrastructure’s maintenance of equipment replacement since the WMO was dissolved.

Much of this communications infrastructure is far beyond its lifecycle, and replacement parts are no longer available. In total, the USMS has over 200 repeaters nationwide both at fixed radio tower sites and in deployable emergency configurations. The USMS requires funding to maintain and refresh the hundreds of pieces of equipment at these sites to keep its LMR capability on line. The USMS requests \$2,800,000 for infrastructure maintenance and replacement to keep all LMR sites, both domestic and foreign, online and in full operation.

Cellular Equipment and Services – \$800,000

The USMS utilizes the Motorola WAVE smartphone application for Push To Talk (PTT) tactical communications. WAVE allows a user to have PTT communication through a cellular device, so USMS users can use WAVE to tactically communicate in areas where covert communications are required, or conventional LMR systems are not available. The USMS can patch PTT data through and connect it to conventional LMR systems by using WAVE through USMS data networks. This new capability requires server hardware maintenance, software and security updates, expansion of channels and user counts to be able to have the ability to push it out to any Deputy or RFTF member. The USMS requests **\$800,000** to acquire, maintain, and expand WAVE to all needed USMS missions and personnel.

Tactical Communications and Data Networks – 13 positions (3 DUSMs) and \$3,565,000

The USMS deploys tactical communications through the Marshals Service Communications Application Network (MSCAN); video surveillance and Global Positioning System (GPS) tracking through the Asset Tracking, Location, and Surveillance System (ATLASS); and other advanced technical tools to enhance protective operations for individuals and locations. These networks and related tools are vital to the USMS radio program.

- MSCAN is the LMR voice over internet protocol (VoIP) system. Today, all USMS radios are IP-based devices, which allows the USMS to connect its radio systems into a national radio network. Instead of having standalone systems with limited range, MSCAN connects USMS radios across the country and to state/local and other Federal radio systems. The network allows the USMS to identify, validate, and receive new encryption and programming over the air remotely, and to disable radios over the air if lost or stolen.
- ATLASS is the USMS protective operations network. All USMS GPS devices (including radio GPS), emergency duress alert systems, and video surveillance are housed on ATLASS. These tools provide protective details with an additional layer of security through enhanced situational awareness.
- Other technical tools such as equipment and systems installed on the three Mobile Command Center (MCC) vehicles require repair, upgrade, maintenance, and replacement. The MCC vehicles were obtained between 2007 and 2009. Much of the technology that is currently installed on these mobile platforms are at end of service/support life. These vehicles primarily are deployed in support of USMS enforcement operations and emergency responses. For example, in FY 2015, the MCCs were deployed during the Eric Frein case in Middle District of Pennsylvania and the Matt/Sweat escape case in Northern District of New York.

The USMS wireless communications program ensures the USMS has reliable, secure LMR communication capabilities. These networks require a robust LMR infrastructure, described above, to ensure that tactical communications are routed to the field effectively and efficiently.

Current staffing greatly limits the USMS' ability to effectively deploy these technologies. The USMS is challenged by not having enough personnel who possess the technical expertise, certifications, and technical skill sets needed to repair and maintain the tactical communications infrastructure in its entirety. This inefficiency is increasing risks to officer safety, internal controls, and judicial security.

Currently, the USMS Office of Strategic Technology (OST) has one DUSM and two administrative Electronic Technicians (ETs) to maintain MSCAN and ATLASS and the entire video deployment program nationally. The complexity of both networks and the time and maintenance needed to properly secure them poses an IT risk for the USMS Radio and Technical Protective Operations programs. The fugitive apprehension and protective operations work performed by the USMS often happens in target operations locations where OST personnel are called upon to erect deployable radio infrastructure equipment and/or video equipment with network connectivity. Administrative ETs are deployed in non-operational law enforcement missions where DUSMs are deployed to potentially dangerous situations. The USMS requests **one DUSM and one administrative ET** to properly maintain and cover the entire continental United States rather than the current sole location on the East Coast.

The USMS has 11 DUSMs and seven administrative ETs to manage its entire radio program, including all systems and equipment. Current staffing is assigned to seven regions, each covering approximately seven States and U.S. territories and a minimum of 13 Federal judicial districts. Each region is either very large in geographical size (e.g., the Denver office covers the entire northwest United States from Colorado to Alaska) or has a large population of USMS personnel and radio assets (e.g., the New Jersey office covers an area from Pennsylvania to Maine and the 34-site NY/NJ radio system). The OST ETs provide support to DUSMs and TFOs in their assigned geographical areas and apply versatility and industry-leading technology related to tactical communications, secure communications, GPS tracking, and video deployment and maintenance.

The USMS requests **two DUSMs and nine administrative ETs** to reduce the geographical size of each region, which will result in improved support for operational situations and a faster emergency response. This additional DUSM staffing would allow the USMS to create two new OST regions, reducing staff coverage from seven to five states each.

Currently, the ratio of ETs to operational personnel is 1:1,350, significantly higher than other DOJ law enforcement components (FBI has as a ratio of 1 ET to 32 Special Agents, and ATF has a ratio of 1:166). The requested increase will reduce the ET support ratio to approximately 1:650. The additional administrative ETs will program, deploy, maintain, update, and replace radio services and equipment in non-operational law enforcement missions. This will free up the operational positions to conduct more critical missions and services.

Impact on Performance

This initiative supports the Attorney General's Priority Goal 3 – Reduce Violent Crime and Promote Public Safety by enhancing judicial security and providing funding to replace mission essential equipment. Without this funding, the USMS will be unable to:

- Provide timely intelligence to protected persons;
- Maintain access to critical information/data due to service disruptions; and
- Provide reliable, encrypted tactical communications capabilities to operational personnel during the execution of dangerous missions.

This funding will allow the USMS to implement a lifecycle replacement program for network equipment and funds the deployment of updated technologies to manage and maintain the high availability of the networks.

Funding

Base Funding

FY 2019 Enacted				FY 2020 Enacted				FY 2021 Current Services			
Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)
21	12	21	\$9,108	21	12	21	\$9,227	21	12	21	\$9,267

Personnel Increase Cost Summary

Type of Position/Series	Full-year Modular Cost per Position (\$000)	1 st Year Adjustments	Number of Positions Requested	FY 2021 Request (\$000)	2 nd Year Annualization	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Engineering and Architecture Group (0800-0899)	\$141.867	\$97.090	10	\$971	\$1,307	\$336	\$567
Criminal Investigative Series (1811)	\$305.875	\$247.978	3	\$744	\$648	-\$96	\$299
Total Personnel			13	\$1,715	\$1,955	\$240	\$866

Non-Personnel Item	Unit Cost	Quantity	FY 2021 Request (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Tactical Radio and Data Network					
MSCAN			\$1,000	\$59	\$60
ATLASS			\$700	\$21	\$22
MCC Veh Eq			\$150	\$5	\$5
LMR Infrastructure			\$2,800	\$84	\$87
Cellular Equip & Services			\$800	\$24	\$25
Total Non-Personnel			\$5,450	\$193	\$199

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Current Services	21	12	21	\$5,634	\$3,633	\$9,267		
Increases	13	3	7	\$1,715	\$5,450	\$7,165	\$433	\$1,065
Grand Total	34	15	28	\$7,349	\$9,083	\$16,432	\$433	\$1,065

Affected Crosscuts:

National Security

Item Name: **Fugitive Apprehension Aviation Support**

Budget Decision Unit(s): Fugitive Apprehension

Organizational Program: Technical Operations Group (TOG)

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

Description of Item

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

Justification

The USMS air surveillance program consists of seven aircraft strategically located across the United States, which are responsible for providing intelligence, surveillance and reconnaissance support to district offices, Regional Fugitive Task Forces (RFTF) and all headquarters operational divisions. In addition, USMS air surveillance resources support national level objectives including counter-narcotics, countering transnational organized crime (CTOC) and Consolidated Priority Organizational Targets (CPOTs). As of June 2019, the USMS surveillance aircraft active inventory includes two medium-sized Cessna Caravan 208B EX and six smaller Cessna 206s.

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

The USMS aircraft and specially trained pilots provide a unique investigative surveillance capability not fielded by other Federal, state or local law enforcement aviation programs. USMS aircraft provides essential support of the limited number of USMS ground inspectors, who in turn support: 56 District Task Forces, eight RFTFs and over 1,300 participating state and local

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

Upgrading the USMS Surveillance Aircraft

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

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

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

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

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

The Cessna Caravan 208B EX will be the primary aircraft for domestic surveillance missions and certain foreign missions below 10,000 feet (due to its unpressurized cabin). Operating aircraft at or near the limits of their performance capability reduces safety margins and increases maintenance requirements. The larger airframe greatly reduces wear and tear on USMS Aerial Surveillance Branch (ASB) aircraft because it is “right-sized” for the mission and not operated close to maximum designed capability limits. The USMS expects the Cessna Caravan 208B EX will remain a viable surveillance aircraft for 15-20 years with proper maintenance and periodic technical refreshment. The USMS has two Cessna Caravan 208B EX in its current inventory, one of which was purchased at the end of FY 2018 and is expected to be service-ready by mid-FY 2020. A second replacement Cessna Caravan 208B EX was funded in FY 2019.

Comparable Aircraft

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

The criteria established were seating for eight passengers, full fuel payload capacity of at least 1,200 pounds, cabin volume of at least 400 cubic feet, flight time of at least six hours, the ability to mount an ELSUR equipment rack system, the ability to modify the airframe for Image Summary Response (ISR) capabilities (as all modifications made to an aircraft must be tested and approved by the FAA prior to being put into service)², and accessibility to a robust network of certified maintenance centers.

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

Those aircraft and deficiencies are as follows:

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

² If a particular airframe has not been previously modified for use by another government agency, then the expense and time for engineering and testing of the required modifications would be cost-prohibitive to the USMS-ASB.

The two single engine aircraft that met the criteria set forth to perform the USMS mission were the Pilatus PC-12 and the Cessna 208B EX. At \$4.9 million, the cost of the Pilatus PC-12 is over \$2 million more than the Caravan 208B EX. The Caravan 208B EX is clearly a more economical solution.

Significance of Owning an Aircraft

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

Public and Officer Safety

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

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

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

and successful counter cartel operations undertaken jointly between Mexico and the United States.

Funding Request

The funding increase of \$6,130,000 in FY 2021 for non-personnel costs will purchase one Cessna Caravan 208B EX and associated costs to outfit the aircraft.

Illustrations

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

Cessna Station Air 206



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

Cessna Caravan 208B EX



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



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



USMS ASB Aviation Inventory
(as of September 2019)

	Airframe	Fiscal Year Purchased	Fiscal Year Placed in Service
1	Cessna Caravan 208B EX***	2019	2020 (est.)*
2	Cessna Caravan 208B EX***	2018	2020 (est.)**
3	Cessna Caravan 208B	2010	2012
4	Cessna 206 (from D/AK)	2008	2008
5	Cessna 206	2006	2006
6	Cessna 206	2003	2003
7	Cessna 206	2002	2002
8	Cessna 206	2000	2000
9	Cessna 206	2000	2000

* This aircraft was purchased in Q4 FY 2019.

** This aircraft was purchased in Q4 FY 2018, after enactment of the FY 2018 budget which provided funding to begin the USMS aviation refresh cycle.

*** The two new aircraft are not yet included in the inventory count below. Due to complexity of its mission, fielding a service-ready 208B EX aircraft takes approximately 11-18 months from time of purchase for completion of surveillance modifications and other operational readiness activities.

Category	Inventory Count	Unit Cost (\$000)	Inventory (\$000)	Replacement Standard	Annual Replacement Cost (\$000)
Cessna Caravan 208B	1	\$2,700	\$2,700	20-25 years	N/A
Cessna 206	6	\$800	\$4,800	10 years	N/A
Optics (old)	5	\$400	\$2,000	5 years	\$400
Optics (new)	1	\$1,900	\$1,900	8 years	\$238
Tactical Radio & Datalink	7	\$200	\$1,400	5 years	\$280
Total			\$12,650		\$918

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

Impact on Performance

This initiative supports the Attorney General's Priority Goal 3 – Reduce Violent Crime and Promote Public Safety by providing annual funding to replace the mission essential equipment as well as improving USMS response rate and performance towards violent crime reduction.

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

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

Funding

Base Funding

FY 2019 Enacted				FY 2020 Enacted				FY 2021 Current Services			
Pos	Agt/ Atty	FTE	(\$000)	Pos	Agt/ Atty	FTE	(\$000)	Pos	Agt/ Atty	FTE	(\$000)
6	6	6	\$8,732	6	6	6	\$9,376	6	6	6	\$3,864

Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2021 Request (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Cessna Caravan 208B EX	\$2,700	1	\$2,700	-\$2,700	\$0
Optics (new)	\$1,830	1	\$1,830	-\$1,600	\$0
Tactical Radio & Datalink	\$200	1	\$200	-\$160	\$0
Operator Workstation	\$400	1	\$400	-\$365	\$0
Equipment Pod (RF Transparent)	\$500	1	\$500	-\$500	\$0
Aircraft Integration	\$500	1	\$500	-\$500	\$0
O&M	\$300	Per Aircraft		\$300	\$0
Total Non-Personnel			\$6,130	-\$5,525	\$0

Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Current Services	6	6	6	\$1,309	\$2,555	\$3,864		
Increases	0	0	0	0	\$6,130	\$6,130	-\$5,525	\$0
Grand Total	6	6	6	\$1,309	\$8,685	\$9,994	-\$5,525	\$0

Affected Crosscuts

Violent Crime
Mass Violence

Item Name: **Regional Fugitive Task Force Expansion**

Budget Decision Unit(s): Fugitive Apprehension
Tactical Operations

Organizational Program: Domestic Investigations Branch (DIB)
Special Operations Group (SOG)

Program Increase: Positions 61 Agt/Atty 49 FTE 30 Dollars \$14,991,000

Description of Item

The USMS requests **61 positions (49 DUSMs), 30 FTE, and \$14,991,000** to expand its current network of Regional Fugitive Task Forces (RFTFs) with the creation of a new RFTF in the Southwest region, covering the geographic areas of Arizona and New Mexico. In addition, the USMS requests positions to expand the Special Operations Group’s Operational Medical Support Unit (OMSU) by providing full-time DUSM medics to the existing and new RFTFs.

Justification

Arizona/New Mexico RFTF – 49 positions (38 DUSMs) and \$10,492,000

The USMS plays an important role in reducing violent crime. Over the last decade, the USMS has apprehended or cleared more than 338,829 Federal fugitives, including 34,935 in FY 2018. On an average day in 2018, the National Criminal Information Center (NCIC) contained approximately 1,230,000 active felony warrants at state and local jurisdictions, of which approximately 710,000 meet USMS Standard Operating Procedures (SOP) criteria of being violent in nature. RFTFs not only reduce violent crime through fugitive apprehensions, RFTFs also seize firearms, ammunition, currency, vehicles, and narcotics all acquired through illegal methods. Removing these items from the streets greatly contributes to the overall safety of the public and reduces violent crime by cutting supplies and sources of power and intimidation by criminals.

When evaluating the requirements of the task force operations network, the primary driver for additional resources is the need to effectively and safely complete the mission of assisting Federal, state, and local partners with violent fugitive investigations while ensuring the safety of the community. Since the inception of the RFTF program, tactics have constantly evolved to match the changing fugitive apprehension mission and threats faced by USMS personnel.

Arizona and New Mexico make up 6.6% of the land mass of the United States and contain 2.8% of the nation’s population. This RFTF would make a substantial impact to the USMS’ coverage of state and local fugitive warrants, increase the outreach of USMS-led violence reduction initiatives to a significant amount of the populace, and contribute to the Department’s focus on the Southwest Border as an area of emphasis.

Uniform Crime Reporting (UCR) Program data from 2016, the most recent iteration of the report available, indicate 3.8% of the nation's violent crime (47,202 of 1.248 million violent crimes reported) takes place in the Districts of Arizona and New Mexico. Additionally, the National Criminal Information Center data system shows that, as of May 2018, these districts had 15,250 state and local felony warrants meeting USMS Standard Operating Procedures (SOP) criteria for adoption: 2.3% of the Nation's total. The Southwest RFTF will support state and local law enforcement partners not only with investigative assistance, but also by providing equipment, vehicles, technical assistance, financial and electronic surveillance, foreign field office support, and training that would not otherwise be available.

The USMS RFTFs, by design, cover expansive geographical areas and require specialized positions. The new RFTF structure would include the following positions:

Supervisory Structure: 6 positions (6 DUSMs) and \$1,488,000: The USMS requests **one Commander and five Deputy Commanders** to provide critical supervision and oversight of the RFTF fugitive operations. RFTF leadership oversight duties include providing supervision, liaising with external and internal agencies, training task force officers (TFOs) and DUSMs, maintaining fiscal control, and ensuring the adherence to USMS policy directives and Federal law and procedures. USMS RFTFs by design cover expansive geographical areas and maintain large personnel participation. Thus, task force leadership has broad and important responsibilities.

Senior Inspectors (Team Leaders): 27 positions (27 DUSMs) and \$6,696,000: The USMS requests **27 USMS team leaders** providing oversight of the fugitive operations and more than 75 TFOs in this region as well as the expected TFO growth. Team leaders are subject matter experts in fugitive investigations. Duties include providing street supervision, liaising with external agencies, mentoring, advising, training, and investigations themselves. Their responsibility to safely apprehend the most violent offenders within their communities while maintaining collateral duties to uphold USMS administrative business practices is paramount to the success of the USMS. These positions provide the essential capacity building mechanism for USMS warrant closure growth and each new position (with the specialized support of TOG, FSU, CGU, and administrative personnel) contribute, on average, to the closure of 35 violent state and local warrants per year.

Officer Safety: 1 position (1 DUSM) and \$248,000: The USMS requests **one DUSM** to implement a regional training program that will provide critical officer safety and tactical sustainment training to all DUSMs supporting the Southwest Region RFTF. The officer safety position would be the lead training coordinator. Funding supports the travel and miscellaneous training costs for all Southwest Region RFTF DUSMs and TFOs.

Gang Enforcement: 2 positions (2 DUSMs) and \$496,000: The USMS requests **two DUSMs** to stand up two CGUs directly supporting missions and investigations, which include conducting investigations to capture fugitive gang members, disrupting gang activity, and dismantling gangs and criminal organizations.

Financial Surveillance Unit (FSU): 2 positions (2 DUSMs) and \$496,000: The USMS requests **two FSU Inspectors** to support the caseload generated by the additional RFTF operational positions. Since one FSU Inspector is needed for each 2,000 cases, the USMS will need two positions to support the anticipated growth with financial surveillance capabilities.

Administrative Positions: 11 positions and \$1,068,000: The USMS requests **11 administrative support** to handle the financial transactions associated with the RFTF program and provide a broad array of other administrative support functions. Examples include timekeeping, securing \$25,000 warrants, procuring authorized items, maintaining personnel files, maintaining district asset inventory, assisting with any audit-related functions, maintaining TFO background suitability and credentials, oversight of the Joint Law Enforcement Operations (JLEO) TFO overtime funding, and assisting with regional reporting and correspondence.

Technical Operations Group – 3 positions (2 DUSMS) and \$2,267,000

The USMS requests **two TOG Inspectors and one Intelligence Research Specialist (IRS)** to support the caseload generated by the additional RFTF operational positions. One TOG Inspector is needed for each 1,333 cases; two positions are necessary to manage the additional caseload expected in the area. One IRS is needed for every two TOG Inspectors; as such, the USMS requests one IRS to analyze the records collected and track the Commission on Accreditation for Law Enforcement Agencies (CALEA) intercept costs, validation, and invoice certification for audit compliance.

To adequately outfit TOG inspectors, \$698,000 is needed per inspector to provide them with a mission equipment set that costs above the standard cost for a new DUSM. The useful life of this equipment varies from one to three years as technology progresses and antiquates existing software and hardware. The USMS is responsible for paying costs incurred under CALEA and historical data shows that the average TOG Inspector incurs approximately \$100,000 per year. In addition, each TOG Inspector undergoes a standard training and certification program to ensure the technology utilized lawfully, a one-time training cost of \$39,000 per TOG inspector. Each position requires \$837,000, a total of non-personnel request of \$1,674,000.

Mission Equipment, \$698,000: To meet the operational demand, TOG Inspectors are dispersed throughout the country. This geographic separation requires each Inspector to have individually assigned electronic surveillance equipment to execute the full scope of their responsibilities. The initial equipment for each TOG Inspector includes radio frequency monitoring devices as well as equipment for geolocation of wireless signals. Each TOG Inspector is also issued a complete cell site simulator which includes various hardware components including receivers, amplifiers and antenna systems. Other software systems are also required to make this technology operational for law enforcement purposes. This technology must be integrated into specially designed vehicles which have the electrical systems to support the power needs of the equipment. Handheld technology is also necessary to further isolate signals for law enforcement to determine the exact location of fugitives. TOG inspectors are also issued equipment to garner evidence pertaining to a fugitive's location through digital forensics and other sensitive techniques. The total acquisition cost of this equipment is \$698,000 for each newly hired TOG

Inspector. A recurring cost of \$311,000 is required for annual software upgrades, hardware upgrades, and maintenance to keep the equipment functioning and adaptable to an ever changing technological environment.

Training, \$39,000: The \$39,000 is the initial cost to send a newly promoted TOG Inspector through a series of basic level technical schools so that they can perform their duties. A TOG Inspector will spend approximately five to six months attending basic level courses.

Operational Expenses, \$100,000: To conduct electronic surveillance, TOG compels telecommunications providers (through the use of court orders) to provide information relevant to ongoing criminal investigations. Under the authority granted by the CALEA, telecommunications providers may seek reimbursement from law enforcement for these services. These costs, when combined with operational travel, amount to \$100,000 per year in Operational Expenses per TOG Inspector.

Operational Medical Support Units – 9 positions (9 DUSMS) and \$2,232,000

The USMS requests **nine OMSU Medics** to provide emergency medical support to the eight existing RFTFs and the new Arizona/New Mexico RFTF. OMSU Medics are responsible for conducting medical threat assessments prior to operations to better prepare USMS personnel for emergency responses in the event of a serious illness or injury and monitoring and promoting the health of personnel during operations and high-risk training. OMSU Medics are a dynamic resource for the immediate initiation of emergency medical care, bridging the critical gap between the point of injury and the availability and/or arrival of conventional Emergency Medical Service (EMS) resources. This is particularly important during missions that may prohibit safe access by civilian EMS providers due to ongoing law enforcement operations.

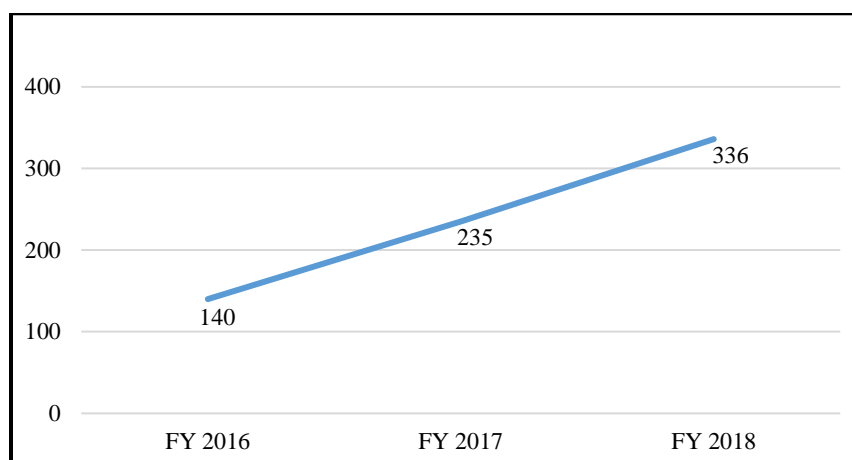
The USMS SOG is a flexible, modernized unit with a diverse skillset that conducts specialty operations in any environment both domestically and internationally. SOG created and manages the OMSU, a highly trained operational medical unit, currently comprised of 105 Deputy U.S. Marshals who maintain a collateral duty as certified Emergency Medical Technicians (EMT). These nationally registered and certified Deputy Medics are spread throughout the USMS Districts and Divisions. The OMSU is deployed to support USMS operations which span the range of Federal law enforcement missions to include fugitive apprehension, high-threat prisoner movements, witness security operations, national emergencies, civil disorders, and other missions as ordered by the USMS.

Since its inception in 2005, the OMSU has conducted hundreds of missions to support the judicial process and enforce Federal law. Currently, the OMSU has the additional task of supporting USMS training initiatives by providing OMSU Medics to train USMS Deputies and other law enforcement officers in field trauma care practices, better known as the Deputy Trauma Course (DTC) as well as the use of Naloxone to mitigate risks associated with the current opioid overdose crisis in the United States.

This request supports the OMSU force to efficiently administer the program and conduct Medical Threat Assessments prior to USMS operations. Increased staffing will better prepare USMS personnel for emergency responses in the event of a serious illness or injury; provide medical support during USMS operations; and monitor and promote the health of personnel during operations and high-risk training.

The OMSU has seen a steady increase in its requests for services by USMS entities due to the medical capabilities that are provided in their respective high risk-training and operational events. The table below displays the increase in Patient Care Reports (PCRs) from FY 2016 – FY 2018; in FY 2018, the number of PCRs increased by 140% from FY 2016.

**OMSU Patient Care Reports
(FY 2016 – 2018)**



Impact on Performance

This initiative supports the Attorney General’s Priority Goal 3 – Reduce Violent Crime and Promote Public Safety by maximizing the efficiency of fugitive apprehension and emergency response missions, as well as providing officer safety.

The RFTF strategy is the premier method by which the USMS has demonstrated an ability to increase the number of cases which can be adopted per deputy, as well as the speed of capture. The 2005 OIG report concluded RFTFs closed 10% more cases per deputy in a given year than the average district task force. In FY 2018, the USMS continued a national initiative that focused on the disruption and destabilization of the Mara Salvatrucha (MS-13) programs and cliques. Through the targeting of MS-13 fugitives; 126 members were arrested and closing 166 warrants closed in the process, including 33 arrests for homicide, 24 for assault, and 6 for kidnapping.

The Southwest RFTF will support state and local law enforcement partners with investigative assistance, by providing necessary equipment, sophisticated technical assistance, and training.

Considering the impact of RFTFs, and the percentage of violent crime that takes place in the Arizona and New Mexico land mass, adding the Southwest RFTF would noticeably support the USMS' and DOJ's strategic goal of reducing violent crime through various methods, particularly with the focus on CGU initiatives. In FY 2019, as of July, the USMS has pursued wanted MS-13 gang members with a total of 41 associated fugitive arrests.

In addition, OMSU personnel provide immediate regional support for daily operations across the country. These medically-trained Deputies in the field provide a safer environment for law enforcement by helping to reduce the number of violent felons on the street, which correlates to the reduction of trafficking and use of illegal drugs, and the diversion of licit drugs. OMSU operations directly support national initiatives to reduce violent crime, take guns off the street, and target violent criminal gangs. OMSU is the lead for the Opioid Response Program of the USMS.

This request will expand the USMS' medical response capabilities and ensure adequate medical support for USMS core missions through an increase of staffing requirements to train, certify, equip, and maintain a proficient medical response unit. It will also create additional medical care providers for local and national USMS events, increase instructors for medical training, and mitigate risk while reducing injuries for law enforcement due to an increase in point of injury care.

Funding

Base Funding

FY 2019 Enacted				FY 2020 Enacted				FY 2021 Current Services			
Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)
177	153	177	\$63,093	177	153	177	\$64,015	177	153	177	\$65,731

Type of Position/Series	Full-year Modular Cost per Position (\$000)	1 st Year Annualization	Number of Positions Requested	FY 2021 Request (\$000)	2 nd Year Annualization	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Clerical and Office Services (0300-0399)	\$141.867	\$97.090	11	\$1,068	\$1,437	\$369	\$624
Intelligence Series (0132)	\$141.867	\$97.090	1	\$97	\$131	\$34	\$56
Criminal Investigative Series (1811)	\$305.875	\$247.978	49	\$12,152	\$10,587	-\$1,565	\$4,886
Total Personnel			61	\$13,317	\$12,155	-\$1,162	\$5,566

Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2021 Request (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
TOG Inspector Cellular Surveillance Equipment	\$698.000	2	\$1,396	-\$774	\$0
TOG CALEA	\$100.000	2	\$200	\$0	\$0
TOG Training	\$39.000	2	\$78	-\$78	\$0
Total Non-Personnel			\$1,674	-\$852	\$0

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Current Services	177	153	177	58,781	\$6,950	\$65,731		
Increases	61	49	30	\$13,317	\$1,674	\$14,991	-\$2,014	\$5,566
Grand Total	238	202	207	\$72,098	\$8,624	\$80,722	-\$2,014	\$5,566

Affected Crosscuts:

Gang, Violent Crime, Mass Violence, and National Security

Item Name: **Violent Crime: Counter-Gang & Technical Operations**

Budget Decision Unit(s): Fugitive Apprehension

Organizational Program: Investigative Operations Division

Program Increase: Positions 23 Agt/Atty 15 FTE 12 Dollars \$5,636,000

Description of Item

The USMS requests **23 positions (15 DUSMs), 12 FTE, and \$5,636,000** to reduce violent crime through the expansion of the Operation Triple Beam (OTB) model, additional positions in the Sex Offender Investigations Branch, and sustainment of the SHIELD mobile application.

Justification

Current research indicates that there are approximately 1,400,000 million gang members, comprising more than 33,000 gangs in the United States.³ Formed in 2010 to combat gang associated violence, the USMS Gang Enforcement Program consists of eight regionally-placed Counter Gang Units (CGU) and a mobile counter-gang model known as Operation Triple Beam (OTB). Since inception, the OTB model has been strategically deployed over 40 times, in cities both large and small. CGUs are co-located and mainly supports the existing RFTFs while OTB functions differently as a deploying unit in areas that are not covered by the RFTFs. In 2014, the USMS started to dedicate resources exclusively for Gang Enforcement. As the table below indicates, the funding has been used effectively.

USMS Gang Enforcement Statistics FY 2014 – FY 2018

Total Warrants	Total Fugitives	Currency Seized	Vehicles Seized	Firearms Seized	Ammo Seized	Narcotics Seized
30,972	20,955	\$3,955,330	75	2,804	23,481	530.4 kg

Operation Triple Beam (OTB) – 19 positions (13 DUSMs) and \$4,316,000

The USMs requests **19 positions (13 DUSMs and six Intelligence Research Specialists) and \$4,316,000** to enhance and support the OTB model and expand deployment to meet the current demand for sustained violence reduction throughout the nation. OTB is a 90- to 120-day USMS-led, collaborative initiative that brings together Federal, state, and local law enforcement to focus on specific areas impacted by significant gang violence, while targeting the most violent gang members and organizations. The OTB model uses a holistic approach to counter gang violence,

³ "2011 National Gang Threat Assessment." Federal Bureau of Investigation. Last modified June 25, 2010. <https://www.fbi.gov/stats-services/publications/2011-national-gang-threat-assessment>

with each agency bringing their specialized skills to the operation. Counter-gang fugitive investigations are augmented by narcotics and firearms investigations, proactive street patrols, and the development of actionable human intelligence. The result of this synergistic investigative methodology is the disruption and destabilization of the targeted criminal enterprises, and a reduction of gang associated violence within the focused area of operations.

The OTB model has proven to be an effective method of reducing street level gang violence through the targeting of gang leadership and those actively involved in the criminal enterprise. Through collaboration and strategic investigations, investigators remove criminal elements from the street while seizing the gang's centers of gravity—firearms, narcotics, and cash. OTB arrests often lead to Federal firearms and narcotics prosecutions, and longer term enterprise investigations led by the USMS' Federal partners involved in the operations. OTBs can also serve as an effective enhancement to the Organized Crime and Drug Enforcement Task Forces (OCDETF) as a result of evidence seized and intelligence developed in relation to larger criminal enterprises, including Transnational Criminal Organizations (TCO), during the course of an operation.

From FY 2016-2018, the Gang Enforcement Program facilitated an average of five OTBs per year. This number has increased sharply in FY 2019. By the end of the first quarter of FY 2019, USMS' Organized Crime and Gangs Branch (OCAG) received 28 requests for gang enforcement operations, a 65% increase over the entire year of FY 2018. To date in FY 2019, the USMS has conducted or is conducting 10 of the 28 requested operations. The formation of the deployable counter gang units will allow the Gang Enforcement Program to expand deployment of OTBs to meet the current demand for sustained violence reduction throughout the nation.

The City of Wichita, Kansas has observed a steady increase in violent crime since 2014 – approximately three times the national average and more than three times the state average within the last year. The OTB model was applied to Wichita in 2019 and had tremendous success, resulting in 930 arrests, 82 gun seizures, and more than \$835,000 in illegal narcotics seized. Wichita observed a 40% year-over-year decrease in shootings during the 60-day operation, also resulting in the city's first downturn in shootings in five years. The USMS believes similar results are possible with the expansion of OTB

The USMS Gang Enforcement Program currently consists of one GS-1811 criminal investigator who serves as the Gang Enforcement program manager, responsible for policy and budget oversight, reporting, and identifying target areas for OTB deployment. The process of organizing and planning an OTB is time intensive and involves crime analysis, gang identification and targeting, pre-operational coordination meetings with USMS managers and leaders from each of the partner agencies, operational travel, and post operational crime analysis and reporting. Each operation has unique characteristics and challenges that develop during the lifespan of an OTB. These challenges require additional coordination from the program manager and often additional travel to the operational site.

The Administration has emphasized the targeting of La Mara Salvatrucha (MS-13) and criminal gangs associated with violent crime. In FY 2018, the USMS arrested 126 members of MS-13,

closing 166 warrants in the process, which includes 33 arrests for homicide, 24 for assault and 6 for kidnapping. The OTB model is an effective method of disruption that can be deployed to an affected area and should be recognized as DOJ's primary "quick reactionary force" method of destabilizing criminal organizations and achieving a sustained reduction in the violence associated with gangs. Through the operation's targeted investigations, the USMS seizes evidence and develops actionable intelligence that is referred to Federal partners for prosecution or for longer term enterprise investigations, such as OCDETF investigations.

Additionally, the OTB model can be an effective tool for United States Attorney's offices across the country to use in the Enhanced Project Safe Neighborhoods (PSN) initiative and within National Public Safety Partnership (PSP) cities, as well as OCDETF and its new focus on Priority Transnational Organized Crime (PTOC) organizations. In FY 2018, OTB Houston ran an operation that resulted in 227 arrests and the seizure of 63 firearms, including the arrest of 11 MS-13 gang members. In FY 2019, the USMS continued to pursue wanted MS-13 gang members, with a total of 41 MS-13 associated fugitive arrests through July 2019.

Justice for Victims of Trafficking Act (JVTA) – 4 positions (2 DUSMs) and \$690,000

Section 605 of the JVTA, which was signed into law as Public Law 114-22 in May 2015, enables the USMS to "assist State, local, and other Federal law enforcement agencies, upon the request of such an agency, in locating and recovering missing children." This language provides USMS the authority to respond when other law enforcement agencies seek USMS assistance to recover missing, endangered, or abducted children. Prior to this legislation, the USMS required a warrant for the suspected abductor/companion or a nexus to a non-compliant sex offender. The USMS collaborates closely with the National Center for Missing and Exploited Children (NCMEC) in this new mission area.

Since the passage of JVTA, the USMS has experienced an increase in the number of requests for assistance in missing child cases from law enforcement partners and the National Center for Missing and Exploited Children (NCMEC). This growth is attributed to partnerships the agency has fostered with NCMEC, the connection between USMS fugitive and non-compliant sex offender missions, and the application of associated skills and resources to rapidly recover missing children and arrest those who victimize them. Since passage of JVTA, in cases where the USMS contributes to the recovery of a missing child, recovery occurs within a week of USMS entry into the case approximately 68% of the time. The USMS missing child mission directly addresses the DOJ directive for components to deploy resources to combat criminal offenses committed against children.

To support missing child cases, the USMS requests one TOG Cyber Intelligence Inspector, one Financial Surveillance Unit Inspector, and two intelligence research specialists to be located at the National Sex Offender Targeting Center.

The Cyber Intelligence Inspector will provide guidance, training, and oversight of cyber intelligence research supporting missing child investigations. The FSU investigators play a vital role in locating a fugitive who is associated with a missing child. Many of offenders are

“technology savvy” and have a financial footprint and history; FSU investigations can exploit these characteristics when there is a financial nexus to their routines, online usage, and communications. The IRSs conduct research through law enforcement, commercial, and other information systems; synthesize large amounts of information; and provide intelligence to support missing child investigations. These analysts will ensure that USMS’ partner agencies units, resources, and tools will be available immediately on missing child investigations whenever applicable.

Law Enforcement Mobile Support – 0 positions and \$630,000

The USMS requests \$630,000 to enhance officer safety through its customized mobile application, Shield. This application allows deputies to search National Crime Information Center (NCIC) and National Law Enforcement Telecommunications System (NLETS) quickly and directly from their cell phones. The ability to quickly access this crucial, real-time, information on warrants and criminal history on suspects in the field increases officer safety; mobile access is necessary because DUSMs and TFOs do not have laptops or mobile data terminals mounted in their vehicles.

The funding will expand the Mobile ID Program by adding additional operational connectors to other systems, maintain existing application support, and introduce potential new capabilities, such as Blue Force Tracking, Geospatial Information System (GIS) displays and Social Media federated search capability. Expanding these capabilities will directly support the USMS mission as well as increase officer safety.

Officer safety is enhanced by the Mobile ID confirming identification of wanted subjects in the field. Without funding support, the Shield application would have to be removed from mobile phones and the Mobile ID Program would not be able to expand.

Impact on Performance

This initiative allows the USMS to more effectively reduce violent crime and improve risk mitigation by allowing personnel to more safely and effectively arrest violent fugitives and enhance community safety. The USMS has evolved from a “quantity over quality” to a “quality over quantity” approach when arresting violent offenders. This strategy permits the USMS to more effectively reduce violent crime through the apprehension of violent fugitives, prioritizing the most egregious violent one, and aligns the USMS with the Attorney General’s Priority Goal 3 (Reduce Violent Crime and Promote Public Safety) and with DOJ Strategic Objective 3.1 (Combat violent crime, promote safe communities, and uphold the rights of victims of crime). With the requested funding increase, the USMS anticipates an increased ability to capture the most dangerous fugitives and continue to reduce violent crime within our communities.

Funding

Base Funding

FY 2019 Enacted				FY 2020 Enacted				FY 2021 Current Services			
Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)
1	1	1	\$316	1	1	1	\$322	1	1	1	\$324

Personnel Increase Cost Summary

Type of Position/Series	Full-year Modular Cost per Position (\$000)	1 st Year Adjustments	Number of Positions Requested	FY 2021 Request (\$000)	2 nd Year Annualization	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Intelligence Series (0132)	\$141.867	\$97.090	8	\$777	\$1,045	\$268	\$454
Criminal Investigative Series (1811)	\$305.875	\$247.978	15	\$3,719	\$3,240	-\$479	\$1,496
Total Personnel			23	\$4,496	\$4,825	-\$211	\$1,950

Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2021 Request (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Contract (OCAG) Support			\$510	\$26	\$0
LE Mobile Support			\$630	\$0	\$0
Total Non-Personnel			\$1,140	\$26	\$0

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Current Services	1	1	1	\$324	\$0	\$324		
Increases	23	15	12	\$4,496	\$1,140	\$5,636	-\$185	\$1,950
Grand Total	24	16	13	\$4,820	\$1,140	\$5,960	-\$185	\$1,950

Affected Crosscuts

Gangs, Violent Crime, Adam Walsh Act, and Crimes Against Children

Item Name: **Judicial Protection: Operations & Intelligence**
Budget Decision Unit(s): Judicial and Courthouse Security
Organizational Program: Judicial Security
Program Increase: Positions 19 Agt/Atty 13 FTE 9 Dollars \$4,837,000

Description of Item

The USMS requests **19 positions (13 DUSMs), 9 FTE, and \$4,837,000** to support the judicial security mission by adding essential positions and boosting training to strengthen the Offices of Protective Intelligence and Protective Operations.

Justification

Office of Protective Intelligence – 15 positions (9 DUSMs) and \$2,814,000

The USMS' Protective Intelligence Program produces intelligence that enables the USMS to prevent harm to USMS protected persons⁴ and allows justice to be served without fear of reprisal or repercussion. USMS leaders use protective intelligence to make informed decisions regarding the employment, withdrawal, or withholding of scarce protective resources. Without the benefit of such intelligence, the USMS could employ protective resources unnecessarily, inadvertently reduce their effectiveness, or even fail to employ them when needed most.

The program produces protective intelligence from the investigation and analysis of incidents, inappropriate communications and threats directed towards USMS protected persons, facilities and events. Over the past three years, incidents, inappropriate communications, and threats rose steadily by more than 40%. The OPI expects this rise to steadily increase over the next several years and anticipates an equal rise in more complex threats.

The USMS requests **15 positions (nine DUSMs, six analytical personnel), and \$2,814,000** to be placed in Judicial Circuit according the workload. In FY 2018, the USMS investigated more than 2,500 threats, pursued more than 30 prosecutions, produced more than 10,000 investigative and intelligence reports, reviewed more than one million social media content, and established and maintained more than 200 interagency partnerships. For one single judicial event, the USMS produced protective intelligence that saved the USMS more than \$6 million in protective resources that would have otherwise been employed unnecessarily. Moreover, the USMS estimates savings of approximately \$10 million annually in the employment of protective resources through its production of protective intelligence.

⁴ Protected Persons include more than 30,000 members of the Federal judiciary and other persons involved in the judicial process, Cabinet Officials, the Deputy Attorney General, USMS employees, persons designated by the Attorney General, and other threatened persons whereby the application of USMS protection to them would be in the interest of justice.

The table below shows relevant trend data that demonstrates the increase in threats, incidents, and inappropriate communications.

Activity Type	FY 2015	FY 2016	FY 2017	FY 2018
Protective Assessments	387	945	1,455	2,255
Predicated Protective Investigations (PPI)	539	384	363	531
Security Incidents	1,004	1,028	1,029	1,756
Facility Incidents		3,015	2,520	5,038

Notes:

Protective Assessments: Investigation activity without a triggering event.

Predicated Protective Investigation: Investigation activity with a triggering event indicating a crime has or may take place.

Security Incidents: Potential threats that require a law enforcement response, and may require further investigative steps; examples include disruptive persons, contraband, assaults, and bomb threats.

Facility Incidents: Occurrences that may compromise the integrity of a facility's security structure and indicate vulnerabilities in its defensive measures; examples include malfunctioning equipment, alarm activations, and unsecured doors.

The tables below include all incident types that are recorded and their corresponding classification as either a security incident or a facility incident.

Security Incidents
Assault
Bomb Threat
Contraband
Death
Disruptive Person
Forced Entry
Illegal Weapon
Security Breach
Shooting
Suspicious Individual in Perimeter
Suspicious Vehicle in Perimeter
Unauthorized Person

Facility Incidents
Accidental Discharge
Alarm Activation
Malfunctioning Equipment
Medical Emergency
Missing Property
Open/Unsecure Door
Property Damage
Vehicle Break-ins/Burglaries

Protective Operations – 4 positions (4 DUSMs) and \$992,000

In FY 2018, 35 USMS Inspectors supervised and coordinated the protective response for more than 460 threat and risk based protective missions and events. Inspectors routinely support the

Deputy Attorney General and Secretary of Education’s protection missions when called upon. Inspectors plan and manage the annual United Nations General Assembly (UNGA) mission, which requires a five-week commitment. In addition, Inspectors conduct domestic and international security-related assessments and provide protective services training for district personnel.

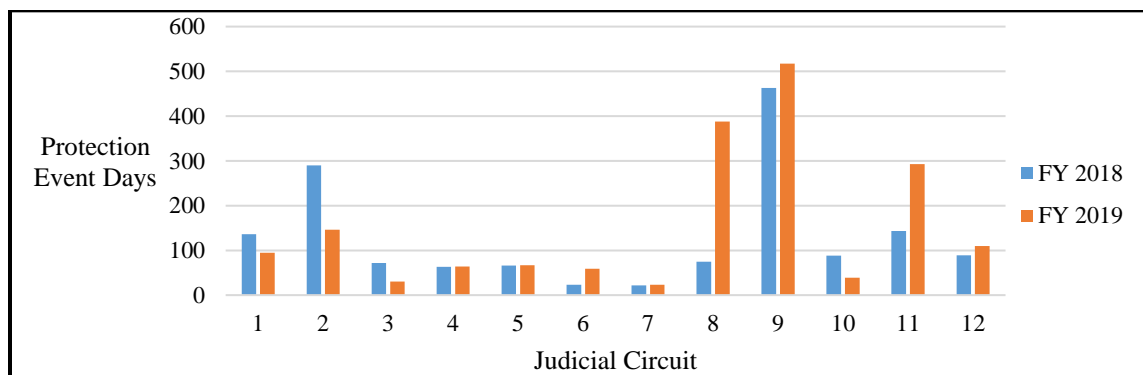
At current staffing levels, Inspectors are unable to balance current mission requirements with opportunities for specialized training. Training is a critical component that promotes officer safety and supports advancements in operational planning and execution for protective service missions. Currently, Inspectors cannot engage in advanced training opportunities and instead are often called on to travel outside of their assigned circuit to cover security gaps when district resources are limited.

To escalate operational readiness, the USMS requests **four DUSMs and \$992,000**. The new positions will be placed in the Second and Ninth circuits to provide direct support to both district and headquarters-led protective missions. The additional inspectors would support or lead all headquarters missions in their respective circuit and would serve as the single point of contact for all security issues that arise at the Circuit Court level, alleviating this burden from various USMS district offices spread across the circuit. These Protective Operation assets would work in conjunction with other judicial security program offices in their respective circuits to provide thorough and rapid support to USMS districts and the Federal judiciary.

While the USMS specifically requests additional OPO Inspector positions to be placed in the Second and Ninth Circuits, these positions can be shifted to other circuits if workload levels change. The USMS does not control the protective services workload, and must respond to immediate requests for protection related to threat-based details, risk-based details, Supreme Court Justices travel, and High Threat Trials. OPO Inspectors constantly travel nationwide to support protection missions in other circuits and meet workload requirements. In some circuits, OPO is stretching available resources to keep up with events that occur simultaneously. It is not uncommon for a single circuit to have more than eight different events during the same week.

The following chart shows the most recent OPO mission tracking data across all judicial circuits.

**Protection Event Days per Circuit
(FY 2018 – 2019)**



Protective Intelligence and Counter-Surveillance Training – \$1,031,000

Protective Intelligence – \$425,000: Due to an ever-evolving threat landscape driven by advances in technology and mobility, the USMS threat investigation and mitigation ability remains challenging. The number of district threat investigators capable of initiating and following threat investigations through to mitigation has dramatically decreased over the past several years due to promotions and retirements. To keep pace with promotions, reassignments, and competing mission priorities, the USMS plans to train 24 new investigators each year to keep pace with attrition and build capacity to meet district demand. The USMS requests **\$425,000** to revise the Protective Intelligence Training Program (PITP) from five to ten days and include “real world,” scenario-based approach to threat investigations. Costs for PITP include travel, per diem, contract costs and Federal Law Enforcement Training Center (FLETC) course costs for 24 students, 12 instructors, and four contract instructors.

Count Surveillance/Surveillance Detection (CSSD) – \$606,000: The USMS requests base funding for the training costs to support the CSSD program members. New CSSD members are required to attend basic surveillance detection and counter-surveillance training in order to acquire foundational tradecraft skills needed to conduct safe and secure CSSD operations. Basic CSSD training is broken into two phases, with a total of 21 days of hands-on, instructor-led classroom and practical exercises in urban settings. The USMS requests **\$606,000** to conduct basic CSSD training for 10 students per year.

Impact on Performance

This initiative supports the Attorney General’s Priority Goal 3 – Reduce Violent Crime and Promote Public Safety by enhancing judicial security and provide safety and security for judicial officials, courtroom participants, USMS personnel and the public.

Funding

Base Funding

FY 2019 Enacted				FY 2020 Enacted				FY 2021 Current Services			
Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)
71	58	71	\$20,750	71	58	71	\$21,184	71	58	71	\$21,329

Personnel Increase Cost Summary

Type of Position/Series	Full-year Modular Cost per Position (\$000)	1 st Year Adjustments	Number of Positions Requested	FY 2021 Request (\$000)	2 nd Year Annual-ization	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Intelligence Series (0132)	\$141.867	\$97.090	6	\$582	\$783	\$201	\$340
Criminal Investigative Series (1811)	\$305.875	\$247.978	13	\$3,224	\$2,809	-\$415	\$1,297
Total Personnel			19	\$3,806	\$3,592	-\$214	\$1,637

Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2021 Request (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Protective Intel Training			\$425	\$0	\$0
Counter Surveillance/Surveillance Detection Training			\$606	\$0	\$0
Total Non-Personnel			\$1,031	\$0	\$0

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Current Services	71	58	71	\$21,329	\$0	\$21,329		
Increases	19	13	9	\$3,806	\$1,031	\$4,837	-\$214	\$1,637
Grand Total	90	71	80	\$25,135	\$1,031	\$26,166	-\$214	\$1,637

Affected Crosscuts:

Counter Terrorism, Intelligence and Information Sharing, and National Security

Item Name: **International Extraditions Support**

Budget Decision Unit(s): Fugitive Apprehension

Organizational Program: International Investigations

Program Increase: Positions 0 Agt/Atty 0 FTE 0 Dollars \$4,582,000

Description of Item

The USMS requests **\$4,582,000** to fund the rising cost of returning international fugitives to the United States for judicial proceedings. Extradition has become an important tool in fighting the growing threats posed to the United States and its citizens by foreign-based terrorists, cybercriminals, and organized criminal groups and in holding accountable those who seek to escape justice by fleeing the United States. Extraditing fugitives sends a strong signal to those who would violate laws and seek impunity across international boundaries that the United States can and will make the effort and expend the resources necessary to see them stand trial in the United States.

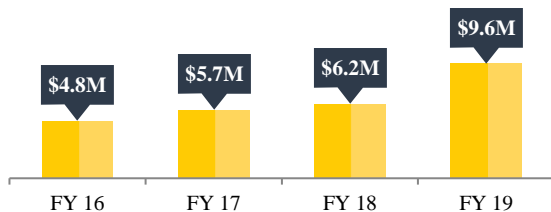
Justification

The Department of Justice (DOJ) is responsible for the investigation and apprehension of fugitives who have fled the United States to foreign countries to avoid prosecution or incarceration. DOJ uses various judicial methods to return these fugitives to the United States, including extradition. The USMS is the Federal government’s primary agency tasked with returning to the United States international fugitives who are wanted on Federal, state, or local charges. The USMS cannot control the number of international fugitives who need to be returned to the United States; rather, the USMS is simply the DOJ agency responsible for executing the removal event.

The cost of removing an international fugitive to the United States varies from one removal to the next due to multiple factors, including the location of the international fugitive, the type of removal method, and any special transportation accommodations. These factors are generally outside the USMS’ control.

Removal Mission Costs

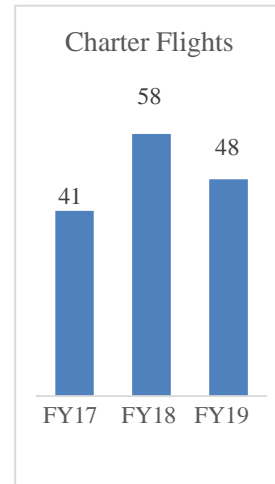
In FY 2019, the USMS expended approximately \$9,600,000 on 837 missions. Costs include airfare for personnel and prisoners, chartered aircraft, lodging, per diem, overtime, and miscellaneous operational expenses.



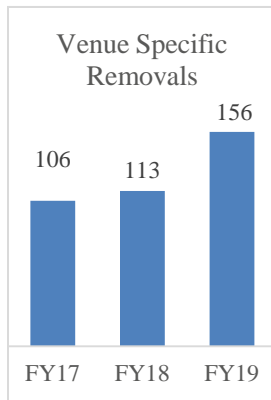
+54.83% ↑

Mission costs increased by 54.83% in FY 2019 compared to FY 2018, primarily due to more missions, higher commercial travel costs, and required use of chartered aircraft.

The most significant cost-driving factor is the type of travel required to remove an international fugitive. Commercial airlines cannot always be used to safely and securely transport international fugitives. In instances where special circumstances surround the removal event, the USMS may have to procure charter flights to conduct the mission. The use of charter flights significantly adds to the cost of an extradition.



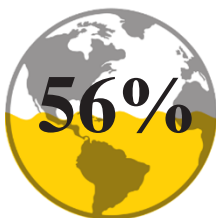
The location of a fugitive may also significantly affect the cost. Some international fugitives are located in remote areas that may require



numerous international flights to return to the United States. In addition, there are certain cases that dictate the use of charter aircraft such as special venue provisions for offenses committed outside the territory of the United States. These provisions state that a person who is apprehended on charges outside the United States must be tried in the judicial district where he or she first arrives in the United States. As a result, the USMS must ensure that the fugitive first arrives in the United States in the judicial district where he or she will be tried. This is problematic when commercial airlines do not offer direct flights to a particular Federal judicial district.

Due to the globalization of crime and the ease of international travel, the Department and USMS has seen a significant increase in demand for international removal services. For example, in FY 2000, approximately 230 Federal and state fugitives were extradited to the United States from abroad. Two decades later, the figure averages to around 800 per year. Below are the number of total removal missions the USMS has completed since FY 2016.

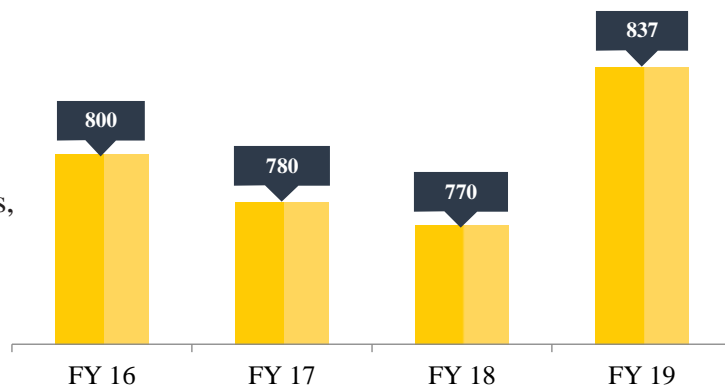
Total Removal Missions



In FY 2019, the USMS performed removal activities affecting more than 56% of the world's nations and maintained a permanent presence in four countries.

+8.71% ↑

Removal missions include deportations, expulsions, extraditions, and foreign assists. Mission taskings increased by 8.71% from FY 2018 to FY 2019.



Impact on Performance

This initiative supports the Attorney General's Priority Goal 3 – Reduce Violent Crime and Promote Public Safety by providing funding to support the USMS extradition program. Without this funding, the USMS will have to continue to realign base resources to fund the mandatory costs related to extradition.

If the requested funds are provided, the USMS will:

- Complete all removal requests within existing base funding;
- Avoid reducing other USMS programs to fund extraditions;
- Establish funding certainty for effective program management; and
- Assure the public that the USMS will track down fugitives who attempt to evade justice by fleeing to other jurisdictions.

This funding will allow the USMS to remain a strong partner with the DOJ in accomplishing the mission of investigating and apprehending fugitives who have fled the United States.

Funding

Base Funding

FY 2019 Enacted				FY 2020 Enacted				FY 2021 Current Services			
Pos	Agt/ Atty	FTE	(\$000)	Pos	Agt/ Atty	FTE	(\$000)	Pos	Agt/ Atty	FTE	(\$000)
0	0	0	\$2,952	0	0	0	\$2,980	0	0	0	\$3,009

Non-Personnel Increase Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2021 Request (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Extradition			\$4,582	\$0	\$0
Total Non-Personnel			\$4,582	\$0	\$0

Total Request for this Item

	Pos	Agt/ Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Current Services	0	0	0	\$0	\$3,009	\$3,009		
Increases	0	0	0	\$0	\$4,582	\$4,582	\$0	\$0
Grand Total	0	0	0	\$0	\$7,591	\$7,591	\$0	\$0

Affected Crosscuts:

International Activities

Item Name: **Halting Gun Violence**

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

Organizational Program: District Affairs
Investigative Operations Division
Tactical Operations

Program Increase: Positions 247 Agt/Atty 200 FTE 124 Dollars \$64,159,000

Description of Item

The USMS requests **247 positions (DUSMs), 124 FTE, and \$64,159,000** to reduce violent crime and combatting mass violence by bolstering the capacity of the District Fugitive Task Forces to focus on the enforcement mission; enhancing Counter Gang Units of the USMS Regional Fugitive Task Forces (RFTFs); and expand the USMS’ training capacity.

Justification

According to an Office of the Inspector General (OIG) report issued in 2005, the USMS increased the number of violent fugitives apprehended over a four-year period by 51%. The OIG attributed this primarily to a growth in RFTFs and a subsequent increase in the number, and more effective usage, of hours dedicated to fugitive investigations. OIG recommended the USMS create additional task forces to further improve efficiency in apprehending and reduce the number of violent fugitives at large.

Currently, the USMS leads 64 fugitive task forces through a combination of 56 district task forces and eight RFTFs. In FY 2018, USMS enforcement operations were responsible for the apprehension or clearance of over 130,000 warrants for approximately 111,000 fugitives nationwide. These included 5,170 homicide suspects, 1,252 Organized Crime and Drug Enforcement Task Force fugitives, 6,463 gang members, and 13,414 sex offenders. The USMS also seized 4,008 firearms, over \$10,300,000 in U.S. currency, and approximately 3,100 kilograms of illegal narcotics.

On an average day in 2018, the National Crime Information Center (NCIC) database contained approximately 1,230,000 active felony warrants at state and local jurisdictions, of which approximately 710,000 meet USMS Standard Operating Procedures criteria of being violent in nature. Of these, just over 13,000 were for homicide, nearly 34,000 were for kidnapping or robbery, and approximately 60,000 were for sexual crimes. If additional staffing is devoted to the fugitive mission as evidenced by the number of outstanding state and local warrants, the

USMS can reduce violent crime by reducing the number of outstanding fugitives in the community.

To stop gun violence, the USMS plans to bolster staffing at the district level and build on the RFTF and violent crime reduction program increases in this request by providing additional support for critical areas of the fugitive apprehension mission. In addition to increased task force enforcement at the district level, this request will provide the necessary support to RFTF and district task force officers who apprehend the most complex and dangerous fugitives by expanding counter-gang units. These programs have had remarkable success. Halting gun violence remains a priority of this Administration and this request will allow the USMS to place its full effort behind this initiative.

District Enforcement – 183 positions (183 DUSMs) and \$45,380,000

The USMS requests 183 DUSMs to support the USMS enforcement mission at the District level and improve the overall capacity of the USMS to reduce serious and violent crime. Whereas RFTFs primarily focus on state and local fugitives, a District's primary responsibility lies with the Federal warrants where USMS has primary arrest authority. Currently, staffing constraints lead to reduced manpower executing District's fugitive apprehension. The requested positions will be dedicated to fugitive investigation missions within a District, rather than RFTF, area of responsibility.

The 183 new DUSMs will address the discretionary violent state and local workload in districts not covered by an existing RFTF. On a typical day in 2019, there were approximately 154,000 serious/violent active arrest warrants from city, county, or state agencies in NCIC within these non-RFTF areas, and a total of approximately 406,000 such warrants entered into NCIC in these areas during FY 2018.

District task forces closed a total of 48,250 of these types of warrants during FY 2018 (i.e., nearly 12% of the 406,000 newly entering warrants). However, this is approximately 25% fewer warrants closed per district than observed in areas covered by an RFTF. This is expected since RFTFs focus exclusively on the fugitive apprehension mission while members of a District Task Force can be called to help with other District duties (i.e. prisoner transportation, cell block operations, and court security).

Based on prior research, an addition of 183 new deputies assigned to District Task Forces will allow for an increase approximately 6,000 state/local serious and violent crime warrants closed in areas not covered by an RFTF. This would raise the total expected number of serious/violent crimes cleared by approximately 13%, which ensures parity in public safety benefit between areas served by an RFTF and those served by District Task Forces.

Gang Enforcement – 44 positions (17 DUSMs) and \$6,837,000

The USMS requests 17 DUSMs and 27 Intelligence Research Specialists to expand the RFTF Counter Gang Unit (CGU) program. Each existing RFTF would receive two Inspectors to stand

up a third CGU, and three IRSs to provide additional analytical support within each CGU. An additional DUSM would also be added at USMS Headquarters to assist in the oversight of the expanded CGU program.

Administrative Positions – 20 positions and \$1,942,000

The USMS requests 20 administrative positions, including professional administrative support positions to handle the financial transactions associated with district operations and provide a broad array of other administrative support functions. Examples include but not limited to timekeeping, securing \$25,000 warrants, procuring authorized items, maintaining personnel files, maintaining district asset inventory, assisting with any audit-related functions, maintaining TFO background suitability and credentials, oversight of the Joint Law Enforcement Operations TFO overtime funding, and assisting with regional reporting and correspondence.

Training Capacity – \$10,000,000

The USMS relies on the Federal Law Enforcement Training Center (FLETC) in Glynco, Georgia for all basic DUSM training for new operational personnel. In addition, the USMS utilizes FLETC facilities for advanced officer safety and other professional development training courses. To accommodate more training for DUSMs and to minimize delays due to space constraints, the USMS requests funding to build additional USMS capacity at FLETC in Glynco, Georgia.

The 1,600-acre FLETC Glynco campus has a variety of classrooms, dormitories, and administrative and logistical support structures, including a dining hall capable of servicing more than 4,000 meals per day. FLETC has 18 firearms ranges, including an indoor range complex with 146 separate firing points, and eight semi-enclosed ranges with 200 additional firing points. FLETC training assets also include driver training ranges, a physical techniques facility, explosives range, and a 34-building “neighborhood” practical exercise area.

Of the 90 agencies that currently rely on FLETC for training, only three are from the DOJ (USMS, BOP, and ATF). The DOJ has a very small footprint on the FLETC campus. Although FLETC’s established infrastructure and core facilities support USMS’ training requirements, training space capacity limitations at FLETC have become problematic.

Classrooms, firing ranges, and practical training areas are scheduled well in advance on a first-come, first-served basis; basic-level classes receive priority. FLETC’s FY 2018 average daily student population in FY 2018 was 2,600 students; at this utilization level, the USMS often encounters double- and triple-booked training classrooms which negatively impact ongoing training programs. These space constraints severely limit USMS flexibility to address its hiring and training needs.

To expand training capacity, the USMS requests funding to build two classrooms that hold 48 students each, a small training facility for USMS judicial security and prisoner operations

missions, and two mat rooms. Based on initial estimates, the cost of new construction at FLETC is approximately \$390 per square foot.

This request will allow the USMS to provide more training to newly-hired operational employees and keep DUSMs up-to-date on their training, which will increase officer safety.

The USMS requests the following new training space:

- Two classrooms, 48 students each (including one modular restroom) – **\$3,150,000**
- Two mock courtrooms (total 4,800 ft²) – **\$1,872,000**
- Holding cell areas adjacent to courtrooms (total 1,260 ft²) – **\$491,000**
- Three holding cells (total 600 ft²) – **\$234,000**
- Prisoner processing room (400 ft²) – **\$156,000**
- Court Security Officer control room (1,000 ft²), with recording capability for student scenarios and practical exercises – **\$390,000**
- Climate-controlled storage space for student uniforms and equipment (1,000 ft²) – **\$390,000**
- Two adjoining mat rooms with capacity for 24 students, can be combined to accommodate 48 students; with secured equipment storage space (total 2,900 ft²) – **\$1,131,000**
- Paved and covered outdoor area for practical exercises (1,500 ft²) – **\$585,000**
- Contingency, additional camera/video requirements, and other specialty equipment – **\$1,601,000**

Impact on Performance:

This initiative allows the USMS to more effectively reduce violent crime and improve risk mitigation by allowing personnel to more safely and effectively arrest violent fugitives and enhance community safety. The USMS has evolved from a “quantity over quality” to a “quality over quantity” approach when arresting violent offenders. This allows the USMS to more effectively reduce violent crime through the apprehension of violent fugitives, prioritizing the most egregious violent one, and aligns the USMS with the Attorney General’s Priority Goal 3 – Reduce Violent Crime and Promote Public Safety and with DOJ Strategic Objective: 3.1 Combat violent crime, promote safe communities, and uphold the rights of victims of crime. With the requested funding increase, the USMS anticipates an increased ability to capture the most dangerous fugitives and continue to reduce violent crime within our communities.

Funding

Base Funding

FY 2019 Enacted				FY 2020 Enacted				FY 2021 Current Services			
Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)	Pos	Agt/Atty	FTE	(\$000)
59	45	37	\$24,474	59	45	37	\$24,829	59	45	37	\$24,948

Personnel Increase Cost Summary

Type of Position/Series	Full-year Modular Cost per Position (\$000)	1 st Year Adjustments	Number of Positions Requested	FY 2021 Request (\$000)	2 nd Year Annualization	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Clerical and Office Services (0300-0399)	\$141.867	\$97.090	20	\$1,942	\$2,614	\$672	\$1,134
Intelligence Series (0132)	\$141.867	\$97.090	27	\$2,621	\$3,528	\$907	\$1,531
Criminal Investigative Series (1811)	\$305.875	\$247.978	200	\$49,596	\$43,209	-\$6,387	\$19,943
Total Personnel			247	\$54,159	\$49,351	-\$4,808	\$22,608

Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2021 Request (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Training Space			\$10,000	\$0	\$0
Total Non-Personnel			\$10,000	\$0	\$0

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2022 Net Annualization (change from 2021) (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)
Current Services	59	45	37	\$17,306	\$7,642	\$24,948		
Increases	247	200	124	\$54,159	\$10,000	\$64,159	-\$4,808	\$22,608
Grand Total	262	215	139	\$71,465	\$17,642	\$89,107	-\$4,808	\$22,608

Affected Crosscuts

Violent Crime
Gangs
Mass Violence