

United States Marshals Service FY 2025 Performance Budget

President's Budget

Salaries and Expenses Appropriation



March 2024



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**Amounts included herein referring to the FY 2024 Continuing Resolution
reflect an Annualized Continuing Resolution level.**

I. United States Marshals Service Overview

A. Introduction

The United States Marshals Service (USMS) requests \$1,865,630,000 for the Salaries and Expenses (S&E) appropriation to fund 5,660 positions, 4,076 Deputy U.S. Marshals (DUSMs), 42 Attorneys, and 5,258 full-time equivalent (FTE) excluding reimbursable FTE. This includes an increase of \$92,114,000 in base/technical adjustments and \$68,516,000 in program increases. These budget increases are the USMS' top priority and are necessary to respond to workload trends in USMS core missions and enhance capacity to effectively address Department of Justice (DOJ) priorities and initiatives.

Budget	Salaries and Expenses			
	Positions	DUSMs	FTE	Amount (\$000)
FY 2023 Enacted	5,566	4,038	5,129	\$1,705,000
FY 2024 Continuing Resolution¹	5,470	3,966	5,091	\$1,705,000
FY 2025 Request	5,660	4,076	5,258	\$1,865,630

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 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

¹ Amounts included herein referring to the FY 2024 Continuing Resolution reflect an Annualized Continuing Resolution level.

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; locate and recover missing children; secure and transport Federal detainees; 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 over 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. 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 U.S. 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 duties nationwide in their 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 detainees and defendants:



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



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, USMs 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.
- 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 \$1,865,630,000 provides the necessary resources for the USMS to maintain and enhance its core functions and increase priority areas.

Technical Adjustments.

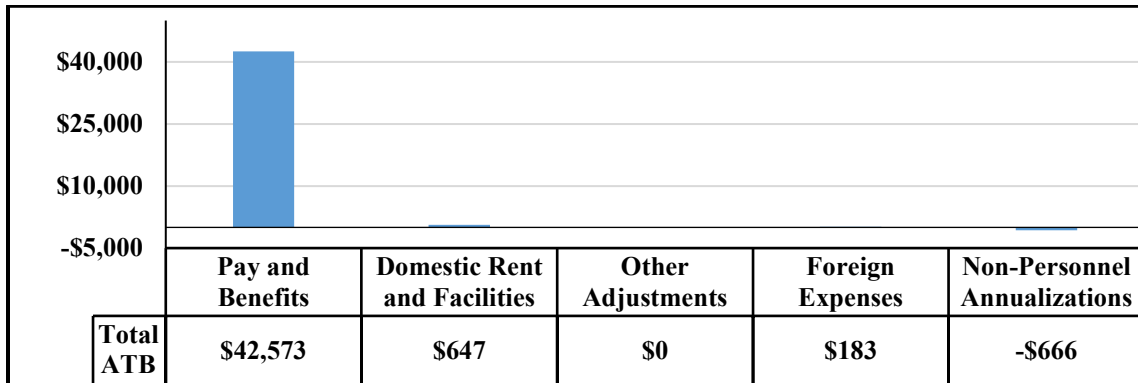
- The FY 2024 President’s Budget requested the realignment of the detention program management and oversight (including detention IT systems) from the Federal Prisoner Detention (FPD) appropriation to S&E. To support this shift, S&E requirements increase by 42 positions and \$33,377,000; FPD requirements decrease by the same amount. These resources provide program leadership, operations, and budget support within the USMS Prisoner Operations Division (POD). Related activities include development and implementation of process improvements in the detention community, program oversight of detention contracts, and detention-related IT infrastructure modernization. Currently, funding for POD personnel is split between the S&E and FPD appropriations. This shift will establish consistent funding for all USMS personnel and overhead-type program management costs through the S&E appropriation.
- The FY 2024 President’s Budget requested the realignment of the International Extraditions program from the S&E Fugitive Apprehensions decision unit to FPD. The USMS is the Federal government’s primary agency tasked with returning international fugitives to the United States safely and securely. To support this shift, the S&E appropriation is decreased by \$3,000,000; FPD requirements increase by the same

amount. At the point when a DUSM takes custody of an international fugitive in a foreign country, the extradition mission becomes a transportation function. Therefore, the USMS believes it is reasonable and appropriate to fund extradition transportation through the FPD appropriation, with other USMS detainee air transportation costs.

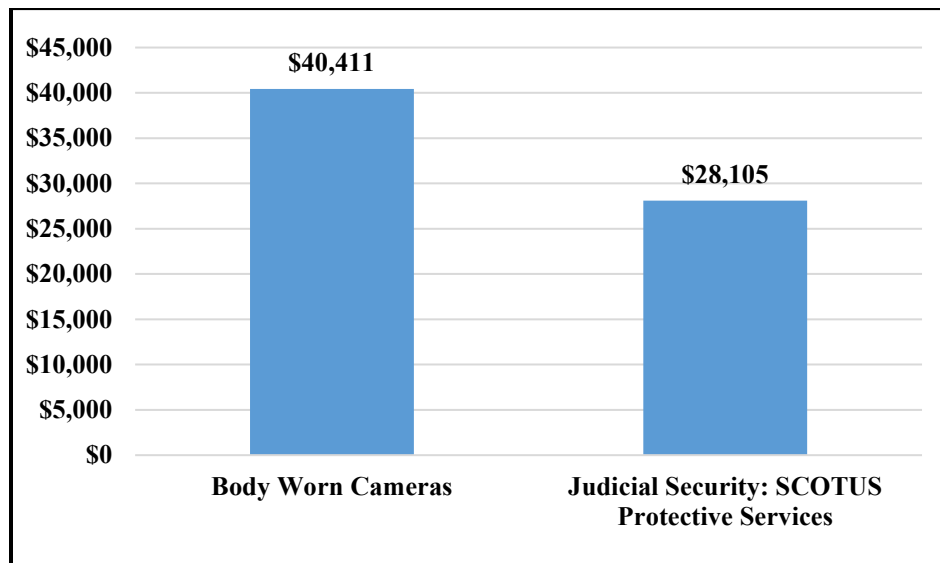
- The FY 2024 President’s Budget included a 5.2 percent pay raise and other base adjustments. With an expected full-year Continuing Resolution in FY 2024, the FY 2025 President’s Budget requests \$19,000,000 to support the increase in personnel costs in FY 2024.

Adjustments to Base and Program Increases. The charts below show the cost distribution of base adjustments of \$42,737,000 and requested program increases totaling \$68,516,000. Combined with the technical adjustment of \$49,377,000, the total USMS S&E increase is \$160,630,000 from the FY 2024 Continuing Resolution.

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



S&E Program Increases
(\$ in thousands)



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

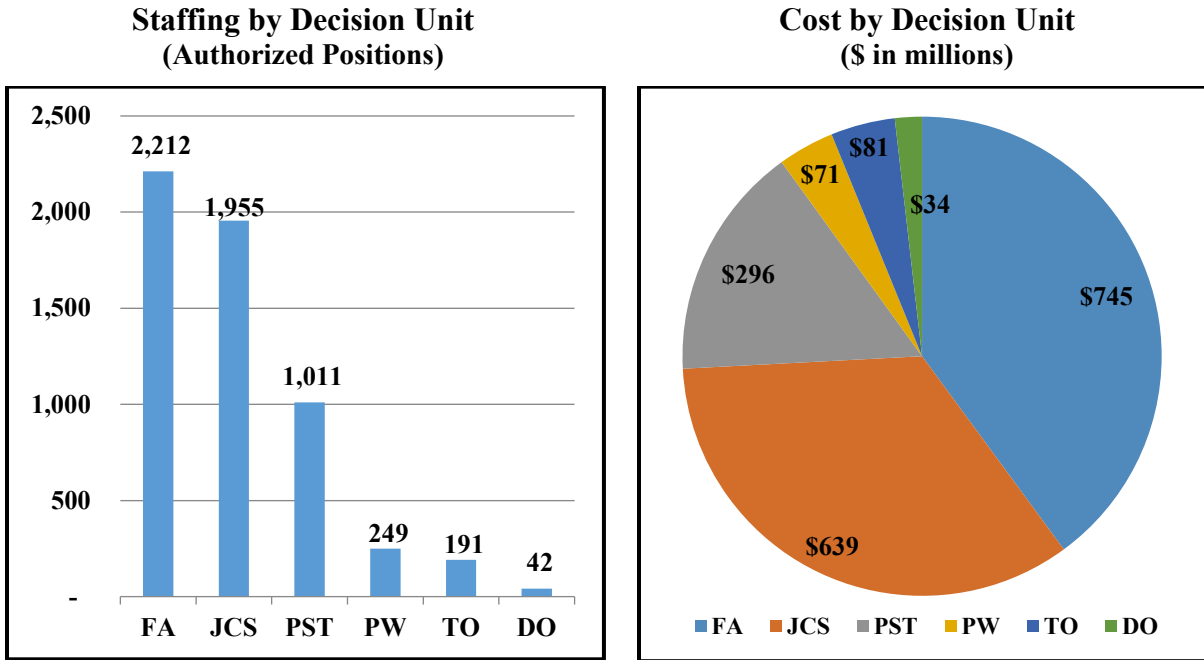
- The Administrative Office of the United States Courts (AOUSC) funds administration of the Judicial Facility Security program.
- The Fees and Expenses of Witnesses (FEW) appropriation funds security and relocation of protected witnesses.
- The Assets Forfeiture Fund (AFF) supports the management and disposal of seized assets.
- The Organized Crime Drug Enforcement Task Forces (OCDETF) program funds staffing and other costs related to apprehension of major drug case fugitives.

The USMS S&E budget is divided into six decision units that contain the personnel and funds organized by mission:

- **Fugitive Apprehension (FA)** – Combats 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 detainees from time of arrest or booking until the prisoner is acquitted, arrives at a designated Federal Bureau of Prisons facility to serve a sentence, or is otherwise ordered released from USMS custody. Coordinates district-level actions for detainee housing, medical care, and transportation; 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.

- **Detention Operations (DO)** – Oversees the national detention program for the USMS. Manages the resources of the FPD appropriation that pays for the housing and care for Federal detainees remanded to USMS custody. Achieves efficiencies, cost reductions, and cost avoidance in the detention program through process and infrastructure improvements.

The FY 2025 charts below show distribution of positions and costs across decision units.



D. Government-Wide Management Issues

Customer Experience (CX) and Digital Service Delivery

Executive Order (EO) 14058 charges all entities of Government to continually improve their understanding of their customers, reduce administrative hurdles and paperwork burdens to minimize “time taxes,” enhance transparency, create greater efficiencies across Government, and redesign compliance- oriented processes to improve customer experience and more directly meet the needs of the people of the United States.

The USMS is working to fully meet these requirements through the following ongoing efforts:

- Investing in a Records Management Application (RMA) in order to transition to a fully digital workspace that will allow the USMS to respond quickly and accurately to litigation, Freedom of Information Act (FOIA), Public Affairs and eDiscovery requests.
- Scanning/digitization of paper records in USMS offices to meet the Office of Management and Budget (OMB) requirement for ending the submission of paper records to the Federal Records Center (FRC).

Burden Reduction for Public Benefit Programs

Currently, the USMS' Equal Employment Opportunity (EEO) staff implements equal employment programs under Title VII of the Civil Rights Act (and related) in compliance with Equal Employment Opportunity Commission (EEOC) regulations. The USMS' EEO staff is comprised of 10 FTE who perform complaint, compliance, policy, training, and outreach functions to eliminate discrimination in employment programs and promote equal opportunity in employment matters. The recent executive orders on diversity seek greater compliance with equal access programs.

Diversity, Equity, Inclusion, and Accessibility

In support of EO 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce," and in accordance with the Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion and Accessibility (DEIA) in the Federal workforce, the USMS established targeted recruitment and retention goals where inequities were observed. The USMS will continue to support and allocate funding for actions needed to achieve the USMS' DEIA annual goals.

Sustainability

The USMS Sustainability Report and Implementation Plan incorporates requirements set forth in EO 14008, "Tackling the Climate Crisis at Home and Abroad." The USMS is participating in the DOJ Climate Adaptation Team to focus on climate adaptation planning efforts and enhancing its collective resilience and ability to adapt to a changing climate. In addition, the USMS will continue to evaluate sustainability, energy efficiency, and environmental performance in the execution of its mission.

The USMS strives to increase energy efficiency, conserve water, and reduce greenhouse gas emissions for direct-leased facilities. The USMS continues to discuss sustainability goals and climate vulnerabilities to enhance awareness, optimize energy and environmental performance, reduce waste, enhance climate readiness of USMS facilities, and ensure a climate-ready supply of products and services. The USMS policy directive for the Environmental Management Program complies with EO 14008.

E. Challenges

The USMS routinely analyzes cost savings measures for economies of scale; communicates transparently with the DOJ, OMB, and Congress; and pursues resources to accomplish USMS core missions, operate programs, improve detention management, ensure officer safety, fight violent crime, and provide the highest possible security for the Federal judicial process.

To achieve these priorities, the USMS and the DOJ integrate Strategic Planning and Enterprise Risk Management. Together, these tools add value by developing a plan-based approach to identify, assess, and manage risks to achieving the USMS and the DOJ goals and objectives. The USMS has identified four areas as key risks that affect prioritization, performance, and

resource allocation: officer safety, health, and wellness; human capital; body worn cameras; and social media.

Officer Safety, Health, and Resilience

Risk: Increases in violent crime and declines in public perception present risks to officer health, safety, and resilience. This may lead to increased officer harm, regulation, attrition, and diminished morale. The USMS must provide enhanced physical protection to DUSMs who face high-risk situations while strengthening existing programs focused on peer support, stress management, and suicide prevention.

Description: Wearing the badge of a DUSM comes with unique hazards. Protecting those who serve is a top priority of the USMS. Since 2014, the USMS has endured at least one line of duty death each year, totaling 11 DUSM losses through 2020, three of those in 2020. Over the same time period, five Special Deputy U.S. Marshals – four Court Security Officers (CSOs) and one Task Force Officer (TFO) – also lost their lives supporting the USMS mission.

Increased levels of violent crime and decreased public perception exacerbate DUSM workplace and personal stress levels. High stress levels have an adverse effect on a DUSM's health and wellness by increasing the risk of line of duty death, anxiety, burnout, depression, and workplace errors. Stress experienced by law enforcement personnel contributes to an increased risk of chronic health outcomes.

Mitigation: The USMS continues to invest in employee and peer support programs. The Critical Incident Response Team (CIRT) is a rapid response peer support program often cited as a model program within law enforcement. Employee support programs such as the Employee Resiliency Program (ERP) and Employee Assistance Program (EAP) are vital resources for all personnel. The USMS will establish a Total Force Fitness program to implement process changes and formally coordinate CIRT, ERP, and EAP to increase overall health, safety, and wellness of USMS personnel.

The USMS provides comprehensive law enforcement safety training to all operational employees. All DUSMs, including supervisors and managers, are required to complete 40 hours of officer safety training annually. The training includes tactical procedures, proper use of protection equipment, and leadership during operations. Each district chooses from a wide range of training options to address local needs and planning.

Human Capital

Risk: Diversion of resources, which is sometimes required to meet unplanned, priority missions, presents a risk to the accomplishment of other critical missions and the ability to fill operational vacancies. These vacancies can affect mission performance, which increases vulnerability to protectees, staff, and the public. In turn, this can lead to attrition, increased stress on personnel, and lower morale.

Description: The USMS workload continues to increase and the demand for DUSMs to support prisoner movements, court productions, judicial protection, and fugitive operations has presented considerable challenges to maintaining effective and efficient operations. These competing demands affect mission effectiveness, task force operations, and violent crime impact, as well as officer safety, tactical, and professional training. Increased workload also escalates the need for out-of-district support to meet mission needs, increasing costs and decreasing district ability to support other DOJ initiatives.

Mitigation: Implementing the Body Worn Cameras enhancements will alleviate stress across the enterprise by providing additional personnel to address these emerging mission areas and eliminating the need to divert resources from other mission responsibilities. Additionally, these enhancements will improve USMS capacity to effectively address Department priorities and initiatives related to violent crime reduction, countering domestic terrorism, and supporting civil rights.

Body Worn Cameras (BWC)

Risk: Resource constraints present a risk to the USMS' ability to deploy a BWC program that strengthens accountability and transparency. This may lead to inconsistent mission execution that diminishes accountability, transparency, and reputation.

Description: In April 2021, the DOJ began development of a program that requires law enforcement officers employed by DOJ law enforcement components to utilize BWCs while serving arrest warrants, or other planned arrest operations, and during the execution of search or seizure warrants/orders. The DOJ BWC policy mandates that all captured video during USMS operations is subject to Federal records requirements and Federal disclosure rules. To expand this program, the USMS needs additional funding for the cost associated with the reviewing, approving, and storing the massive amount of data from BWCs.

Mitigation: Full implementation of the BWC program, which is supported by a program increase, will allow the USMS to build on the existing video management solution currently in place for the TFO BWC program. This enhancement will expand program capacity to incorporate Federal BWC recordings; provide capability to manage the digital data; deliver a robust end-to-end solution for USMS to access, manage, and report data; and effectively establish a BWC recording disclosure process – responding to requests, performing redactions, managing video, and implementing audit capabilities.

Social Media

Risk: Prolific use of social media by individual protectees and the aggregate social media footprint pose risks to protectees. This may lead to diminished protectee safety, degraded mission performance, and further online promulgation of conspiracy theories by malicious foreign and domestic actors.

Description: The use of technological tools and techniques including bots, big data, trolling, deep-fakes, and others, are meant to manipulate public opinion by spreading false, inaccurate, or

misleading information. An individual can reach targeted and potentially endless audiences to achieve their goal with minimal resources.

Mitigation: With funding provided in FY 2021, the USMS Judicial Security Division (JSD) established a new Open Source Intelligence Unit (OSINT) to proactively review and research social media content. OSINT identifies threats and situations of concern that may be currently undetected through traditional investigative methods. Analyzing public discourse on social media, its spread (“likes”, comments, and shares), and the target audience, the USMS can effectively manage its resources appropriate to identified threats. The USMS continues to educate judges, witnesses, and other persons under USMS protection on social media risks. Additionally, the USMS provides guidelines to protectees regarding actions to take if they feel targeted or threatened. Further investment is necessary to achieve judicial security goals and objectives and build upon the resources in the FY 2021 and FY 2022 Enacted appropriations.

II. Summary of Program Changes

Item Name	Description	Positions	FTE	Amount (\$000)	Page
Body Worn Cameras	Supports the full implementation of the Federal Officer Body Worn Camera (BWC) program. Expands the current program to facilitate the deployment of BWCs to all DUSMs.	47	24	\$40,411	63
Judicial Security: SCOTUS Protection Services	Provides the necessary personnel and equipment to protect the residences of the Justices of the Supreme Court of the United States (SCOTUS).	53	53	\$28,105	76
Total Request		100	77	\$68,516	

III. Appropriations Language and Analysis of Appropriations Language

United States Marshals Service

Salaries and Expenses

For necessary expenses of the United States Marshals Service, [\$1,705,000,000]\$1,865,630,000 of which not to exceed \$20,000 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 changes to appropriations language proposed for FY 2025.

IV. Program Activity Justification

A. Judicial and Courthouse Security

<i>Judicial and Courthouse Security</i>	Direct Positions	Estimated FTE	Amount (\$000)
2023 Enacted	1,919	1,826	\$592,180
2024 Continuing Resolution	1,886	1,789	\$592,180
Adjustments to Base and Technical Adjustments	16	16	\$18,633
2025 Current Services	1,902	1,805	\$610,813
2025 Program Increases	53	53	\$28,105
2025 Request	1,955	1,858	\$638,918
Total Change 2024-2025	69	69	\$46,738

<i>Judicial and Courthouse Security – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2023 Enacted	42	42	\$66,372
2024 Continuing Resolution	43	43	\$65,126
Adjustments to Base and Technical Adjustments	3	3	\$448
2025 Current Services	46	46	\$65,574
2025 Program Increases	0	0	\$0
2025 Request	46	46	\$65,574
Total Change 2024-2025	3	3	\$448

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 are also included in this decision unit.

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 further 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. The USMS has also apportioned JSIs 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 the Federal Bureau of Investigation (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 by the AOUSC through its Court Security appropriation. The central JFSP mission is management of approximately 5,800 contracted 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 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 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
			1,916	\$592,180 [\$13,971]	1,917	\$605,393 [\$11,082]	1,904	\$592,180 [\$12,100]	53	\$46,738 [-\$7,182]	1,957	\$638,918 [\$4,918]
Strategic Objective	Type	Performance	FY 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,916	\$592,180 [\$13,971]	1,917	\$605,393 [\$11,082]	1,904	\$592,180 [\$12,100]	53	\$46,738 [-\$7,182]	1,957	\$638,918 [\$4,918]
1.1	Performance Measure: Workload	Potential threats to protected persons	4,511		2,710		4,226		-1,292		2,934	
1.1	Performance Measure: Output	Threats investigated	1,272		1,061		1,462		-323		1,139	
1.1	Performance Measure: Output	Threat-based protective details	13		5		13		0		13	
1.1	Performance Measure: Outcome	Assaults against protected persons	0		0		0		0		0	

Data Definition, Validation, Verification, and Limitations:

Performance Measure – Workload

1. Potential threats to protected persons

- 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 and potential threats are calculated by aggregating the number of *security incidents* – activity that requires documentation, but not further investigation (i.e. disruptive, suspicious, unauthorized persons or events); *preliminary assessments* – investigative activity that is done absent a triggering event, but requires some investigation and may require intelligence or behavioral analyses; and *predicated protective investigations* – 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 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

2. Threats investigated

- 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 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.

3. Threat-based protective details

- 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 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.

4. 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 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							
Decision Unit: Judicial and Courthouse Security							
Strategic Objective	Performance Measure		FY 2022	FY 2023		FY 2024	FY 2025
			Actual	Target	Actual	Target	Target
1.1	Performance Measure: Workload	Potential threats to protected persons	3,706	4,511	2,710	4,226	2,934
1.1	Performance Measure: Output	Threats investigated	1,362	1,272	1,061	1,462	1,139
1.1	Performance Measure: Output	Threat-based protective details	9	13	5	13	13
1.1	Performance Measure: Outcome	Assaults against protected persons	0	0	0	0	0

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 other districts to enhance security. When proceedings are deemed high-risk, the USMS JSIs and district staff develop operational plans well in advance of those proceedings.

Measure: Assaults against protected persons

FY 2023 Target: 0

FY 2023 Actual: 0

Strategic Objective: Identify, Deter, and Prevent Harm to Protected Persons through Forward-Looking, Risk-Based Approaches to Protection and Intelligence

Escalating threat management. FY 2023 saw the creation of the Judicial Threat Operations Center (JTOC) which became the central hub for the USMS to track and monitor protective investigations, significant incidents involving USMS protected persons and spaces, protection details, international judicial travel, high-threat trials, judicial conferences, and protective intelligence. In response to threat activity, serious incidents, or notable events related to judicial security, the JTOC coordinates and leads protective response, investigative operations, and related intelligence activities.

Establishing an around-the-clock Protective Operations Command Center. In FY 2023 USMS created the Protective Operations Command Center as a one-stop shop for collecting and disseminating information about protective missions. All logistics for fully operational protective details flow through the unified command centers. It enhances the oversight responsibility and mitigates all risks to the SCOTUS Justices, special counsels, and judges.

Expanding the Counter-Unmanned Aerial Systems (C-UAS) program. In response to the availability of drones, their increasing appearance in threat investigations, and the clear utility implied by the technology, the USMS has expanded efforts to implement the C-UAS program in FY 2023. Initially conceived in FY 2020, the program has grown to involve extensive outreach to internal and external partners. The USMS works with the DOJ and other law enforcement components to research and identify countermeasures, as well as develop USMS policy and standard operating procedures. The C-UAS program provides guidance to districts regarding regulations, interviewing drone pilots, and procedures for seizing drones. Additionally, the program provides resources to assist with the deployment of C-UAS technology for missions where a drone threat is identified.

Achieving the highest enrollment in the Home Intrusion Detection Systems (HIDS) program since its 2005 inception. In FY 2023, the USMS physical security experts worked with judges to choose a home security vendor, design the system, and ensure it meets USMS security standards. The program, revamped in FY 2022, provides a greater variety of options for Federal judges' home security systems, having transitioned from one national vendor to a reimbursable, open choice system. The HIDS program allows judges to select from a wider variety of security installation options, including doorbell cameras, portable arming and disarming devices, and additional exterior cameras. Joint efforts from the USMS and AOUSC have led to the highest level of security of the Federal Judiciary.

Strategic Objective: Strengthen the agency's ability to protect sensitive and vital information, technology, and infrastructure against threats

Enhancing the Court Security Officer (CSO) program. The USMS and the AOUSC established a new staffing methodology which increases transparency and clarity on CSO staffing level requirements. The USMS implemented new solicitation requirements and technical evaluation methodologies which proved instrumental in awarding the \$1,860,000,000 CSO contract for seven Federal judicial circuits. Streamlining the nationwide program from multiple requirements into a single contract requirement, increased efficiencies in the management of the CSO program, and allowed the USMS to increase focus on contract compliance and expansion of a more robust quality control function.

B. Fugitive Apprehension

<i>Fugitive Apprehension</i>	Direct Positions	Estimated FTE	Amount (\$000)
2023 Enacted	2,184	1,943	\$679,641
2024 Continuing Resolution	2,146	1,979	\$679,641
Adjustments to Base and Technical Adjustments	19	19	\$25,438
2025 Current Services	2,165	1,998	\$705,079
2025 Program Increases	47	24	\$40,411
2025 Request	2,212	2,022	\$745,490
Total Change 2024-2025	66	43	\$65,849

<i>Fugitive Apprehension – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2023 Enacted	48	48	\$86,804
2024 Continuing Resolution	49	49	\$82,309
Adjustments to Base and Technical Adjustments	4	4	\$270
2025 Current Services	53	53	\$82,579
2025 Program Increases	3	1	\$20,457
2025 Request	56	54	\$103,036
Total Change 2024-2025	7	5	\$20,727

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 providing 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 57 district-led fugitive task forces and eight 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 combat 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 most 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 and Federal levels.

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 International Criminal Police Organization (INTERPOL) – United States National Central Bureau (USNCB); the DOJ Office of International Affairs (OIA); and the DEA-led, multi-agency 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 memoranda of understanding 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 investigating over 200 fugitives wanted by foreign countries who are believed to be in the United States. The IIB also tracks fugitives who have valid U.S. warrants but cannot be returned to the United States due to limitations of bilateral treaties or cases not accepted for prosecution. These fugitives are tracked to ensure investigative due diligence for potential removal should circumstances change.

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

Sex Offender Investigations

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

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

To accomplish these missions, the USMS partners with State, local, military, tribal, and territorial law enforcement authorities as well as the National Center for Missing and Exploited Children (NCMEC).

The USMS established the National Sex Offender Targeting Center (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 (DOS) – 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 timely, technologically advanced electronic surveillance and investigative intelligence to the USMS and other agencies. TOG's two branches, the Electronic Surveillance Branch (ESB) and the Air Surveillance Branch (ASB),

work synergistically. TOG operates from eight Regional Technical Operations Centers (RTOCs) and 21 field offices throughout the United States and Mexico, supporting USMS assistance to hundreds of other Federal, State, and local law enforcement agencies working on thousands of the nation's most critical and time-sensitive investigations.

The ESB provides state-of-the-art electronic surveillance assistance in fugitive investigations. It deploys sophisticated commercial and sensitive technical surveillance technologies for interception of hardline and cellular telecommunications, Wi-Fi collection and emitter location, 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 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 is the primary custodian of the DOJ's Asset Forfeiture Program (AFP), whose mission is to support the 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 crime victims while protecting individual rights. USMS fiduciary stewardship ensures seized assets are managed and disposed of efficiently and effectively. AFP agency participants include the FBI; the DEA; the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); the DOS-DSS; the Defense Criminal Investigation Service; the Food and Drug Administration; the U.S. Postal Inspection Service; and each U.S. Attorneys' Office.

USMS Asset Forfeiture Financial Investigators (AFFI) proactively identify assets during investigations by working with investigative agencies and U.S. Attorneys 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 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 Request	
Total Costs and FTE			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
(Reimbursable: FTE are included, but costs are bracketed and not included in totals)			1,972	\$679,641 [\$6,253]	1,944	\$660,684 [\$6,087]	1,981	\$679,641 [\$588]	43	\$65,849 [\$0]	2,024	\$745,490 [\$588]
Strategic Objective	Type	Performance	FY 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,972	\$679,641 [\$6,253]	1,944	\$660,684 [\$6,087]	1,981	\$679,641 [\$588]	43	\$65,849 [\$0]	2,024	\$745,490 [\$588]
3.3	KPI: Output	Percent of Federal law enforcement officers who receive use of force sustainment training within a 3-year period	37%		66%		90%		8%		98%	
3.3	KPI: Output	Percent of Federal law enforcement officers equipped with body-worn cameras and associated training. (*Target pending funding availability)	25%		38%		25%		75%		100%*	
3.3	Priority Measure	Increase the percentage of pre-planned arrest attempts and executions of search or seizure warrants where BWC footage is recorded, in accordance with each component's policy.	n/a		n/a		TBD		TBD		TBD	
2.3	Performance Measure: Workload	Number of Federal fugitives	59,372		55,187		55,275		1,331		56,606	
2.3	Performance Measure: Output	Number of assets received	13,700		12,117		13,700		-1,720		11,980	
		a. Cash	10,500		8,789		10,500		-1,700		8,800	
		b. Real Property	200		187		200		-20		180	
		c. Conveyances	1,600		1,401		1,600		-300		1,300	
		d. All other assets	1,400		1,740		1,400		300		1,700	

Decision Unit: Fugitive Apprehension							
RESOURCES (\$ in thousands)			Target	Actual	Target	Changes	Requested (Total)
Strategic Objective	Type	Performance	FY 2023	FY 2023	FY 2024	Current Services Adjustments and FY 2025 Program Changes	FY 2025 Request
2.3	Performance Measure: Output	Number of assets disposed	14,800	12,988	14,600	-2,120	12,480
		a. Cash	11,500	10,166	11,500	-1,900	9,600
		b. Real Property	200	209	200	-20	180
		c. Conveyances	1,700	1,402	1,500	-100	1,400
		d. All other assets	1,400	1,211	1,400	-100	1,300
2.3	Performance Measure: Output	Comparison of value returned to the fund					
		a. Real Property	80%	82%	80%	2%	82%
2.3	Performance Measure: Outcome	b. Conveyances (vehicles, vessels, and aircraft)	72%	77%	72%	0%	72%
		Assets disposed within procedural timeframes by category					
2.3	Performance Measure: Outcome	a. Real Property	70%	81%	70%	0%	70%
		b. Conveyances (vehicles, vessels, and aircraft)	85%	89%	85%	2%	87%
2.3	Performance Measure: Output	Noncompliant sex offender investigations	2,784	2,945	2,762	98	2,860
2.3	Performance Measure: Outcome	Number of USMS Federal and egregious non-Federal fugitives apprehended / cleared	109,130	93,415	95,577	-2,517	93,060
2.3	Performance Measure: Outcome	Number and percent Federal fugitives apprehended / cleared	35,284 / 59%	34,126 / 62%	34,159 / 62%	-2,129 / 2%	36,288/64%

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Workload

1. Number of Federal fugitives

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

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

- a. Data Definition (Cash):** The count of unique cash asset IDs received into USMS custody.
Data Definition (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 on the date extracted, as Consolidated Asset Tracking System (CATS) data entry is continuous.

Performance Measures – Outputs, Efficiencies, and Outcomes

3. 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 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.

4. Number of assets disposed

- 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 IDs 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.

5. Comparison of value returned to the fund

- a. **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.

6. 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.

7. 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 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.

8. 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							
Decision Unit: Fugitive Apprehension							
Strategic Objective	Performance Measure		FY 2022	FY 2023		FY 2024	FY 2025
			Actual	Target	Actual	Target	Target
3.3	Key Performance Indicator	Percent of Federal law enforcement officers who receive use of force sustainment training within a 3-year period	44%	37%	66%	90%	98%
3.3	Key Performance Indicator	Percent of Federal law enforcement officers equipped with body-worn cameras and associated training	4.64%	25%	38%	25%	100%
3.3	Priority Measure	Increase the percentage of pre-planned arrest attempts and executions of search or seizure warrants where BWC footage is recorded, in accordance with each component's policy.	n/a	n/a	n/a	TBD	TBD
2.3	Performance Measure: Workload	Number of Federal fugitives	55,795	59,372	55,187	55,275	56,606
2.3	Performance Measure: Output	Number of assets received a. Cash b. Real Property c. Conveyances d. All other assets	14,145 10,375 195 1,881 1,694	13,700 10,500 200 1,600 1,400	12,117 8,789 187 1,401 1,740	13,700 10,500 200 1,600 1,400	11,980 8,800 180 1,300 1,700
2.3	Performance Measure: Output	Number of assets disposed a. Cash b. Real Property c. Conveyances d. All other assets	14,067 11,293 224 1,262 1,288	14,800 11,500 200 1,700 1,400	12,988 10,166 209 1,402 1,211	14,600 11,500 200 1,500 1,400	12,480 9,600 180 1,400 1,300
2.3	Performance Measure: Output	Comparison of value returned to the fund a. Real Property b. Conveyances (vehicles, vessels, and aircraft)	90% 80%	80% 72%	82% 77%	80% 72%	82% 72%
2.3	Performance Measure: Outcome	Assets disposed within procedural timelines by category a. Real Property b. Conveyances (vehicles, vessels, and aircraft)	76% 89%	70% 85%	81% 89%	70% 85%	70% 87%
2.3	Performance Measure: Output	Non-compliant sex offender investigations	2,959	2,784	2,945	2,762	2,860
2.3	Performance Measure: Outcome	Number of USMS Federal and egregious non-Federal fugitives apprehended / cleared	95,425	109,130	93,415	95,577	93,060
2.3	Performance Measure: Outcome	Number and percent Federal fugitives apprehended / cleared	34,264 / 61%	35,284 / 59%	34,126 / 62%	34,159 / 62%	36,288 / 64%

3. Performance, Resources, and Strategies

One challenge 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. Current measures focus on cases in which the USMS holds primary arresting authority and on cases that 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 2023 Target: 109,130

FY 2023 Actual: 93,415

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

FY 2023 Target: 35,284 / 59%

FY 2023 Actual: 34,126 / 62%

Strategic Objective: Expand Investigative Capabilities through a Combination of Technology and Strategic Partnerships

Curbing gun violence and disrupting violent crime. In FY 2023, the USMS furthered its commitment to reduce violent crime by conducting 25 counter-gang initiatives nationwide. The USMS counter-gang objectives, coined as Operation Triple Beam (OTB) and Operation Washout (OWO), provide immediate relief to communities suffering from surges of violent crime. Warrant-based arrests, as well as gathering and sharing street-level intelligence, supports larger-scale criminal investigations in collaboration with local, State, and Federal partner agencies.

In FY 2023, OTB and OWO resulted in 2,799 arrests. Additionally, investigators seized 520 firearms, 350.91 kilograms (kg) of narcotics, and more than \$245,000 in U.S. currency.

Operation North Star (ONS). During FY 2023, the USMS continued to lead and support ONS, a major violence reduction operation. The first phase, ONS I, took place in June 2022 in ten cities (Baltimore, Chicago, Houston, Indianapolis, Los Angeles, Memphis, New Orleans, New York City, Philadelphia, and Washington, District of Columbia). The primary objective of ONS was to reduce violent crime in ten cities that had shown significant increases in the most egregious offenses including homicides, shootings, forcible sexual assaults, robberies, and aggravated assaults. The secondary objective of ONS was to extend USMS assistance beyond law enforcement, to engage with civic leaders, business owners, and local organizations actively working to make our communities safer.



ONS II, which took place in January 2023, expanded to ten new cities (Albuquerque, Buffalo, Cleveland, Columbus, Detroit, Jackson, Kansas City, Milwaukee, Oakland, and Puerto Rico), and included the additional focal crime of weapon offenses. ONS II resulted in 833 arrests and the clearance of 1,081 warrants, including 95 warrants for homicide, 68 for sexual assault, 200 for aggravated assault, 70 for robbery, and 98 for weapon offenses. Additionally, 181 firearms, 160.2 kg of narcotics, and \$229,413 in U.S. currency was seized. A total of 24 community events were held throughout the ten site cities. In addition to the USMS personnel who led the operation, more than 150 Federal, State, and local partners and more than 400 TFOs participated in ONS II.

Building on this success, ONS III was conducted during the summer of 2023 in all twenty cities. ONS III resulted in 4,455 arrests and the clearance of 5,221 warrants, including 612 warrants for homicide, 452 for sexual assault, 896 for aggravated assault, 439 for robbery, and 419 for weapon offenses. Additionally, 555 firearms, 85.58 kg of narcotics, and \$1,021,572 in U.S. currency was seized. More than 200 Federal, State, and local partner agencies and more than 700 TFOs participated in the operation, in addition to the dozens of USMS operational and administrative personnel who led it. The USMS and its partners held a total of 62 community events.

Launching a game-changing warrant technology. The USMS developed and deployed the “Warrant-Based Investigations” capability in the USMS’ operational knowledge management system. This allows the USMS to serve as the central repository for all Federal warrants. The USMS built this module to facilitate the end-to-end functionality required to track wanted subjects with a Federal warrant, create fugitive wanted posters, track informational leads on each subject, track the apprehension status of each subject, and track those subjects being detained by the USMS. For the first time ever, the USMS can manage and execute its warrants all within a single system and provide district, regional, and national views into all warrant operations. In addition, the system integrates with multiple FBI systems to ensure the two agencies stay operationally synchronized on the details of each subject warrant and arrest. The USMS released this capability on October 31, 2022.

Additionally, the USMS fielded the “Non-Warrant-Based Investigations” capability in FY 2023. This technology solution provides a variety of planning, tracking, and reporting tools that allow district staff to effectively execute its day-to-day mission within all mission areas of non-warrant-based business. Throughout the year, the USMS deployed modules for the following programs: International Removals, Technical Operations Group, Financial Surveillance Unit, National Sex Offender and Targeting Center, Missing Children, International Leads, Foreign Fugitives, Organized Crime and Gangs, Organized Crime Drug Enforcement Task Force, and Asset Forfeiture Financial Investigations.

Implementing the USMS’ first ever fugitive operations tracking application. The Enforcement Operations Application allows the USMS to have direct operational oversight into multiple fugitive apprehension operations and provides USMS personnel with an intuitive, easy-to-navigate mapping capability which allows users to view relevant data specific to their mission and geographic location. The application features the ability to view an interactive map at a national level and “drill down” to regional, state, district, county, and unique street address

levels. It provides direct visibility into specific records and statistics for outstanding Federal warrants, arrested subjects, warrants closed, seized firearms, seized ammunition, seized currency, seized vehicles, and seized narcotics.

Additionally, this system provides single-click access to detailed operational warrant-related data, including subject photographs, offenses, biographical data, and address locations. The USMS successfully utilized this application to support ONS I, II, and III. This capability served as the hub for real-time tracking of each ONS enforcement mission, which took place in cities with high crime rates throughout FY 2023 and contributed to the reduction of violent crime in those cities.

Deploying the Fugitive Operations Dashboard. This nationwide enforcement tool assists with pre-operational planning for large-scale enforcement missions for the purpose of increasing situational awareness and enhancing officer safety by allowing deputies to see other addresses in the area on the map that may have known, dangerous individuals. This customizable dashboard allows the field to interact with near real-time active and closed warrant data sourced directly from the agency's operational knowledge management system. It provides districts and divisions the ability to apply filters and interact with data in ways never-before seen within the USMS. Today there are over 70,000 active Federal warrants accessible within the tool.

Asset Forfeiture

Asset forfeiture targeting is becoming increasingly complex, requiring 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 assets seized and the potential value returned to the Department's Assets Forfeiture Fund. Continued focus on evaluation of the type of assets seized, effective management of inventory, and timely disposal ensure 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 2023 Target:

Real Property: 80%

Conveyances: 72%

FY 2023 Actual:

Real Property: 82%

Conveyances: 77%

Strategic Objective: Promote Effective and Efficient Governance and Asset and Vendor Management

Conducting Forfeiture Financial Investigations. In FY 2023, the USMS identified \$84,000,000 in assets targeted for forfeiture, contributed to the investigative efforts of \$59,000,000 in assets subject to forfeiture, and assisted USAOs in defeating third-party claims

against \$5,200,000 in assets. Additionally, the USMS collected more than \$2,500,000 in money judgment cases through cash payments, established payment plans, or identified assets.

Refunding victims of crime and making payments to forfeiture partners. In FY 2023, the USMS issued 1,915 payments totaling \$278,340,000 to victims who suffered a direct loss caused by the offenses underlying the forfeiture actions. This included \$38,130,000 in payments to the victims of the Western Union case. The USMS also processed 29,476 equitable sharing payments worth \$606,800,000 to approximately 2,936 domestic, Federal, and international law enforcement partners.

Supporting international partners. The USMS international asset forfeiture caseload includes 71 active cases involving 37 countries. The agency partners with a growing number of countries focusing on the impactful use of forfeiture. The USMS participated in virtual and in-person information sessions throughout the year, with over 400 attendees from countries in Europe, Asia, South America, and the Caribbean. These sessions serve to educate international partners on the agency's role in asset forfeiture and provide a meaningful environment to foster collaboration.

Improving the equitable sharing process with State and local partners. Beginning in FY 2023, the USMS began a targeted outreach initiative to encourage State and local law enforcement agencies to register and update agency information with the General Services Administration's System for Award Management (SAM.gov). This initiative was based on OMB's revised 2020 *Guidance for Grants and Agreements* and the DOJ determination that required recipients of equitable sharing payments to adhere to the new SAM.gov and Universal Identifier standards.

These efforts led to an increase in compliance by State and local agencies with the number of updated SAM.gov vendor forms increasing by more than 54 percent. Additionally, the amount of unpaid equitable sharing requests reduced by nearly 70 percent from \$23,200,000 in FY 2022 to \$7,000,000 this fiscal year. The number of pending payments also decreased from 742 to 249.

C. Prisoner Security and Transportation

<i>Prisoner Security and Transportation</i>	Direct Positions	Estimated FTE	Amount (\$000)
2023 Enacted	1,019	929	\$285,581
2024 Continuing Resolution	1,002	921	\$285,581
Adjustments to Base and Technical Adjustments	9	9	\$10,170
2025 Current Services	1,011	930	\$295,751
2025 Program Increases	0	0	\$0
2025 Request	1,011	930	\$295,751
Total Change 2024-2025	9	9	\$10,170

<i>Prisoner Security and Transportation – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2023 Enacted	20	20	\$32,091
2024 Continuing Resolution	21	21	\$31,479
Adjustments to Base and Technical Adjustments	2	2	\$213
2025 Current Services	23	23	\$31,692
2025 Program Increases	0	0	\$0
2025 Request	23	23	\$31,692
Total Change 2024-2025	2	2	\$213

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 data and records into an internal electronic database and the prisoner file; and sending the electronic fingerprint information to the FBI Integrated Automated Fingerprint Identification System. 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. Operational personnel follow strict safety protocols in the cellblocks to ensure the safety of operational personnel 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. Operational 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, operational personnel must observe and count the prisoners at irregular intervals not to exceed 30 minutes between observations to prevent prisoners from anticipating the time when operational personnel will conduct the sweeps.

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, the 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, while 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 transports 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 multiple districts for Federal violations, the USMS transports prisoners to the requesting district upon completion of the court process in the home district.

Finally, the USMS manages the Justice Prisoner and Alien Transportation System (JPATS), which operates and maintains an aircraft fleet for DOJ detainee and prisoner transportation. JPATS uses a revolving fund, where total operating costs are reimbursed by its customer agencies – primarily the USMS Prisoner Operations Division (using the FPD appropriation) and the BOP (using the BOP S&E appropriation). JPATS coordinates movement of most USMS detainees and BOP prisoners, and also transports DOD, State, and local prisoners on a

reimbursable, space-available basis. A separate congressional justification documents FY 2025 JPATS activities and the revolving fund in more detail.

Prisoner Confinement and Services

The USMS must ensure sufficient resources are available to house and care for detainees in its custody. The USMS Conditions of Confinement Program ensures Federal detainees are confined securely and humanely and to protect their statutory and constitutional rights. Security personnel conduct annual reviews of all active IGA facilities. Additionally, detention facility inspections are required before the USMS enters into an IGA with a facility to house prisoners.

Resources are expended from the time a prisoner is brought into USMS custody through termination of the criminal proceeding: either release from custody or commitment to BOP. Detention resources provide for detainee housing and subsistence, health care and medical guards, intra-district and JPATS transportation, and incidental costs associated with prisoner housing and transportation such as prisoner meals while in transit and prisoner clothing. These variable costs associated with care of Federal detainees in State, local, and private facilities are funded by the FPD appropriation. A separate congressional justification documents the FY 2025 FPD funding request in more detail.

2. Performance and Resource Table

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Prisoner Security and Transportation												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 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
			934	\$285,581 [\$0]	929	\$283,795	921	\$285,581 [\$0]	9	\$10,170 [\$0]	930	\$295,751 [\$0]
Strategic Objective	Type	Performance	FY 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			934	\$285,581 [\$0]	929	\$283,795	921	\$285,581 [\$0]	9	\$10,170 [\$0]	930	\$295,751 [\$0]
5.2	Performance Measure: Workload	Average daily prisoner population*	60,923		59,339		60,505		894		61,399	
5.2	Performance Measure: Outcome	Percent of monitoring reviews completed for active IGAs	100%		79%		100%		0%		100%	
5.2	Performance Measure: Outcome	Total prisoner productions	876,292		501,456		880,218		-152,337		727,881	
5.2	Performance Measure: Outcome	Average detention cost (housing, medical, and indirect transportation)	\$105.49		\$111.55		\$107.42		\$8.41		\$115.83	

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

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 Capture. Monthly data from Capture 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 Capture.
- c. Data Limitations:** Limited by the timely entry of prisoner data into Capture.

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:** Reports are automatically generated and displayed in a Detention Facility Review (DFR) Scorecard in Capture and then reviewed and analyzed on a quarterly basis identifying which facilities are past due for an inspection.
- c. Data Limitations:** Limited by the timely entry of monitoring review results.

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 Capture. DC Superior Court data is maintained by a locally managed database and is updated daily. DC Superior Court will be transitioning to Capture in the near future.
- c. Data Limitations:** Limited by the timely entry of prisoner data into Capture and DC Superior Court's database, as appropriate. For DC Superior Court, more than 95 percent of prisoner productions are entered into the system on the same day they occur.

4. Average detention cost (housing, medical, and in-district transportation)

- a. Data Definition:** Total detention costs represent the aggregation of paid jail costs and health care costs on a per capita, per day basis.
- b. Data Validation and Verification:** Data reported is validated and verified against monthly reports describing district-level jail utilization and housing costs prepared by the USMS. In accordance with generally accepted accounting principles, the USMS routinely monitors its financial data for new obligations and de-obligations.

- c. Data Limitations:** Maintaining prisoner movement data is a labor-intensive process. The reliability of the reported data is often compromised by time lags between the actual movement of prisoners and data entry of those events into Capture. 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. If the actual cost is different from the anticipated cost, additional funds may need to be obligated or obligated funds, de-obligated. Due to the time lag between the rendering of services and the payment of invoices, several weeks may lapse before the actual cost of health care services provided to an individual prisoner can be determined.

PERFORMANCE MEASURE TABLE							
Decision Unit: Prisoner Security and Transportation							
Strategic Objective	Performance Measure		FY 2022	FY 2023		FY 2024	FY 2025
			Actual	Target	Actual	Target	Target
5.2	Performance Measure: Workload	Average daily prisoner population*	63,356	60,923	59,339	60,505	61,399
5.2	Performance Measure: Outcome	Percent of monitoring reviews completed for active IGAs	77%	100%	79%	100%	100%
5.2	Performance Measure: Outcome	Total prisoner productions	511,180	876,292	501,456	880,218	727,881
5.2	Performance Measure: Outcome	Average detention cost (housing, medical, and indirect transportation)	\$105.67	\$105.49	\$111.55	\$107.42	\$115.83

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

3. Performance, Resources, and Strategies

The USMS assures integrity of the Federal judicial system by maintaining custody, protection, and security of detainees and ensuring that criminal defendants appear for judicial proceedings. Efficient management of detention resources necessitates continuous analysis of the courts' need for detainees when considering detention facility location and cost. This evaluation results in strategic movement of detainees between detention facilities as cases progress. Detainees are moved to closer facilities when more often needed for court appearances (for example, in the pretrial phase), and 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: Detention cost – per capita, per day (including housing, medical, and in-district transportation)

FY 2023 Target: \$105.49

FY 2023 Actual: \$111.55

Strategic Objective: Deliver Secure, Modern, and Efficient Prisoner Detention and Transportation Operations

Lifting lingering COVID-19 restrictions. Shortly after the COVID-19 pandemic began, the BOP and the USMS separated their prisoner movements on JPATS aircraft and BOP buses. On December 5, 2022, JPATS resumed blending flights resulting in a 50 percent increase in prisoners moved per flight hour. Additionally, on July 1, 2023, the USMS discontinued large-scale COVID-19 viral testing of USMS prisoners, to include the pre-transport testing requirement for JPATS manifested trips. Facilities continue to screen for symptoms and follow CDC, State and local health department, and USMS guidelines.

Digitizing prisoner movement packets. The USMS deployed the electronic Movement Packet (MPAC) to its districts, USMS Intergovernmental Agreement (IGA) facilities, and BOP institutions. This mobile application is expected to reduce the amount of paper—roughly one million pages per year—and workload of staff who are required to manually print, copy, and assemble required paperwork for every prisoner movement. The application allows transport officers to access medical and security information while enroute and provides biometric identification of prisoners on the transport vehicle using facial recognition. While every prisoner moved is predetermined and known, the facial recognition feature assists transport officers with quick retrieval of electronic documents and provides automated verification of prisoner movements back to the system of record.

D. Protection of Witnesses

<i>Protection of Witnesses</i>	Direct Positions	Estimated FTE	Amount (\$000)
2023 Enacted	251	229	\$68,374
2024 Continuing Resolution	247	227	\$68,374
Adjustments to Base and Technical Adjustments	2	2	\$2,257
2025 Current Services	249	229	\$70,631
2025 Program Increases	0	0	\$0
2025 Request	249	229	\$70,631
Total Change 2024-2025	2	2	\$2,257

<i>Protection of Witnesses – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2023 Enacted	5	5	\$7,683
2024 Continuing Resolution	5	5	\$7,536
Adjustments to Base and Technical Adjustments	0	0	\$50
2025 Current Services	5	5	\$7,586
2025 Program Increases	0	0	\$0
2025 Request	5	5	\$7,586
Total Change 2024-2025	0	0	\$50

1. Program Description

The Witness Security Program (WSP) is a unique, valuable tool that protects government witnesses whose lives are threatened due to testimony against major criminals such as organized crime members, terrorists, drug traffickers and cartels, and violent criminal gang members. The WSP provides physical security during trial proceedings, creates new identities, and relocates witnesses and their families after trial. The DOJ Criminal Division (CRM), the BOP, and the USMS collaborate to administer the program:

- The CRM Office of Enforcement Operations authorizes entry of witnesses into the WSP.
- The BOP protects witnesses incarcerated in Federal prison facilities.
- The USMS provides civilian witnesses and their families protection, re-identification, relocation, 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 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 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
			230	\$68,374 [\$285]	229	\$66,053 [\$56]	227	\$68,374 [\$285]	2	\$2,257	229	\$70,631 [\$285]
Strategic Objective	Type	Performance	FY 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			230	\$68,374 [\$285]	229	\$66,503 [\$56]	227	\$68,374 [\$285]	2	\$2,257	229	\$70,631 [\$285]
2.1	Performance Measure: Workload	Total number of witness security program participants	19,165		19,194		19,196		37		19,233	
2.1	Performance Measure: Output	Protection services required / provided for witnesses (includes court productions)	1,591		4,107		1,867		2,437		4,304	
2.1	Performance Measure: Outcome	Participant compliance	85%		96%		85%		0%		85%	

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. Participant Compliance:

- a. Data Definition:** The percentage of active, relocated Program participants whose identity, location, or general security has not been compromised.
- b. Data Validation and Verification:** Validation occurs when the security incident that triggered the compromise is documented, reviewed, and approved. Verification occurs when internal audits examine procedures for consistency and effectiveness and when managers review case activities for lessons learned and best practices.
- c. Data Limitations:** The compliance percentage depends on the number of security incidents detected for the Program's population of active and relocated participants. The compliance percentage may include participants with security incidents the Program has not detected.

PERFORMANCE MEASURE TABLE							
Decision Unit: Protection of Witnesses							
Strategic Objective	Performance Measure		FY 2022	FY 2023		FY 2024	FY 2025
			Actual	Target	Actual	Target	Target
2.1	Performance Measure: Workload	Total number of witness security program participants	19,132	19,165	19,194	19,196	19,233
2.1	Performance Measure: Output	Protection services required / provided for witnesses (includes court productions)	4,081	1,591	4,107	1,867	4,304
2.1	Performance Measure: Outcome	Security breaches mitigated	40	Retired	Retired	Retired	Retired
2.1	Performance Measure: Outcome	Participant compliance	94%	85%	96%	85%	85%

3. Performance, Resources, and Strategies

The USMS must provide critical protective services to witnesses who testify 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 it provides effective protection and security services to protected witnesses and authorized participants while also exercising cost efficiencies.

Measure: Participant Compliance:

FY 2023 Target: 85%

FY 2023 Actual: 96%

Strategic Objective: Strengthen the Agency's Ability to Protect Sensitive and Vital Information, Technology, and Infrastructure against Threats

Reducing violent crime through witness protection. The Attorney General disseminated directions in May 2021 regarding the reduction of violent crime. The USMS has a prominent role in arresting violent criminals, and the Witness Security Program is an essential part of accomplishing that mission. The Program specifically contributes to the reduction of violent crime by providing for the security, health, and safety of witnesses to allow them to testify against violent criminals, removing them from vulnerable communities.

Through meetings and presentations, the USMS raised awareness among State and Federal agencies about the services and processes of the Witness Security Program. In discussions with the FBI, the DEA, Assistant United States Attorneys, the BOP, and the Office of Enforcement Operations, the USMS reviewed the purpose and scope of the Program. As a result of these outreach efforts, the USMS expanded communication and cooperation between agencies and showed investigators and prosecutors how to leverage the Witness Security Program to reduce violent crime.

Exchanging best practices with international partners. The Witness Security Program receives worldwide recognition for its success in protecting witnesses and value in dismantling criminal organizations. Since the Program's creation over 50 years ago, other countries have created witness protection programs based on the U.S. model, and many have developed innovative approaches to address their needs and challenges.

The Witness Security Program shared best practices and insights on protection with international partners to include Europol and Italy's Protection System of Collaborators and Witnesses of Justice. In January 2023, a senior protection specialist met with representatives from Italy's Protection System of Collaborators and Witnesses of Justice to share best practices and insights on protection and Program success factors. In June 2023, the Program leadership attended a Europol conference in the Netherlands, where Europol partners shared information and trends regarding information and data security. These efforts proved beneficial for the USMS and its international partners through improved communication and cooperation.

E. Tactical Operations

<i>Tactical Operations</i>	Direct Positions	Estimated FTE	Amount (\$000)
2023 Enacted	193	168	\$79,224
2024 Continuing Resolution	189	175	\$79,224
Adjustments to Base and Technical Adjustments	2	2	\$2,016
2025 Current Services	191	177	\$81,240
2025 Program Increases	0	0	\$0
2025 Request	191	177	\$81,240
Total Change 2024-2025	2	2	\$2,016

<i>Tactical Operations – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2023 Enacted	6	6	\$8,976
2024 Continuing Resolution	6	6	\$8,710
Adjustments to Base and Technical Adjustments	0	0	\$61
2025 Current Services	6	6	\$8,771
2025 Program Increases	0	0	\$0
2025 Request	6	6	\$8,771
Total Change 2024-2025	0	0	\$61

1. Program Description

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

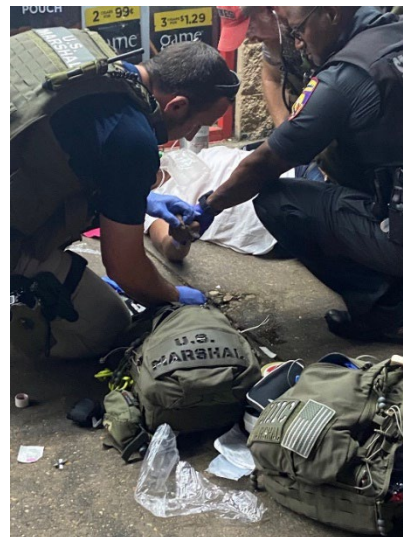
Special Operations

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 SOG Tactical Center in Camp Beauregard, Louisiana, the unit is an elite group 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.

Emergency Management and Response

All USMS operational missions that fall under emergency management and response are coordinated by the Office of Emergency Management (OEM) 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 aids 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 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.

OEM also oversees the Operational Medic Support Unit (OMSU), which is composed of collateral duty DUSM medics. The OMSU manages, trains, and equips DUSMs who possess a current Emergency Medical Technician (EMT) or EMT-Paramedic certification.

The USMS also oversees Incident Management Teams 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 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 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
			217	\$79,224 [\$31,491]	207	\$75,637 [\$15,914]	211	\$79,224 [\$27,027]	2	\$2,016 [\$2,182]	213	\$81,240 [\$29,209]
Strategic Objective	Type	Performance	FY 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			217	\$79,224 [\$31,491]	207	\$75,637 [\$15,914]	211	\$79,224 [\$27,027]	2	\$2,016 [\$2,182]	213	\$81,240 [\$29,209]
2.1	Performance Measure: Output	Number of special operational hours dedicated to high-threat and emergency situations	32,832		16,978		33,414		-3,135		30,279	

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							
Decision Unit: Tactical Operations							
Strategic Objective	Performance Measure		FY 2022	FY 2023		FY 2024	FY 2025
			Actual	Target	Actual	Target	Target
2.1	Performance Measure: Workload	Number of special operational hours dedicated to high-threat and emergency situations	8,271	32,832	16,978	33,414	30,279

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 Asset Security Operations program 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 operation hours dedicated to high-threat and emergency situations

FY 2023 Target: 33,832

FY 2023 Actual: 16,978

Strategic Objective: Mitigate Officer Safety Risk Across All Mission Areas

Instituting advanced training for USMS and partner officers. The USMS partnered with the Office of Community Oriented Policing Services to offer its evidence-based Officer Safety Training-Human Performance (OST-HP) course to 23 State and local law enforcement officers from across the United States. The OST-HP course, a hybrid of the agency’s High-Risk Fugitive Apprehension Training taken by DUSMs and TFOs, immersed these non-USMS task force law enforcement officers into real-world scenarios. The training is designed to improve law enforcement officers’ overall performance and decision-making during stressful encounters, ultimately decreasing the number of use-of-force situations and increasing the probability of successful non-violent outcomes.



The participants expressed appreciation for the opportunity to participate in this training, of which they normally would not have access. The USMS is committed to making officer safety training a priority that benefits law enforcement and the communities they serve and looks forward to providing more of these courses in the future.

Broadening the SOG program. In February 2023, SOG officially expanded its full-time staff to their newly formed detachments in Springfield, Virginia, and Tomball, Texas. These additions are part of an ongoing SOG expansion plan that aims to provide comprehensive tactical, medical, and specialty support to USMS districts and divisions nationwide.

Expanding SOG’s geographical footprint will improve response times to critical incidents, while simultaneously increasing the availability of full-time personnel to staff key violence-reduction initiatives. Although the full-time teams will lessen the burden of last-minute requests for district personnel, the need for collateral SOG members will persist. Collateral SOG members will help maintain a sustainable rotation and prevent deployment fatigue from the increasing operations tempo SOG has seen over the past several years.

Expanding USMS wellness programs. The USMS prioritizes mental health and wellbeing. A happy, healthy workforce is good for employees and their family members, as well as for the entire agency. Putting mental health at the forefront, the USMS allocated more resources to behavioral health promotion, prevention, and intervention services. This positive step forward can help reduce or eliminate risk factors, halt onset, and minimize the prevalence of mental illness within the organization. Additionally, the USMS is placing more emphasis on crisis management than ever before. During the past year it expanded all three of its national crisis services program areas: the Critical Incident Response Team (CIRT), the Employee Assistance Program (EAP), and the Employee Resiliency Program (ERP).

The CIRT delivers peer services, preventative education, and other group or individual interventions to avert or mitigate negative psychological and physical effects from exposure to traumatic incidents. In FY 2023, the CIRT recruited and trained an additional 24 peer support members in Critical Incident Stress Management to meet the ever-increasing demands for support and training within the USMS. The CIRT has continued to provide guidance related to training, recruitment, and selection procedures in support of the U.S. Capitol Police (USCP) Wellness and Peer Support Program implementation. In FY 2023, the USCP and USMS trained collaboratively on multiple occasions and provided peer support services to USCP officers who engaged in providing testimony during the Oath Keepers Trial in District of Columbia Superior Court.

The EAP provides professional, confidential assistance to help restore or maintain employee performance at a satisfactory level. One service that EAP provides is to help Federal employees struggling with drug and alcohol abuse to overcome their addiction. To address substance abuse within the USMS, EAP started to build a framework for a Substance Abuse Program during FY 2023 to meet the specific needs of USMS personnel.

The ERP currently administers the Work-Life Program and provides suicide prevention education, tips for resiliency in the workforce, and emotional survival training to USMS personnel. The USMS is dedicated to raising awareness about suicide prevention and mental health issues that are affecting our personnel. The agency conducts suicide prevention education at the basic deputy academy and again during each phase of employee advancement, including Supervisory Leadership Development and Chiefs Leadership Development. Throughout FY 2023, USMS leadership has published information and videos regarding ERP, suicide prevention, and employee wellness. Additionally, the agency's crisis services personnel have partnered with district and division leadership to strengthen mental health and suicide prevention services in ways that fit the unique needs of their employees and their family members. The USMS is currently re-designing the ERP, via a multidisciplinary working group, to identify agency gaps and subsequently align and enhance wellness services currently offered by the agency.

F. Detention Operations

<i>Detention Operations</i>	Direct Positions	Estimated FTE	Amount
2023 Enacted	0	0	\$0
2024 Continuing Resolution	0	0	\$0
Adjustments to Base and Technical Adjustments	42	42	\$33,600
2025 Current Services	42	42	\$33,600
2025 Program Increases	0	0	\$0
2025 Request	42	42	\$33,600
Total Change 2024-2025	42	42	\$33,600

<i>Detention Services</i> Information Technology Breakout (of Decision Unit Total)	Direct Position	Estimated FTE	Amount
2023 Enacted	0	0	\$0
2024 Continuing Resolution	0	0	\$0
Adjustments to Base and Technical Adjustments	3	3	\$12,462
2025 Current Services	0	0	\$12,462
2025 Program Increases	0	0	\$0
2025 Request	0	0	\$12,462
Total Change 2024-2025	3	3	\$12,462

1. Program Description

Detention operations are managed by the Prisoner Operations Division (POD). This division administers the Federal detention management system and establishes national detention policy. These programs provide strategies for Federal detainee processing, housing, transportation, and medical care in a safe, secure, and cost-effective manner. The POD will continue to improve detention infrastructure by investing in areas that will effectively drive efficiencies.

The Detention Operations decision unit realigns detention management personnel and program operations costs (i.e., overhead-type costs) from the S&E appropriation from FPD. This decision unit tracks detention-related resources and costs – management, support services, and IT systems

– previously funded by FPD. This information will no longer be reported in the FPD congressional justification, and realignment is applied as a technical adjustment in FY 2025.

Detention Management Services Automation

The USMS facilitates efficiencies through process automation by identifying opportunities, designing support solutions, and investing in IT infrastructure – integrating existing detention systems and services when appropriate. The primary operational mission system is Capture.

Capture: Capture incorporates a comprehensive integration and improvement of all current USMS operational business and mission capabilities (automated and manual), a consolidation of operational data, and an improvement of operational business processes at headquarters and in the field. This system optimizes national detention operations with well-established business practices that achieve cost effective, safe, secure, and humane confinement and transportation of detainees.

Capture provides a web-based solution that enables user access from multiple platforms (i.e., desktops, tablets, and mobile phones) in a manner which is intuitive for each distinctive USMS line of business. These enhancements aim to streamline detention operations and allow the USMS to leverage new operational efficiencies.

All detainee management modules that address processes throughout the Federal detention lifecycle (“booking to release/sentencing” and “sentencing to commitment”), and those related to procurement of detention services from State and local agencies through IGAs, have successfully migrated to Capture.

2. Performance Resources Table

PERFORMANCE MEASURE TABLE												
Decision Unit: Detention Services												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
Note: Performance measures reflect amounts for base population.			FY 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			0	n/a	0	n/a	0	n/a	42	\$33,600 [\$0]	42	\$33,600 [\$0]
Strategic Objective	Type	Performance	FY 2023		FY 2023		FY 2024		Current Services Adjustments and FY 2025 Program Changes		FY 2025 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			0	n/a	0	n/a	0	n/a	42	\$33,600 [\$0]	42	\$33,600 [\$0]
5.2	Performance	Targeted non-Federal facility reviews completed	5		14		5		8		13	
5.2	Outcome	Targeted non-Federal facilities (private) meeting minimum standards	5 of 5		14 of 14		5 of 5		8		13 of 13	

PERFORMANCE MEASURE TABLE							
Decision Unit: Detention Services							
Strategic Objective	Performance Measure		FY 2022	FY 2023		FY 2024	FY 2025
			Actual	Target	Actual	Target	Target
5.2	Performance Measure	Targeted non-Federal facility reviews completed	14	5	14	5	13
5.2	Performance Measure: Outcome	Targeted non-Federal facilities (private) meeting minimum standards	100% 14 of 14	100% 5 of 5	100% 14 of 14	100% 5 of 5	100% 13 of 13

Definitions, Validation, Verification, and Limitations:

1. Performance Measure: Targeted Non-Federal Facilities Reviews and Targeted Non-Federal Facilities Meeting Minimum Standards

a. Data Definitions:

Targeted Non-Federal Facilities: All private facilities receive a Quality Assurance Review (QAR), and all IGA facilities housing at least one USMS detainee in the last 365 days will receive a Detention Facility Review (DFR).

Number of Targeted Reviews Completed: Targeted non-Federal facility QARs completed during the fiscal year.

Meeting Minimum Standards: In the QAR review process, a facility may receive one of five rating levels:

- Excellent: Level of performance exceeds minimum standards; deficiencies are nonexistent or minor.
- Good: Level of performance meets minimum standards; deficiencies are minor, offset by outstanding elements of performance.
- Acceptable: Level of performance meets minimum standards; deficiencies are minor.
- Deficient: Level of performance is weak; corrective action plans for internal controls are needed to maintain minimum standards.
- At-Risk: Level of performance does not meet minimum standards and requires immediate corrective action plans.

Facilities must receive a rating above the At-Risk level to be considered Meeting Minimum Standards.

Targeted Number of Private Facilities Meeting Minimum Standards: This percentage is calculated by dividing the Private Facilities Meeting Minimum Standards by the number of these facilities scheduled for review during the fiscal year.

b. Data Collection and Storage: Data describing the facility ratings and standards that are met by the individual facilities will be maintained in the FRMS system. In conjunction with the QAR reviews, State, local, and other agency reviews are maintained in the DFR system.

- c. **Data Validation and Verification:** Data reported are validated and verified against QAR reports, repository information, State, local or other agency reported data (i.e., BOP Sentry, USMS Capture).
- d. **Data Limitations:** Data reported often reflect a delay in reporting.

3. Performance, Resources, and Strategies

Challenge: Varying Detention Standards

Concurrent with the desire to create detention efficiencies, the USMS must provide for safe, secure, and humane confinement of detainees. These competing imperatives are especially challenging given POD's reliance on a large number of State, local, and private facilities. Confinement standards at these facilities vary according to local and State requirements. To address this, the USMS developed a comprehensive Quality Assurance Program that ensures facilities providing detention bedspace to the Federal government meet established confinement standards.

Measure: Targeted non-Federal facilities (private) meeting minimum standards

FY 2023 Target: 5 of 5 / 100%

FY 2023 Actual: 14 of 14 / 100%

Strategic Objective: Deliver Secure, Modern, and Efficient Prisoner Detention and Transportation Operations

Mitigating Prisoner Suicides. When the USMS receives a prisoner into its custody, it assumes responsibility for the safe, secure, and humane housing of that prisoner in a detention facility. Recognizing suicide is the second leading cause of death in prisons, the USMS undertook several initiatives in FY 2023 to mitigate suicides in contracted and IGA detention facilities. As part of its outreach efforts, the USMS established a full-time liaison position with the National Sheriff's Association (NSA) to facilitate collaboration for common concerns in U.S. jails, including prisoner suicides. Working with the NSA liaison, the USMS developed a document entitled, *Best Practices for Mitigating Prisoner Suicide*, that describes USMS best practices for treating prisoner mental health conditions; managing prisoner suicidal thoughts and behaviors; and limiting access to lethal means to mitigate the risk of a prisoner committing suicide. Additionally, the USMS developed a comprehensive online training course for all USMS operational personnel to complete annually. This course expels suicide myths and emphasizes early detection and alerts, as well as the importance of human interaction.

The USMS also established an Incident Review and Response Team (IRT) comprised of detention subject matter experts to review and respond to USMS prisoner attempted suicides and suicides. In FY 2023, the IRT conducted 14 comprehensive facility reviews where a prisoner committed suicide. The efficacy of these initiatives and IRT reviews were reflected in the second lowest suicide rate in the past 13 years. Of the 154,456 USMS prisoners housed in a detention facility during FY 2023, 14 died by suicide.

Optimizing detention bedspace. In 2023, the USMS identified regional limitations that challenged the districts' abilities to maximize the utilization of no-cost Federal bedspace managed by BOP. These limitations included a lack of local or regional prisoner census; geographical burdens limiting local districts to effectively house USMS prisoner populations near the charging district; limited BOP bedspace due to pandemic contingency operations; facility structural renovations; and BOP staff shortages. To mitigate these limitations and ensure available BOP bedspace was fully utilized, the USMS began moving sentenced prisoners to BOP facilities while prisoners awaited designation, thereby precluding per diem costs of the hubs where the USMS typically moved prisoners that were in-transit to their designated facilities. Concurrently, the USMS rerouted prisoner aircraft transportation routes and BOP bus routes to maximize the utilization of BOP bedspace while in-transit to their final destinations. This initiative alone saved \$12,700,000 in air travel costs in FY 2023. The USMS then combined multiple district populations into geographically advantageous private detention bedspace to take advantage of less costly ground transportation transfer points. Finally, the USMS conducted an in-depth operational analysis of BOP bedspace utilization that resulted in the BOP providing additional no-cost bedspace for USMS prisoners. In FY 2023, these housing initiatives saved the USMS \$12,600,000.

Modernizing prisoner medical care and management. The USMS prisoner population generated over 200,000 medical requests in FY 2023. To ensure the delivery of fiscally prudent, evidence-based healthcare, the USMS procured and implemented a Clinical Decision Support System (CDSS) tool. This tool utilizes research-based data to determine if specialty medical testing and interventions are necessary and beneficial to the overall wellbeing of the treated population. More specifically, the CDSS tool improves the healthcare provided to prisoners by enhancing medical decisions with targeted clinical knowledge, patient information, and other health information. The implementation of CDSS enhanced the goal of providing community standards of medicine within the correctional environment while simultaneously decreasing both the fiscal burden and medicolegal risks to the USMS. During the first three months of use for cardiac care, the USMS recognized a 14 percent cost savings compared to the same time frame of the previous fiscal year.

V. Program Increases by Item

Item Name:	<u>Body Worn Cameras (BWC)</u>
Strategic Goal:	<u>3: Protect Civil Rights</u>
Strategic Objective:	<u>3.3: Reform and Strengthen the Criminal and Juvenile Justice Systems to Ensure Fair and Just Treatment</u>
Budget Decision Unit:	<u>Fugitive Apprehension</u>
Organizational Program:	<u>Body Worn Camera Program Office</u> <u>Investigative Operations Division</u> <u>Information Technology Division</u> <u>Office of General Counsel</u> <u>Office of Professional Responsibility</u> <u>Training Division</u>
Program Increase:	Positions: <u>47</u> Agt/Atty: <u>11/6</u> FTE: <u>24</u> Dollars: <u>\$40,411,000</u>

Description of Item

The USMS requests **47 positions (11 DUSMs and 6 attorneys) and \$40,411,000** to support full implementation of the DOJ BWC program. This request will sustain and further enhance the funds provided in FY 2023 to support the President’s initiative to reform the Federal Criminal Justice System, by extending the use of body-worn cameras (BWC) to all USMS DUSMs and providing resources for effective program management, oversight, and evaluation to continually monitor and assess the role of BWC in advancing criminal justice reform.



Justification

Beginning in April 2021, the DOJ began development of a program that requires law enforcement officers employed by DOJ law enforcement components to utilize BWCs while serving arrest warrants, conducting other planned arrest operations, and during the execution of search or seizure warrants/orders. The DOJ BWC policy mandates that all captured video during USMS operations is subject to Federal records requirements and disclosure rules.

This enhancement provides the additional resources necessary for the USMS to enhance the video management solution currently in place for the TFO BWC Program to provide sufficient capacity for management of Federal BWC recordings as digital data. Expansion of the program will deliver a robust end-to-end solution for USMS to access, manage, report data, and make

BWC recording disclosures in response to requests; and perform redaction, video management, and audit capabilities. The USMS BWC program impacts multiple divisions: the Investigative Operations Division (IOD), Office of General Counsel (OGC), Information Technology Division (ITD), Office of Professional Responsibility (OPR), Training Division (TD), and District Task Forces.

As the lead Federal agency charged with fugitive apprehension, the USMS will review, approve, and store a vast amount of data compared to other law enforcement agencies. USMS District Supervisors and Task Force Commanders must ensure all BWC data captured by operational personnel are uploaded, managed, and documented appropriately. Approximately 4,000 DUSMs nationwide are subject to the USMS program. All video captured during USMS BWC operations is subject to storage and management for at least 180 days, with an estimate of 35-40 percent of footage being subject to storage beyond that length of time. The USMS will likely have more than one petabyte (1,000 terabytes, or 1,000,000 gigabytes) of relevant video data annually.

Phase II of the USMS BWC implementation made significant progress implementing BWCs. As of February 2023, the USMS has trained 643 DUSMs; 242 of those are assigned to the Western District of Texas, District of Minnesota, District of New Hampshire, Northern District of Georgia, Southern District of Georgia, and the Southeast Regional Fugitive Task Force. The USMS has also trained 543 TFOs throughout the country. Phase III implementation began in the second half of 2023.

FY 2023 Program Sustainment, \$10,330,000

The FY 2022 Enacted budget provided \$4,400,000 for the USMS to establish a program base for its BWC program, focusing initially on TFO BWC capability. In the FY 2023 Enacted Budget, the USMS received an additional \$12,961,000 for the USMS to begin expanding its BWC program to encompass all agency-wide requirements, establishing the current program base of \$17,361,000. Given FY 2024 Annualized Continuing Resolution funding levels, the USMS proposes additional funding in the FY 2025 Budget to sustain the personnel and equipment from the FY 2023 enhancement.

BWC Program Office, 29 positions (7 DUSMs) and \$7,005,000

To provide executive-level oversight, management, external reporting, and continuing development for the USMS BWC enterprise program, the USMS requests 29 positions (7 DUSMs). This office centrally manages and oversees all BWC implementation, management, and safeguards within the entire USMS mission set.

The BWC Program Office manages the entire spectrum of BWC use, including policy oversight, standard operating procedures, user guide development, and scaled deployment to the USMS user community of more than 4,000 DUSMs. Successful implementation, management, and reporting on the Federal Officer BWC Program requires adequate personnel and resources to ensure the USMS complies with relevant laws, regulations, and DOJ policies and guidance.

The Program Office houses the senior level component official who maintains responsibility for the implementation and oversight of the entire BWC program for the USMS.



Program Management, 7 positions (7 DUSMs) and \$2,490,000: The requested DUSMs will enhance the management and implementation of the USMS Federal Officer and TFO BWC Program for both arrest operations and the execution of court orders related to search and seizure. These missions are the focus of the existing DOJ Federal Officer BWC guidance. The requested resources are also necessary to ensure that the USMS meets all crime data reporting requirements and provides timely responses to DOJ and Congressional requests.

Budget Analyst, 1 position and \$137,000: One budget analyst will perform all financial-related duties within the program.

Management and Program Analysts, 2 position and \$274,000: Two management analysts will perform additional operational support duties within the BWC program. These positions will support the Business Integration Center (BIC) with technical writing and other support functions.

Information Technology (IT) Program Manager, 1 position and \$137,000: The IT Program Manager will further enhance the full information technology-related implementation of the Federal Officer BWC Program.

Information Management Unit Specialists, 11 positions and \$1,510,000: The Information Management Unit Specialists will provide the USMS headquarters and field support for the technical and functional operations of the Federal Officer BWC and the BWC Video Management System. These specialists will provide supervisors and DUSMs daily support for their documentation and management of BWC recordings and will further track upload issues that must be elevated to ITD support personnel.

Data Science Support, 3 positions and \$412,000: One statistician and two operations research analysts will perform research, data collection, and statistical analysis concerning BWC usage. Research findings and analytics will shape USMS policies and procedures and identify challenges, resource inefficiencies, and areas for improvement. Collecting and releasing statistical information about BWC footage also promotes transparency. These positions will assist in gathering and preparing required statistical or other reports when requested by DOJ, Congress, or other governmental entities. Moreover, these positions will allow BWC to forecast operational needs, analyze and translate evaluations into cost-benefit metrics, and design evaluations/experiments to assess the financial impact of implementing the BWC program for purposes of budget formulation and resource requests.

Public Affairs Specialists, 2 position and \$274,000: Two Public Affairs Specialists will be the USMS principal point of contact for the news media. The Office of Public Affairs ensures that the public is informed about USMS activities and the Director’s priorities and policies. The USMS expects its BWC program will increase the number of public affairs inquiries.

Psychologists, 2 positions and \$274,000: The USMS requests two psychologists to systematically evaluate the psychological impact of police officers wearing BWCs to ensure their unique needs are adequately addressed. This requires the research skills and clinical training of a psychologist. The intense scrutiny of BWCs has the potential to negatively impact psychological health and increase already elevated levels of burnout.

The psychologists will design research studies, collect data, conduct analyses, and implement findings across relevant domains such as training, policy, and procedure. They will establish protocols to mitigate risks and challenges posed by modern policing and deliver evidence-based information surrounding these risks. They will not provide employee assistance services where staff seek or are referred for assistance after experiencing a problem; rather, they will provide proactive strategies based on their research. By approaching the implementation of the BWC program from this perspective, the USMS can leverage scientific research and empirically supported best practices to ensure effective and successful deployment of this program.

Contract Support, \$1,497,000: The USMS requests six contractors to assist the BWC Review Team.

Investigative Operations Division – 1 position and \$137,000

Domestic Investigations, 1 Management and Program Analyst, and \$137,000:

The USMS requests one Management and Program Analyst for the Domestic Investigations Branch (DIB). This position provides program-level support for the additional workload created by full implementation of the USMS BWC program with respect to Memoranda of Understanding the USMS has established with State and local law enforcement. DIB reviews, approves, and manages all Memoranda of Understanding related to BWC authorizations and practices.

Implementation and evolution of the BWC program requires frequent updates to enforcement-related forms, policies, and guidance not specific to, but impacted by, the BWC program. This includes DIB programs such as Confidential Source, 15 Most Wanted, Major Case, and Rapidly Advancing Manhunt. DIB also ensures appropriate documentation of BWC deployment when reporting on significant incidents and significant arrests.



Office of General Counsel – 7 positions (6 attorneys) and \$6,700,000

The USMS requests six Associate General Counsel positions, one Government Information Specialist, and 32 contractor positions to support the USMS OGC. The deployment of BWCs to DUSMs nationwide will impact OGC's Freedom of Information/Privacy Act (FOI/PA) unit significantly and requires substantial resources to meet new legal obligations. The OGC is responsible for handling all requests for external dissemination of BWC footage which may come from another component within DOJ, a Federal agency, a State law enforcement authority, a private bar attorney, and/or a member of the public.

Analysis of the current workload indicates the average clip of footage is over nine minutes in length. The USMS relies on a redaction assistant algorithm designed to detect and redact face shapes, license plate shapes and mobile data terminals. The algorithm does not mask audio. Additionally, since no algorithm is perfect, the contract staff need to review video frame-by-frame to ensure the face, plate, and terminal information is completely covered; that no reflections are captured in mirrors or high gloss surfaces; and redact audio prior to release. This evaluation requires, on average, over 33.5 minutes to process each minute of footage. As BWC use increases in the Federal workforce, additional contractor support will be needed for timely review of BWC footage.



The anticipated increase in litigation resulting from availability of BWC footage requires at least three paralegals to handle BWC-related workload, to include organization, review, assessment, collection, and analysis of BWC data in the E-Discovery Software database (Relativity). These paralegals will also assist in preparing correspondence and responses to subpoenas, Touhy requests, and discovery-related requests (interrogatories and requests for production of documents) for BWC data in civil, administrative, and Freedom of Information Act (FOIA) litigation. Paralegals will also review and assess BWC data to determine the appropriate administration and potential settlement of tort claims filed with USMS.

Attorneys are required to oversee the contractors who process the BWC footage for external release, advise the contractors regarding the applicable legal standard or policy aspects to apply and answer any questions the contractors may have. Additionally, attorneys must review footage in cases where there is a request for expedited release and when that footage has captured a sensitive investigative technique (or other law enforcement sensitive information). These attorneys are necessary to ensure the correct legal standards are applied when redacting footage for release outside of the USMS and to answer any legal questions arising from the request for footage in connection with criminal and civil discovery.

Furthermore, attorneys in OGC are tasked with addressing the entire spectrum of legal challenges that a BWC program may generate for any Federal agency. Legal challenges will go beyond those specific to footage generated during an enforcement operation. There will likely be legal challenges to USMS policies, procedures, release of information, and internal protocols.

Office of Professional Responsibility – 2 positions (2 DUSMs) and \$1,906,000

Internal Affairs, 1 position (1 DUSM) and \$868,000: The OPR Internal Affairs Branch (OPR-IA) will require additional personnel and contractor resources to incorporate the BWC program into the processing and investigation of misconduct complaints involving allegations of excessive force, employee conduct and property damage during arrest endeavors, and civil rights violations. To successfully incorporate BWC analysis into OPR-IA operations, the investigative team requires one additional Senior Inspector and four BWC contract analysts.

At present, OPR-IA receives a significant volume of complaints from internal and external sources daily. The use of BWC analysis in these investigations benefit both the missions of OPR-IA and OGC. The BWC program will allow OPR-IA to conduct more thorough and comprehensive investigations into these types of allegations. The program will also enable OGC to streamline the discovery process in criminal and civil litigation and the processing of FOIA requests related to these matters.

OPR-IA has strict aging milestones for the opening, processing, and closing of all misconduct investigations. At the Intake stage, additional personnel are required to analyze incoming BWC footage and process the footage and related materials for investigation. At the investigation stage, BWC analysts would be responsible for the analysis and preparation of BWC material for the new SIs, who would be responsible for handling all investigations.

OPR-IA staffing is already limited. Incorporating the new BWC program into the investigation of excessive force allegations will promote greater transparency and accountability within the DOJ and to the public. However, to adopt the program while still maintaining OPR-IA's high standards for comprehensive, timely investigations, these positions and funding are required to handle the additional workload.

OPR-IA requires three contractors to incorporate the BWC program into the processing and investigation of misconduct complaints involving allegations of excessive force, employee conduct and property damage during arrest endeavors and civil rights violations. The use of BWC analysis in these investigations benefit both the missions of OPR-IA and OGC. The BWC program would allow OPR-IA to conduct more thorough and comprehensive investigations into these types of allegations. The program would also enable OGC to streamline the process of discovery in criminal and civil litigation and the processing of FOIA requests related to these matters.

Force Review Branch, 1 position (1 DUSM) and \$1,038,000: The Office of Professional Responsibility, Force Review Branch (OPR-FRB) will require additional personnel and contractor resources to incorporate the BWC program into the processing, examination, referral, and reporting of USMS uses of force during arrest or search endeavors. OPR-FRB must perform these duties for every USMS use of force regardless of the mission under which that force was applied. The addition of BWC footage will allow greater transparency but also an increased set of responsibilities.

OPR-FRB ensures that all USMS use of force (UOF) incidents are thoroughly, objectively, and independently examined without prejudice, bias, or favor. Implementing the usage of Federal BWCs will create an additional set of responsibilities within OPR-FRB. Senior Inspectors will need to review the body camera footage of all USMS and Task Force personnel wherein UOF was captured, which will significantly increase the amount of time needed to thoroughly review all incidents. At the present time, OPR-FRB requires additional staff as this new office does not have enough personnel to allow full coverage for every region. Additionally, the branch only has one administrative employee to cover the administrative needs of the entire staff who will be unable to assist with the management of the BWC program.

The USMS requests one DUSM and four contract analysts to successfully incorporate BWC analysis into OPR-FRB operations. OPR-FRB receives at least 600 UOF incidents each fiscal year. OPR-FRB has strict time requirements regarding conducting reviews and making the appropriate referrals to the Department of Justice's Office of Inspector General and Civil Rights Division, as well as preparations for the Shooting Review Board (SRB) and the Less-Than-Lethal Review Board (LTLRB). At the review stage, DUSMs will be required to analyze and process incoming BWC footage and related materials for review and presentation to the SRB and/or the LTLRB. At the process stage, BWC analysts would be responsible for the retrieval, analysis, preparation, and distribution of BWC footage for the DUSMs, who are responsible for handling and presenting the reviews.

Information Technology Division – 3 positions and \$11,793,000

The USMS requests three IT Program Managers, \$412,000, for the IT-related implementation of the Federal Officer BWC program. This request includes \$277,000 in hardware costs to provide DUSMs with basic BWC equipment, including a limited supply of spare devices. IT software costs of \$3,071,000 include licenses for Relativity and FOIA express to support requested staff and data being tracked, network and access control, and reporting. Contract support and equipment for \$4,049,000 is also required. Finally, \$3,984,000 in IT services are needed for network expansions for video upload, installation support, support for IT system documentation, IT cyber security support, IT technical system support for Axon and Relativity, Axon support services, interoperability support for cameras, and travel for IT support team.



Training Division – 5 positions (2 DUSMs) and \$2,540,000

The USMS requests five positions for BWC training-related resources. As implementing a BWC program will help improve the high-quality public service expected of the USMS, it will also promote the perceived legitimacy and sense of procedural justice that communities demand from law enforcement agencies. To ensure these expectations are successfully met, the implementation of the BWC program must begin with a properly developed and delivered

training program. The BWC training curriculum covers topics such as policy, legal considerations, privacy rights, civil liberties, use of force, and force review.

The TD will be responsible for ensuring initial BWC training is delivered to both Basic Deputy U.S. Marshal students and existing operational employees with a subsequent robust sustainment program. The functional training delivery will include scenario-based exercises focusing on equipment operation, downloading recorded data, supervisory review processes, evidentiary procedures, and other relevant topics. The implementation of BWCs will impact numerous TD programs and require additional resources to ensure a professional training foundation for the BWC program while also allowing for an enhanced training methodology to combine BWC with the fundamentals of policy, tactics, equipment, de-escalation, and use-of-force practices.



Training Management, 4 positions (2 DUSMs) and \$986,000: The USMS requests two DUSMs and two Instructional Systems Design Specialist to support the programmatic oversight, management, and implementation of BWC training. All training must be developed, delivered, and sustained in concurrence with legal updates, policy reviews, officer-safety trends, and accreditation mandates. Initial BWC training for new employees will be conducted through the Basic Deputy U.S. Marshal Integrated course taught by the National Training Academy. Initial and sustainment BWC training for existing personnel will fall within the responsibility of the Training Division's Law Enforcement Safety Training Branch (LESTB). Additionally, the LESTB will maintain programmatic oversight to ensure BWC training is integrated with de-escalation, control tactics, and use of force concepts to maximize training for these topics that possess high agency risk.

Administrative Support, 1 position and \$137,000: The USMS requests one Management and Program Analyst to oversee the purchase, tracking, repair, and replacement of BWC training equipment, as well as other administrative duties related to the program. Examples include procuring authorized items, assisting with audit-related functions, equipment support, and assisting with reporting and correspondence. In addition, as the USMS Training Academy is accredited through the Federal Law Enforcement Training Accreditation (FLETA) Board, the TD must abide by Instructional System Design (ISD) standards related to the development, delivery, and periodic review of training material. To ensure compliance and professionalism, the TD requests one curriculum development position to ensure BWC training is developed and maintained in accordance with FLETA and ISD standards.

Contract Support, \$1,417,000: The USMS requests \$1,417,000 to fund seven contractors to support the instructor training team. The implementation and sustainment of BWC training will require a significant amount of field-based instructional time to ensure consistency and

compliance. The additional expert contract instructor will improve the delivery of field based BWC instruction and the deployment of equipment.

Impact on Performance

This initiative supports the Strategic Goal 3, *Protect Civil Rights*, and Strategic Objective 3.3, *Reform and Strengthen the Criminal and Juvenile Justice Systems to Ensure Fair and Just Treatment*. This request enhances USMS IT infrastructure and creates efficiencies for the workforce in multiple areas. The BWC initiative is especially important to ensure compliance with the new DOJ BWC policy and Federal records regulations, among other requirements. This request will allow the USMS to properly manage the program and help to ensure its continued success going forward.

Risks: Failure to secure funding and positions for these BWC-related areas could create multiple risks for the agency.

- **BWC Program:** Without the appropriate staff and funding to manage the program, the USMS will be unable to meet certain Federally mandated requirements, produce timely reporting, or provide the support needed for BWC users to utilize the devices effectively. These resources are needed to ensure that the USMS complies with all BWC-related laws, regulations, and DOJ policies and guidance.
- **IOD:** Without the appropriate resources, Regional Fugitive Task Forces (RFTFs) may be unable to accomplish their mission effectively due to the increased workload resulting from the implementation of BWCs and no proper support to apply BWCs. This includes reviewing, approving, and managing all Memorandums of Understanding related to BWC authorizations and practices; updates to enforcement-related forms, policies, and guidance; and ensuring appropriate BWC documentation when reporting on significant incidents and significant arrests.
- **OGC:** The deployment of BWCs nationwide will result in a significant workload increase for OGC and its Freedom of Information/Privacy Act (FOI/PA) unit. Without additional resources to meet the new legal obligations, OGC will be unable to meet their requirements for reviewing and redacting video footage, ensuring application of the correct legal standards when redacting footage for release, and answering legal questions arising from the request for footage in connection with criminal and civil discovery.
- **OPR:** The OPR-FRB is responsible for processing, examination, referral, and reporting of USMS uses-of-force during arrest or search endeavors. This must be done for every USMS use-of-force regardless of the mission under which that force was applied. Without additional resources, OPR may be unable to meet the strict time requirements for conducting reviews and making the appropriate referrals to the Department of Justice's Office of Inspector General and Civil Rights Division. Additionally, there are requirements for the Shooting Review Board and the Less-Than-Lethal Review Board.

- **ITD**: Additional IT-related resources are needed for network expansions for video upload, installation support, support for IT system documentation, IT cyber security support, travel, and video storage services. Without these resources, the USMS may be unable to provide the necessary support needed for the BWC devices to function properly and could run out of space to store videos without upgrading to an unlimited storage option.
- **TD**: Without the appropriate staff, TD may be unable to develop, deliver, and sustain BDUSM BWC training in concurrence with legal updates, policy reviews, officer-safety trends, and accreditation mandates. The requested resources are needed to ensure BWC training is developed and maintained in accordance with FLETA and ISD standards.

Funding

1. Base Funding

FY 2023 Enacted				FY 2024 Continuing Resolution				FY 2025 Current Services			
Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)
16	0/7	8	\$17,361	16	0/7	16	\$17,361	16	0/7	16	\$17,361

2. Personnel Increase Cost Summary

Type of Position/Series	Positions Requested	Annual Costs per Position* (\$000)			FY 2025 Request (\$000)	Annualizations (\$000)	
		1st Year Adjusted	2nd Year Adjusted	3rd Year FPL		FY 2026 (net change from 2025)	FY 2027 (net change from 2026)
FY 2023 Sustainment	0				\$1,556		
Clinical Psychologist (0180)	2	\$137.2	\$179.2	\$252.7	\$274	\$84	\$147
Clerical and Office Services (0300-0399)	16	\$137.2	\$179.2	\$252.7	\$2,195	\$672	\$1,176
Accounting and Budget (0500-0599)	1	\$137.2	\$179.2	\$252.7	\$138	\$42	\$73
Attorney (0905)	6	\$184.0	\$260.0	\$277.2	\$1,104	\$456	\$104
Public Affairs Specialist (1035)	2	\$137.2	\$179.2	\$252.7	\$274	\$84	\$147
Operations Research Analyst (1515)	2	\$137.2	\$179.2	\$252.7	\$274	\$84	\$147
Statistician (1530)	1	\$137.2	\$179.2	\$252.7	\$138	\$42	\$73
Education and Training (1700-1799)	2	\$137.2	\$179.2	\$252.7	\$274	\$84	\$147
Criminal Investigator (1811)	11	\$355.7	\$283.4	\$415.0	\$3,913	(\$795)	\$1,448
IT Management (2210-2299)	4	\$137.2	\$179.2	\$252.7	\$549	\$168	\$294
Total Personnel	47				\$10,689	\$921	\$3,756

* Annual Costs per Position:

- 1st Year Adjusted Cost assumes hiring at the minimum grade level and applies a 50 percent lapse to pay and benefits, reflecting the distribution of hiring new personnel throughout an entire year.
- 2nd Year Adjusted Cost restores the pay and benefits lapse, removes one-time only costs that are applicable only to the first year, and assumes an increase in pay grade where applicable.
- 3rd Year Full Cost (Modular) is the standardized full-year cost for each position which includes pay and benefits at the full performance or journeyman level, equipment, training, and miscellaneous expenses.

3. Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	FY 2025 Request (\$000)	Unit Cost (\$000)	Quantity	Annualizations (\$000)	
				FY 2026 (net change from 2025)	FY 2027 (net change from 2026)
FY 2023 Sustainment	\$8,774				
Contract Support - BWC Program Office	\$940	\$156.6	6	\$47	\$0
Contract Support – OGC	\$5,011	\$156.6	32	\$251	\$0
Contract Support - OPR-IA	\$470	\$156.6	3	\$24	\$0
Contract Support - OPR-FRB	\$626	\$156.6	4	\$31	\$0
Contract Support – eDiscovery	\$1,601	\$400.2	4	\$80	\$0
Contract Support - Tech Support	\$1,032	\$343.9	3	\$52	\$0
Contract Support - ITD Support	\$721	\$240.4	3	\$36	\$0
Contract Support - BWC Support	\$527	\$263.5	2	\$26	\$0
Contract Support – TD	\$1,319	\$188.5	7	\$66	\$0
Contract Support – Equipment	\$896	\$14	64	-\$448	\$0
BWC Travel	\$473	\$473	1	\$0	\$0
BWC Software	\$3,071	\$3,071	1	\$250	\$0
BWC Hardware	\$277	\$277	1	\$0	\$0
BWC ITD Services	\$3,984	\$3,984	1	-\$275	\$0
Total Non-Personnel	\$29,722			\$140	\$0

4. Justification for Non-Personnel Annualizations:

The BWC program will require contract support in multiple areas, including the Body Worn Camera Program Office, Training Division, Office of General Counsel, Office of Professional Responsibility and the Information Technology Division. Sixty-four full time contractors are requested. Contractor cost varies on program office and skillset, a total cost of \$12,247,000. This amount recurs with a five percent increase of \$613,000 applied. Each contractor will require new equipment at a cost of \$14,000 each, for a total of \$896,000. This amount recurs annually at \$7,000 each for the 64 contractors (a reduction of \$448,000 in year two).

Due to the volume of BWCs implemented, the BWC program requires travel funding necessary for support and servicing of equipment. The USMS will require \$473,000 in travel costs. This amount fully recurs.

The BWC program initiative requires software and licensing purchases of \$3,071,000 as part of the Axon Camera support, including FOIA licensing, Geospatial capability reporting, Continuity of Operations (COOP) digital workspace support, and network access control and support. This amount recurs with an increase of \$250,000, for a total of \$3,321,000.

The BWC program requires hardware purchases for each DUSM in addition to replacements that will be needed out of the typical two-year replacement cycle. Partial funding is included in the FY 2023 enacted budget, an additional \$277,000 is required to account for overhead and camera replacements to account for costs not covered in the previous year. This amount fully recurs.

The BWC program also requires \$3,984,000 for ITD support services to ensure data integrity of the capture and storage of recorded data, including vendor and network support costs at full implementation. This amount fully recurs, with a reduction of first year installation costs of \$275,000.

5. Total Request for this Item

Category	Positions			Amount Requested (\$000)			Annualizations (\$000)	
	Count	Agt/Atty	FTE	Personnel	Non-Personnel	Total	FY 2026 (net change from 2025)	FY 2027 (net change from 2026)
Current Services	16	0/7	16	\$1,931	\$15,430	\$17,361	\$0	\$0
Increases	47	11/6	24	\$10,689	\$29,722	\$40,411	\$1,061	\$3,756
Grand Total	63	11/13	40	\$12,620	\$45,152	\$57,772	\$1,061	\$3,756

6. Affected Crosscuts:

- Civil Rights
- Federal Criminal Justice Reform
- State and Local Law Enforcement Support

Item Name: **Judicial Security: SCOTUS Protective Services**

Strategic Goal: 1 – Uphold the Rule of Law

Strategic Objective: 1.1: Protect Our Democratic Institutions

Budget Decision Unit: Judicial and Courthouse Security

Organizational Program: Judicial Security Division

Program Increase: Positions 53 Agt/Atty 51 FTE 53 Dollars \$28,105,000

Description of Item

The USMS requests **53 positions (51 DUSMS) and \$28,105,000** to provide 47 full-time Deputy U.S. Marshals for protective services, to maintain 24/7 residential security for all Supreme Court Justices, and six personnel (4 DUSMs) to coordinate overarching support for this mission in the USMS Judicial Security Division (JSD) Protective Operations Command Center (POCC). This initiative will provide the necessary personnel and equipment to effectively protect the Supreme Court Justices in their most vulnerable setting, their homes, as ordered by the Attorney General.

Background

The USMS, by statute and direction of the Attorney General, provides executive protective services to Federal judges, other members of the Federal judicial family, and identified current and former government officials who require protection based upon threats or a risk assessment related to their official duties. Under 28 U.S.C. § 566, the USMS has the authority and the responsibility to “provide for the personal protection of Federal jurists, court officers, witnesses and other threatened persons in the interests of justice where criminal intimidation impedes on the functioning of the judicial process or any other official proceeding.”

On May 2, 2022 the Supreme Court’s draft decision in *Dobbs v. Jackson Women’s Health Organization* was leaked to the media. That same day, protestors on both sides of the abortion issue assembled outside the Supreme Court Building and in other U.S. cities. Shortly thereafter, non-violent protests began at the homes of some Justices and a major protest was scheduled.

In the immediate aftermath of the leak, in response to a request from the Marshal of the Supreme Court for security assistance, Attorney General Merrick Garland ordered the USMS to deploy to secure the residences of all nine SCOTUS Justices. The USMS began the mission on May 5, and placed around-the-clock, 24 hours per day, seven days per week (24/7) details at each of the nine residences by May 11. Prior to the leak, the USMS only protected Justices during travel, and the SCOTUS Police Department (SCPD) protected the Justices in Washington, DC.

As the highest court in the nation, SCOTUS is the most valuable resource in the Federal judicial process and the Justices must be safeguarded to ensure that the functioning of the nation’s courts continues and remains free from harm and intimidation. The protection of the Justices falls within USMS authority, although SCPD has primary authority under 40 U.S.C. § 6121.

SCOTUS Justices, leaders of the Judiciary, are widely known and recognized public figures as the head of the third branch of the Federal government. SCOTUS Justices are unique because there is no automatic succession for their positions. Regardless of the balance of the Court, or the party in power, the replacement of a Justice is a nationally impactful and widely publicized event that can extend for long duration. The locations of their homes are also easily accessible. These factors make them personally vulnerable to targeted attacks both at home or when they are out in public. Justices are also more vulnerable than other officials because they are routinely individually associated with the actions of their government organization. Few other Federal government officials are regularly subjected to protests and harassment at their homes.

Recently, individuals critical of Court decisions have utilized crowdsourcing to identify Justices in public settings in real time, even going so far as to offer rewards to people who report public sightings of the Justices. They have also published each Justice's home address online; this address information has proliferated beyond any possibility of effective removal. Anonymity is not likely to be attainable currently or in the future.

In addition to the SCOTUS residential protection details, the USMS is also providing an unprecedented number of other high-value protective details. Federal judges presiding over high-threat trials and high-visibility cases receiving nationwide attention require protection, as well as the Department-appointed special counsels prosecuting sensitive cases in an evolving threat environment where political violence is becoming more common. Protection provided by the USMS ranges from the static residential protection for SCOTUS Justices, to portal-to-portal protection where DUSMs provide security between work and home, to the maximum possible security provided by 24/7 full-time protective details. At present, none of these protective services requirements are staffed by dedicated full-time personnel.

Justification

The SCOTUS residential security mission currently encompasses the nine primary residences and one vacation home. The SCPD has a relatively limited number of personnel, all assigned in Washington, D.C., and the Marshal of the Supreme Court requested an extension of USMS support in May 2023 with an indeterminate end date.

The USMS historically has assisted the SCPD with security only when a Justice travels outside of the National Capitol Region (NCR) or when additional assistance or expertise is required in the NCR. USMS support to SCPD is necessary on a temporary basis pending the SCPD's ability to provide residential security for the Justices, but the USMS is not permanently staffed for the SCOTUS residential security mission and the redirection of base resources required to provide it affects the USMS missions nationwide.

The USMS has relied on DUSMs from all 94 judicial districts nationwide, including the U.S. territories, on a Temporary Duty (TDY) travel basis. In FY 2023, 23 percent of onboard DUSMs supported at least one SCOTUS residential protection rotation lasting two to three weeks. This does not include additional SCPD requests for assistance beyond residential security.

Depending on salary, each individual DUSM reaches the Office of Personnel Management (OPM) annual pay cap at a different level of overtime. Many hit the OPM pay cap after working only a few protective rotations. As a result, recruiting volunteer DUSMs to staff all USMS protective requirements is difficult. Therefore, to cover the number of personnel needed while maintaining all district level court operations, the USMS deploys each Basic DUSM class to the SCOTUS residential protective details immediately after graduation and completion of the USMS Basic Protective Operations course. These newly-graduated DUSMs are deployed for approximately 75 days to meet the staffing requirements necessary to ensure the safety of the SCOTUS Justices at their residences. Furthermore, the USMS deploys additional personnel to staff the 24/7 POCC which provides investigative support, monitoring of the multiple cameras that secure each location, radio and other direct contact support to each team and other law enforcement entities that work with the USMS to secure these locations.

As with other government dignitary protection missions, such as those for senior congressional leaders, the Attorney General, and the Deputy Attorney General, full-time dedicated teams are preferred for protective services not only to ensure the protective posture remains constant, but also to staff details with personnel who specialize in dignitary protection for the best outcome if an attack or other threat event should occur. Security for protection of the SCOTUS Justices where they are most vulnerable, their homes, is no different. These dignitary protection requirements, combined the extreme level of impact to the government and the nation if the Justices are not properly safeguarded, all support the need for the requested full-time dedicated personnel to ensure the USMS provides appropriate security where it is most critical.

Impact on Performance

This initiative allows the USMS to effectively protect the judiciary of the nation's highest court as ordered by the Attorney General on a temporary basis, pending the SCPD's ability to provide residential security for the SCOTUS Justices. In the current and future threat environment, prioritization of a constant protective response is paramount to judicial security and enhancing security is necessary to ensure the safety of judicial officials, USMS personnel, and the public. Requested resources provide capability for the USMS to successfully fulfill its protective responsibilities for the judiciary, court family, and other designated officials while maintaining a high level of performance in other mission areas. This initiative supports the DOJ Strategic Goal 1, *Uphold the Rule of Law*, and Strategic Objective 1.1, *Protect our Democratic Institutions*.

Funding

1. Base Funding

FY 2023 Enacted				FY 2024 Continuing Resolution				FY 2025 Current Services			
Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)
3	3	3	\$1,505	3	3	3	\$1,534	3	3	3	\$1,551

2. Personnel Increase Cost Summary

Type of Position/Series	Positions Requested	Annual Costs per Position* (\$000)			FY 2025 Request (\$000)	Annualizations (\$000)	
		1st Year Adjusted	2nd Year Adjusted	3rd Year FPL		FY 2026 (net change from 2025)	FY 2027 (net change from 2026)
Intelligence Research Specialist (0132)	2	\$0.0	\$0.0	\$252.7	\$505	-\$505	\$0
Criminal Inspector (1811)	51	\$0.0	\$0.0	\$415.0	\$21,165	-\$21,165	
Total Personnel	53				\$21,670	-\$21,670	\$0

* Annual Costs per Position:

- 1st Year Adjusted Cost assumes hiring at the minimum grade level and applies a 50 percent lapse to pay and benefits, reflecting the distribution of hiring new personnel throughout an entire year.
- 2nd Year Adjusted Cost restores the pay and benefits lapse, removes one-time only costs that are applicable only to the first year, and assumes an increase in pay grade where applicable.
- 3rd Year Full Cost (Modular) is the standardized full-year cost for each position which includes pay and benefits at the full performance or journeyman level, equipment, training, and miscellaneous expenses.

3. Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	FY 2025 Request (\$000)	Unit Cost (\$000)	Quantity	Annualizations (\$000)	
				FY 2026 (net change from 2025)	FY 2027 (net change from 2026)
Travel	\$3,060	\$60	51	-\$3,060	\$0
Light Armored Vehicles	\$3,375	\$225	15	-\$3,375	\$0
Total Non-Personnel	\$6,435	\$0	0	-\$3,375	\$0

4. Justification for Non-Personnel Annualizations: Not applicable.

5. Total Request for this Item

Category	Positions			Amount Requested (\$000)			Annualizations (\$000)	
	Count	Agt/Atty	FTE	Personnel	Non-Personnel	Total	FY 2026 (net change from 2025)	FY 2027 (net change from 2026)
Current Services	3	3	3	\$1,151	\$400	\$1,551	\$0	\$0
Increases	53	51	53	\$21,670	\$6,435	\$28,105	-\$28,105	\$0
Grand Total	56	54	56	\$22,821	\$6,835	\$29,656	-\$28,105	\$0

6. Affected Crosscuts:
National Security