

**United States Marshals Service  
FY 2015 Performance Budget  
President's Budget Submission**

**Salaries & Expenses and Construction Appropriations**



**March 2014**

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## Table of Contents

<b>I.</b>	<b>Overview</b> .....	4
<b>II.</b>	<b>Summary of Program Changes</b> .....	10
<b>III.</b>	<b>Appropriations Language and Analysis of Appropriations Language</b> .....	11
<b>IV.</b>	<b>Program Activity Justification</b> .....	12
	<b>A. Judicial and Courthouse Security</b> .....	12
	1. Program Description .....	13
	2. Performance and Resources Tables .....	15
	3. Performance, Resources, and Strategies .....	22
	<b>B. Fugitive Apprehension</b> .....	23
	1. Program Description .....	23
	2. Performance and Resources Tables .....	27
	3. Performance, Resources, and Strategies .....	39
	<b>C. Prisoner Security and Transportation</b> .....	41
	1. Program Description .....	41
	2. Performance and Resources Tables .....	44
	3. Performance, Resources, and Strategies .....	48
	<b>D. Protection of Witnesses</b> .....	49
	1. Program Description .....	49
	2. Performance and Resources Tables .....	50
	3. Performance, Resources, and Strategies .....	53
	<b>E. Tactical Operations</b> .....	54
	1. Program Description .....	54
	2. Performance and Resources Tables .....	56
	3. Performance, Resources, and Strategies .....	59
<b>V.</b>	<b>Program Increase by Item</b> .....	59
<b>VI.</b>	<b>Program Offsets by Item</b> .....	60
<b>VII.</b>	<b>Exhibits</b>	
	A. Organizational Chart	
	B. Summary of Requirements	
	C. FY 2015 Program Changes by Decision Unit	
	D. Resources by DOJ Strategic Goal/Objective	
	E. Justification for Technical and Base Adjustments	
	F. Crosswalk of 2013 Availability	
	G. Crosswalk of 2014 Availability	
	H. Summary of Reimbursable Resources	
	I. Detail of Permanent Positions by Category	
	J. Financial Analysis of Program Changes	
	K. Summary of Requirements by Object Class	
	L. Status of Congressionally Requested Studies, Reports, and Evaluations (Not Applicable)	

## **I. Overview**

### **A. Introduction**

The United States Marshals Service (USMS) ensures the functioning of the federal judicial process by protecting members of the judicial family (judges, attorneys, witnesses, and jurors), providing physical security in courthouses, safeguarding witnesses, transporting and producing prisoners for court proceedings, executing court orders and arrest warrants, apprehending fugitives, and managing seized property. All USMS duties and responsibilities emanate from this core mission.

For FY 2015, the USMS requests a total of 5,554 positions, 4,134 Deputy U.S. Marshals, 19 Attorneys, 5,103 FTE (excluding reimbursable FTE), \$1,185,000,000 for the Salaries and Expenses (S&E) appropriation, and \$9,800,000 for the Construction appropriation. The USMS request for S&E includes \$33,832,000 in program offsets.

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

### **B. Organizational History**

The Judiciary Act of 1789 established the original 13 federal judicial districts and called for the appointment of a Marshal for each district. President Washington nominated the first Marshals and they were confirmed by the Senate on September 26, 1789.

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

The role of the U.S. Marshals has had a profound impact on the history of this country since the time when America was expanding across the continent into the western territories. With changes in prosecutorial emphasis over time, the mission of the USMS has transitioned as well. In more recent history, law enforcement emphasis has shifted with changing social mandates. Examples include:

- In the 1960s, Deputy U.S. Marshals (DUSMs) provided security and escorted Ruby Bridges and James Meredith to school following federal court orders requiring segregated Southern schools and colleges to integrate.
- In 1973, the Drug Enforcement Administration (DEA) was created resulting in a greater focus on drug-related arrests. The USMS immediately faced rapidly increasing numbers of drug-related detainees, protected witnesses, and fugitives.

- The Presidential Threat Protection Act of 2000 (P.L. 106-544) directed the USMS to provide assistance to state and local law enforcement agencies in the location and apprehension of their most violent fugitives. As a result, the USMS has increased the size and effectiveness of its regional and district-based fugitive apprehension task forces, thus providing a critical “force multiplier” effect that aids in the reduction of violent crime across the nation.
- The expansion of illegal immigration enforcement activities, including the implementation of Operation Streamline in 2005, which increased federal prosecutions of immigration offenders, resulted in a significant increase in the USMS’ prisoner and fugitive workload along the Southwest Border.
- With more resources dedicated to apprehending and prosecuting suspected terrorists, the USMS continues to meet the increasing demands for high-level security required for many violent criminal and terrorist-related court proceedings.
- The Adam Walsh Child Protection and Safety Act of 2006 (P.L. 109-248) strengthened federal penalties by making the failure to register as a sex offender a federal offense. This Act directs the USMS to “assist jurisdictions in locating and apprehending sex offenders who violate sex offender registry requirements.” In response, the USMS established the Sex Offender Investigative Branch (SOIB) and opened the National Sex Offender Targeting Center (NSOTC) to carry out its mission to protect the public by bringing non-compliant sex offenders to justice and targeting offenders who pose the most immediate danger to the public in general and to child victims in particular.
- The President signed the Child Protection Act (P.L. 112-206) into law on December 7, 2012. This law provides additional administrative authorities to prosecutors and law enforcement agencies to further combat sex crimes involving children, including administrative subpoena authority, to the USMS Director for cases involving unregistered sex offenders.

### **C. USMS Budget**

The USMS receives both direct and reimbursable funding in support of its operations. In the FY 2014 enacted budget, the USMS received \$2,727,800 in direct funding, of which \$1,185,000,000 was in the S&E appropriation, \$9,800,000 in the Construction appropriation and \$1,533,000,000 in the Federal Prisoner Detention (FPD) appropriation. The USMS also receives reimbursable and other indirect resources from a variety of sources. Some of the larger sources include:

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

- The Organized Crime Drug Enforcement Task Force (OCDETF) provides funding for apprehending major drug case fugitives.

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

- **Judicial and Courthouse Security** – protects federal judges, jurors and other members of the federal judiciary. This mission is accomplished by anticipating and deterring threats to the judiciary, and the continual development and employment of innovative protective techniques.
- **Fugitive Apprehension** – conducts investigations involving: escaped federal prisoners; probation, parole and bond default violators; and fugitives based on warrants generated during drug investigations. In addition to these primary responsibilities, USMS task forces investigate and apprehend violent felony fugitives wanted by state and local authorities as well as international and foreign fugitives, gang members, and sex offenders.
- **Prisoner Security and Transportation** – moves prisoners between judicial districts, correctional institutions and foreign countries.
- **Protection of Witnesses** – 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 criminal.
- **Tactical Operations** – conducts special assignments and security missions in situations involving crisis response, homeland security and other national emergencies.

#### **D. Strategic Goals**

The USMS mission supports all three goals within the DOJ Strategic Plan. Goal I is to “Prevent Terrorism and Promote the Nation’s Security Consistent with the Rule of Law.” Objective 1.1 is to “Prevent, disrupt, and defeat terrorist operations before they occur by integrating intelligence and law enforcement to achieve a coordinated response to terrorist threats.” The USMS supports this objective by:

- Conducting threat assessments and investigating incoming threats or inappropriate communications made against members of the judicial family; and,
- Assigning DUSMs to the Federal Bureau of Investigation (FBI) Joint Terrorism Task Forces to work terrorism cases and share information that may be critical to protect the federal judiciary.

Goal II is to “Prevent Crime, Protect the Rights of the American People and Enforce Federal Law.” Objective 2.2 is to “Prevent and intervene in crimes against vulnerable populations; uphold the rights of, and improve services to, America’s crime victims.” The USMS supports this objective by:

- Enforcing the Adam Walsh Child Protection and Safety Act of 2006.

Goal III is to “Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels.” The majority of USMS

resources are devoted to support Goal III. Objective 3.1 is to “Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.” Objective 3.2 is to “Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence.” Objective 3.3 is to “Provide safe, secure, humane, and cost-effective confinement and transportation of federal detainees and inmates.” Objective 3.5 is to “Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement.” The USMS supports these objectives by:

- Protecting judges, prosecutors, and other participants in the federal judicial system;
- Securing federal court facilities and renovating courthouses to meet security standards;
- Investigating and apprehending federal, state, local and international fugitives impacting the reduction of violent crime;
- Transporting prisoners to court-ordered proceedings;
- Operating and maintaining the fleet of aircraft and ground transportation assets that comprise the Justice Prisoner and Alien Transportation System (JPATS);
- Protecting witnesses who provide testimony on behalf of the U.S. Government; and
- Providing tactical support for any Attorney General-directed missions, including natural disasters and civil disturbances.

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

In support of the DOJ Strategic Sustainability Plan dated June 28, 2013, the USMS has developed and implemented Environmental Management Programs for use at the Headquarters and all field offices. In accordance with Executive Order (EO) 13423, *Strengthening Federal Environmental, Energy, and Transportation Management*, and EO 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, the USMS has programs in place to ensure compliance with sustainable buildings, energy management, fleet, recycling, water conservation, as well as, electronic sustainability and stewardship through the Electronic Product Environmental Assessment Tool (EPEAT).

The USMS established FY 2011 as its baseline year to report annual Greenhouse Gas (GHG) emissions to DOJ for all forms of travel including fleet, personnel, and commuter; waste water treatment; and solid waste disposal. Since FY 2011, the USMS has decreased fuel usage by more than 12.5%; decreased business air and ground travel by 20 and 27.5% respectively; and reduced employee commuting emissions by 80%. In addition, the USMS reduced its contracted waste water usage by more than 27%, and reduced the amount of solid waste to landfills by 55%.

The USMS developed a Fleet Environmental Management Plan focusing on optimizing the number of vehicles in the fleet, and putting in place a process to purchase smaller, more fuel efficient, and flexible-fuel vehicles as older vehicles reach their end-of-life cycle.

#### **F. Challenges**

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

## **Detention**

In FY 2013, the Office of the Federal Detention Trustee (OFDT) was merged under the USMS. The merger aligns the accountability of resources and the responsibility of federal detention operations under a single command and control structure within the USMS leadership. The USMS continues to expand upon OFDT's prior successes in achieving efficiencies, cost reductions and cost avoidance in detention through process and infrastructure improvements. The care of federal detainees in private, state and local facilities and the costs associated with these efforts are funded from the FPD account within the USMS.

FPD's resource needs are directly impacted by law enforcement and prosecutorial priorities. Currently, the challenges facing law enforcement officials at the Southwest Border (specifically, immigration-related issues) directly impact the detention population. As federal law enforcement officials increase their efforts to deal with these issues, the USMS must ensure sufficient detention space is available to house and care for the corresponding detainees. This objective is made even more challenging given the limited detention space available in the Southwest Border region. USMS will continue to explore new approaches to address the increase in the federal detention population resulting from aggressive immigration and other law enforcement initiatives. For additional information, please refer to the FY 2015 USMS FPD budget request.

## **Financial Management**

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

Some of the current activities include:

- Continuing to develop job aids and supplemental instructions for UFMS to ensure all financial staff are qualified for the financial tasks assigned to them.
- Maintaining operations of the UFMS Help Desk to provide users with technical support and assist in addressing policy issues.
- Continuing UFMS training through on-line Lync sessions, which are especially critical for providing uniform instruction across the 94 districts.
- Developing in-house reports to further enhance agency financial management and internal controls in areas such as open obligations and purchase card reconciliations.
- Improving the delivery of procurement and financial management services through the Austin Processing Center pilot program. This pilot, recently concluded, streamlines and reduces workload by centralizing financial processing and procurement transactions in 16 districts. With the success of this pilot program, the USMS plans to expand this initiative beginning in the second quarter of 2014. This expansion will encompass all 94 districts



and additional financial and procurement areas.

- Preparing for migration to UFMS version 2.2 in 2014.

## II. Summary of Program Changes

Item Name	Description				Page
		Pos.	FTE	Dollars (\$000)	
Miscellaneous Program and Administrative Reductions	Reductions to existing operations and services necessary to pay for increases in existing costs, including pay raises, FERS contributions, State Department charges, and GSA rent, among others. Program and administrative reductions to be identified once funds are appropriated.	0	0	(\$33,832)	60

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

#### **Appropriation Language**

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

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

For necessary expenses of the United States Marshals Service, \$1,185,000,000 of which not to exceed \$6,000 shall be available for official reception and representation expenses, and not to exceed \$15,000,000 shall remain available until expended.

##### **Construction**

For construction in space controlled, occupied or utilized by the United States Marshals Service for prisoner holding and related support, \$9,800,000, to remain available until expended.

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

No substantive changes proposed.

#### IV. Program Activity Justification

##### A. Judicial and Courthouse Security

<b>Judicial and Courthouse Security</b>	<b>Direct Pos.</b>	<b>FTE</b>	<b>Amount</b>
2013 Enacted with Rescissions and Sequester	2,222	2,042	\$431,208
2014 Enacted	2,222	2,042	\$458,426
Adjustments to Base and Technical Adjustments	0	0	\$12,904
2015 Current Services	2,222	2,042	\$471,330
2015 Program Offsets	0	0	(\$13,533)
2015 Request	2,222	2,042	\$457,797
<b>Total Change 2014-2015</b>	<b>0</b>	<b>0</b>	<b>(\$629)</b>

<b>Judicial and Courthouse Security (Construction)</b>	<b>Direct Pos.</b>	<b>FTE</b>	<b>Amount</b>
2013 Enacted with Rescissions and Sequester	0	0	\$9,793
2014 Enacted	0	0	\$9,800
Adjustments to Base and Technical Adjustments	0	0	\$0
2015 Current Services	0	0	\$9,800
2015 Request	0	0	\$9,800
<b>Total Change 2014-2015</b>	<b>0</b>	<b>0</b>	<b>\$0</b>

<b>Judicial and Courthouse Security TOTAL</b>	<b>Direct Pos.</b>	<b>FTE</b>	<b>Amount</b>
2013 Enacted with Rescissions and Sequester	2,222	2,042	\$440,991
2014 Enacted	2,222	2,042	\$468,226
Adjustments to Base and Technical Adjustments	0	0	\$12,904
2015 Current Services	2,222	2,042	\$481,130
2015 Program Offsets	0	0	(\$13,533)
2015 Request	2,222	2,042	\$467,597
<b>Total Change 2014-2015</b>	<b>0</b>	<b>0</b>	<b>(\$629)</b>

## 1. Program Description

The **Judicial and Courthouse Security** decision unit encompasses personnel security (security protective detail for a judge or prosecutor) and building security (security equipment to monitor and protect a federal courthouse facility). Judicial security also includes maintaining security of prisoners in custody during court proceedings. DUSMs are assigned to 94 judicial districts (93 federal districts and the Superior Court for the District of Columbia) to protect the federal judicial system which handles a variety of cases including domestic and international terrorists, domestic and international organized criminal organizations, drug trafficking, gangs, and extremist groups. The USMS determines the level of security required for high-threat situations by assessing the threat level, developing security plans based on risks and threat levels, and assigning the appropriate security resources required to maintain a safe environment.

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

Each judicial district and the 12 U.S. Circuit Courts are assigned a Judicial Security Inspector (JSI). These inspectors are senior-level DUSMs that have experience in every aspect of judicial security. The JSIs improve the USMS' ability to provide security due to their special experience in evaluating security precautions and procedures in federal courthouses. The inspectors assist with off-site security for judges, prosecutors, and other protectees. They also act as the USMS liaison with the Federal Protective Service (FPS) and the federal judiciary.

### Protective Intelligence

The mission of the Office of Protective Intelligence (OPI) is to review and analyze intelligence and information related to the safety and security of members of the judiciary and USMS protectees. Pertinent information is disseminated to districts so appropriate measures can be put into place to protect the judicial process.

The USMS and FBI work together to assess and investigate all inappropriate communications received. The FBI has responsibility for investigating threats for the purpose of prosecution. The USMS conducts protective investigations that focus on rendering people who threaten harmless, regardless of the possibility for prosecution. The protective investigation involves the systematic discovery, collection, and assessment of available information. The goal of each investigation is to determine a suspect's true intent, motive, and ability to harm the targeted individual. The investigation includes a plan to render the suspect harmless with no risk to the targeted individual. These investigations are the USMS' highest priority.

### Court Security

The USMS also manages the Court Security Officer (CSO) Program, funded through the Court Security Appropriation within the federal judiciary. There are over 5,000 CSO's who assist DUSMs and the FPS with building security. Their duties include: monitoring security systems, responding to duress alarms, screening visitors at building entrances, controlling access to garages, providing perimeter security in areas not patrolled by FPS, and screening mail and packages.

In addition to maintaining physical security of federal courthouses, the USMS installs and maintains electronic security systems in USMS-controlled space and develops and implements security system installation plans to protect new and renovated courthouses. These capabilities are critical to the safety of judicial officials, courtroom participants, the general public, and USMS personnel. USMS-controlled space includes holding cells adjacent to courtrooms, prisoner/attorney interview rooms, cellblocks, vehicle sally ports, prisoner elevators, USMS office space, and special purpose space. Cameras, duress alarms, remote door openers and all other security devices improve the security presence in prisoner-movement areas. When incidents occur, the USMS is equipped to record events, monitor personnel and prisoners, send additional staff to secure the situation, and identify situations requiring a tactical response.

2. Performance and Resources Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Judicial and Courthouse Security												
RESOURCES			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			2,128	\$431,208 [\$8,507]	2,109	\$455,695 [\$6,807]	2,125	\$458,426 [\$10,878]	0	-\$629 [\$0]	2,125	\$457,797 [\$10,878]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			2,128	\$431,208 [\$8,507]	2,109	\$455,695 [\$6,807]	2,125	\$458,426 [\$10,878]	0	-\$629 [\$0]	2,125	\$457,797 [\$10,878]
Performance Measure: Workload	1.1 3.2	1. Inappropriate Communications/Threats to Protected Court Family Members	1,374		1,155		1,198		11		1,209	
Performance Measure: Output	1.1 3.2	2. Threats to Protected Court Family Members Investigated	553		472		564		6		570	
Performance Measure: Output	1.1 3.2	3. Protective details required/provided to court family members	28		28		29		1		30	
Performance Measure: Output		4. Percent of federal courthouse facilities meeting minimum security standards **	See note**				Retired				Retired	
Performance Measure: Output		5. Potential threats to members of the judicial process: Total investigated	1,400		1,155		Retired				Retired	

\*\* The USMS National Facility Assessment is conducted every 3 years with the last survey completed in 2009. The 2012 NFA survey was not completed and a new survey process is currently under review.

**PERFORMANCE AND RESOURCES TABLE**

**Decision Unit: Judicial and Courthouse Security**

<b>RESOURCES</b>			<b>Target</b>		<b>Actual</b>		<b>Projected</b>	<b>Changes</b>	<b>Requested (Total)</b>
<b>TYPE</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PERFORMANCE</b>	<b>FY 2013</b>		<b>FY 2013</b>		<b>FY 2014</b>	<b>Current Services Adjustments and FY 2015 Program Changes</b>	<b>FY 2015 Request</b>
<b>Performance Measure: Output</b>		6. Protective details provided	600		500		Retired		Retired
<b>Performance Measure: Output</b>		7. Percentage/Number of potential threats assessed by the USMS Threat Management Center in one business day or less	100%	1,400	100%	1,155	Retired		Retired
<b>Performance Measure: Outcome</b>		8. Assaults against federal judges in the courtroom (when DUSMs presence is required by USMS Policy or local District Court rule)	0				Retired		Retired
<b>Performance Measure: Outcome</b>	1.1 3.2	9. Assaults against protected court family members *	0				0		0

\* Denotes inclusion in the DOJ Quarterly Status Reports.



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

*Note: Indicators labeled as 'RETIRED' are discontinued in FY 2014.*

### **Performance Measures - Workload:**

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

- a. Data Definition:** An inappropriate communication/threat is the number of protective investigations opened by district investigators based on any valid triggering event. A triggering event includes, but not limited to, either written and oral communications, or any activity of a suspicious nature.
- b. Data Validation and Verification:** Numbers are calculated based on case reporting from the Justice Detainee Information System (JDIS) and are validated against the USMS' Judicial Security Division/Office of Protective Intelligence (JSD/OPI) case tracking records.
- c. Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

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

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

- a. Data Definition:** The total number of protective investigations opened which are assessed as potential or high risk at some point during the investigation. These cases typically involve a variety of protective measures including but not limited to 24-hour continuous details, portal to portal details, security briefings, residential surveys, increased police patrols, etc.
- b. Data Validation and Verification:** Numbers are calculated based on case reporting from JDIS and are validated against JSD/OPI case tracking records.
- c. Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

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

- a. Data Definition:** A protective detail is a security assignment of 24 hours continuous detail and portal to portal protective details resulting from an inappropriate communication/threat.
- b. Data Validation and Verification:** Numbers are calculated based on case reporting from JDIS and are validated against JSD/OPI case tracking records.
- c. Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

- 4. Percent of federal courthouse facilities meeting minimum security standards (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*

The USMS National Facility Assessment (NFA) has been administered four times: 1999, 2002, 2006 and 2009. In the most recent survey, results were based on 330 facilities having prisoner movement areas. Each facility was evaluated according to the USMS “Requirements and Specifications for Special Purpose and Support Space Manual,” the “U.S. Courts Design Guide,” and the Interagency Security Criteria. The security of each facility was graded on a 100 point scale, with 80 points being the score that met minimum security requirements. In the initial 1999 survey, only 6 percent of the facilities surveyed met the minimum security requirements. In 2006, 29 percent of the facilities surveyed met the minimum security requirements showing a 23 percent improvement in enhanced security over 7 years. In 2009, 32 percent of the facilities surveyed met the minimum security requirements showing only a 3 percent improvement in enhanced security.

- 5. Potential threats to members of the judicial process: Total investigated (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*

A potential threat is any explicit or implied communication with intent to assault, intimidate, or interfere with the federal judicial process which includes judges, prosecutors, witnesses, jurors, court staff, or their families. The communication may be written, oral, or any activity of a suspicious nature. All communications are investigated by both headquarters and the district offices and may lead to a protective detail. The USMS and FBI work together to assess and investigate all inappropriate communications received. The FBI has responsibility for investigating threats for the purpose of prosecution. The USMS conducts protective investigations that focus on mitigating threats and ensuring the safety of protectees and protected facilities, regardless of the possibility for prosecution. The protective investigation involves the systematic discovery, collection, and assessment of available information. The goal of each investigation is to determine a suspect’s true motive, intent and ability to harm the targeted individual or facility. The investigation includes a plan to identify, assess and manage potential risk to the targeted individual or facility. These investigations are the USMS’ highest priority.

- 6. Protective details provided (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*

A protective detail is a security assignment where a judge, or another member of the judicial system, is protected outside the courthouse. Protective details also involve security assignments for court-related events (such as sequestered juries or judicial conferences). Typically, personal security details are either 24 hours-a-day, 7 days-a-week, or are door-to-door (leave home until return home, or leave home until arrive at work), for the duration of a high-threat trial, a judicial conference, or other high-profile event warranting extra security. Additionally, Supreme Court Justice details are usually provided by a senior inspector whenever a

Justice travels outside of the Washington, D.C. area. The Justices frequently deliver speeches at public events around the country requiring protection from the airport to the site of the speech, up to 24-hour protection details. Security details for events are set at one of four levels: (Level 1) on-site security is already in place and no USMS personnel are required; (Level 2) on-site security detail is to be provided by the host district due to a determination of an anticipated security risk that presents opportunities for disruption and violence; (Level 3) a senior inspector supervises the security when the number of judges in attendance is significant, the location of the event is in an unsecured facility or in a dangerous area, and/or the nature of the event presents opportunities for disruption and violence; or (Level 4) a Supreme Court Justice or a significant number of judges are in attendance and the anticipated security risk is determined to present substantial opportunities for disruption and violence.

**7. Percentage/Number of potential threats assessed by the USMS Threat Management Center in one business day or less**

**(RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*

Any potential threat directed toward a USMS protectee is given the highest priority and investigated immediately by a DUSM in the field. This information is forwarded to the Threat Management Center (TMC) and an initial assessment is performed by the TMC analysts. Based upon the DUSM's preliminary findings, and in conjunction with district management, the threat risk is classified into one of two categories: "Expedite" or "Standard." This categorization is for analysis purposes. The investigative report is sent to the Office of Protective Intelligence (OPI) at Headquarters while the investigation continues in the district. In some cases, the district has already initiated a protective detail. Upon receipt of the written report from the field, OPI immediately conducts an initial review and analysis, begins queries of USMS databases and databases of other law enforcement agencies, and applies the appropriate analytical tools. OPI then prioritizes and completes the process with computer-aided threat analysis software. A protective investigation classified as "Expedite" requires the OPI to have all analysis completed and reported back to the investigating district(s) within three business days. To be classified as "Expedite" it must meet one or more of the following criterion: the district has initiated a protective detail based on the "perceived" threat level; a suspect has approached a protectee's residence; other unsettling behavior has been observed at other locations; property has been vandalized; or a person is suspected of monitoring a USMS protected facility. When potential threats are from persons documented as being associated with terrorist organizations, or from individuals or groups that have a documented history of violence against the judicial process, they are also designated as "Expedite."

**8. Assaults against federal judges in the courtroom (when DUSMs' presence is required by USMS Policy or local District Court rule) (RETIRED):**

*[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*

Assaults against federal judges in the courtroom (when DUSMs' presence is required by USMS Policy or local District Court rule) are the number of instances where a federal judge or magistrate was assaulted while DUSMs were in the courtroom. By USMS Policy or local District Court rule, DUSMs are not required to be present in every judicial proceeding where a federal judge or

magistrate is seated on the bench. In some instances, even defendants in criminal cases, who are not in USMS custody (out on bond) and where no potential threats are known, are in the courtroom without a DUSM present.

**9. Assaults against protected court family members:**

- a. Data Definition:** Assaults against protected court family members are any criminal assaults motivated by the protectees status within the court family.
- b. Data Validation and Verification:** Numbers are calculated based on case reporting from JDIS and are validated against JSD/OPI case tracking records.
- c. Data Limitations:** This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

<b>PERFORMANCE MEASURE TABLE</b>										
<b>Decision Unit: Judicial and Courthouse Security</b>										
<b>Strategic Objective</b>	<b>Performance Report and Performance Plan Targets</b>		<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>		<b>FY 2014</b>	<b>FY 2015</b>
			<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
	1.1 3.2	<b>Performance Measure: Workload</b>	1. Inappropriate Communications/Threats to protected court family members	N/A	N/A	N/A	N/A	1,374	1,155	1,198
1.1 3.2	<b>Performance Measure: Output</b>	2. Threats to protected court family members investigated	N/A	N/A	N/A	N/A	553	472	564	570
1.1 3.2	<b>Performance Measure: Output</b>	3. Protective details required/provided to court family members	N/A	N/A	N/A	N/A	28	28	29	30
	<b>Performance Measure: Output</b>	4. Percent of federal courthouse facilities meeting minimum security standards **	29%	32%	32%	See note ***	See note ***		Retired	Retired
	<b>Performance Measure: Output</b>	5. Potential threats to members of the judicial process: Total investigated	1,390	1,394	1,258	1,373	1,400	1,155	Retired	Retired
	<b>Performance Measure: Output</b>	6. Protective details provided	473	523	551	529	600	500	Retired	Retired
	<b>Performance Measure: Output</b>	7. Percentage of potential threats assessed by the USMS Threat Management Center in one business day or less	98%	96%	99%	100%	100%	100%	Retired	Retired
	<b>Performance Measure: Output</b>	7. Number of potential threats assessed by the USMS Threat Management Center in one business day or less	1,348	1,340	1,250	1,373	1,400	1,155	Retired	Retired
	<b>Performance Measure: Outcome</b>	8. Assaults against federal judges in the courtroom (when Deputy Marshals' presence is required by USMS Policy or local District Court rule)	0	0	0	0	0	0	Retired	Retired
1.1 3.2	<b>Performance Measure: Outcome</b>	9. Assaults against protected court family members *	N/A	N/A	N/A	N/A	0	0	0	0

N/A = Data unavailable

\* Denotes inclusion in the DOJ Quarterly Status Reports.

\*\* The USMS National Facility Assessment is conducted every 3 years with the last survey completed in 2009.

\*\*\* The 2012 NFA survey was not completed and a new survey process is currently under review.

### 3. Performance, Resources, and Strategies

The USMS maintains the integrity of the federal judicial system by: 1) ensuring that U.S. Courthouses, federal buildings, and leased facilities occupied by the federal judiciary and the USMS are secure and safe from intrusion by individuals and technological devices designed to disrupt the judicial process; 2) guaranteeing that federal judges, attorneys, defendants, witnesses, jurors, and others can participate in uninterrupted court proceedings; 3) assessing inappropriate communications and providing protective details to federal judges or other members of the judicial system; 4) maintaining the custody, protection, and security of prisoners and the safety of material witnesses for appearance in court proceedings; and 5) limiting opportunities for criminals to tamper with evidence or use intimidation, extortion, or bribery to corrupt judicial proceedings.

#### a. Performance Plan and Report for Outcomes

As illustrated in the preceding Performance and Resources Table, a performance outcome measure for this decision unit is assaults against protected court family members (when a protective detail is provided).

#### b. Strategies to Accomplish Outcomes

During high-risk, high-threat trials dealing with domestic and international terrorist-related and domestic and international organized criminal proceedings, the USMS security requirements increase. The USMS assesses the threat level at all high-risk proceedings, develops security plans, and assigns the commensurate security resources required to maintain a safe environment, including the possible temporary assignment of DUSMs from one district to another to enhance security. Where a proceeding is deemed high-risk, the USMS district staff and Judicial Security Inspectors develop an operational plan well in advance of when a proceeding starts.

## B. Fugitive Apprehension

<b>Fugitive Apprehension</b>	<b>Direct Pos.</b>	<b>FTE</b>	<b>Amount</b>
2013 Enacted with Rescissions and Sequester	1,744	1,602	\$375,812
2014 Enacted	1,744	1,602	\$399,353
Adjustments to Base and Technical Adjustments	0	0	\$10,813
2015 Current Services	1,744	1,602	\$410,166
2015 Program Offsets	0	0	(\$10,624)
2015 Request	1,744	1,602	\$399,542
<b>Total Change 2014-2015</b>	<b>1,744</b>	<b>1,602</b>	<b>\$189</b>

### 1. Program Description

The **Fugitive Apprehension** decision unit includes domestic and international fugitive investigations to include fugitive extraditions and deportations, sex offender investigations, technical operations, and the management and disposal of seized and forfeited assets.

### **Domestic and International Fugitive Investigations**

#### Domestic Fugitive Investigations

The USMS is the federal government's primary agency for apprehending fugitives. In carrying out this responsibility, the USMS maintains a records of all federal arrest warrants and has the authority to investigate such federal, state, and local fugitive matters, both within and outside the borders of the United States, per Title 28 USC 566(e)(1)(B) *Powers and Duties*. In addition, the USMS provides assistance and expertise to other law enforcement agencies in support of their own fugitive investigations. The USMS 15 Most Wanted Fugitive Program prioritizes the investigation and apprehension of high-profile offenders who are considered to be some of the country's most dangerous fugitives. The USMS Major Case Fugitive Program supplements the successful 15 Most Wanted Fugitive Program. Much like its predecessor, the Major Case Fugitive Program prioritizes the investigation and apprehension of high-profile offenders who tend to be career criminals with a history of violence that pose a significant threat to public safety. Current and past fugitives targeted by this program include murderers, violent gang members, sex offenders, major drug kingpins, organized crime figures, and individuals wanted for high-profile financial crimes.

The USMS utilizes Regional Fugitive Task Forces (RFTFs) to locate and apprehend the most violent fugitives and to assist in high-profile investigations that identify criminal activities for future state and federal prosecutions. There are currently seven RFTFs. As part of the USMS Strategic Plan, the USMS has identified 11 additional regions where the establishment of a RFTF would be a true value-added initiative.

The USMS also presently sponsors and leads various multi-agency fugitive task forces throughout the country that focus their investigative efforts on felony fugitives wanted for federal, state, and local crimes of violence. This includes sex offenders, gang members, and drug traffickers. Additional funding outside of the USMS for these task forces is often granted through initiatives such as the Joint Law Enforcement Operations (JLEO) funding, which is administered by the DOJ Asset Forfeiture Fund, High Intensity Drug Trafficking Area (HIDTA) and Project Safe Neighborhoods programs.

### International Fugitive Investigations

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

The IOD's International Investigations Branch (IIB) is responsible for processing, reviewing, and coordinating investigations concerning the pursuit and apprehension of international fugitives and foreign fugitives. The USMS defines international fugitives as "fugitives wanted in the United States who have fled to foreign countries to avoid prosecution or incarceration." The IIB staff coordinates international investigations with district field offices and other domestic law enforcement agencies to provide guidance and direction on the international process. The IIB also provides points of contact in foreign countries to facilitate these investigations. Additionally, it is responsible for oversight and coordination of the USMS Extraterritorial Investigations Policy. This policy sets forth the manner in which law enforcement activities are conducted outside of U.S. territorial jurisdiction. Through an agreement with the DOJ Criminal Division, the USMS is responsible for investigating foreign fugitive cases referred by Interpol, DOJ-OIA, other domestic law enforcement agents stationed overseas, and through foreign embassies in the United States.

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

### **Sex Offender Investigations**

The USMS is the lead law enforcement agency responsible for investigating sex offender registration violations. The USMS has three distinct missions pursuant to the Adam Walsh Child Protection and Safety Act, including: (1) assisting state, local, tribal, and territorial authorities in the location and apprehension of non-compliant sex offenders; (2) investigating violations of 18 USC § 2250 and related offenses; and (3) assisting in the identification and location of sex offenders relocated as a result of a major disaster. The USMS carries out its duties in partnership with state, local, tribal, and territorial law enforcement authorities and works closely with the National Center for Missing and Exploited Children (NCMEC).



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

## **Technical Operations**

The USMS' Technical Operations Group (TOG) provides the USMS, other federal agencies, and requesting state or local law enforcement agencies with the most timely and technologically advanced electronic surveillance and investigative intelligence available in the world. Annually, TOG assists hundreds of other federal, state, and local law enforcement agencies in support of thousands of the nation's most critical and time-sensitive investigations. TOG operates from eight Regional Technical Operations Centers (RTOCs) and 21 field offices throughout the United States and Mexico. TOG is comprised of approximately 100 personnel, including technically trained criminal investigators, investigator-pilots, intelligence analysts, and administrative specialists. The RTOCs are strategically deployed in the major metropolitan areas throughout the United States. TOG is comprised of two branches that work synergistically: the Electronic Surveillance Branch (ESB) and the Air Surveillance Branch (ASB).

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

ASB provides aerial support to the various missions of the USMS with seven specially-equipped fixed wing aircraft outfitted with advanced avionics, surveillance, and communications capabilities. The aircraft and pilots are co-located with the RTOCs to provide a variety of Investigative, Surveillance, and Reconnaissance capabilities that include still and motion aerial imagery and enhancement, aerial RF beacon tracking, mobile communication command and control, and electronic surveillance package deployment in support of fugitive investigative missions.

Due to TOG's unique ability of identifying and locating persons of interest to the United States by way of electronic surveillance and technical operations, TOG is the sole USMS liaison to the U.S. Intelligence Community (IC) with respect to Signal Intelligence (SIGINT), Measurement & Signature Intelligence (MASINT), Imagery Intelligence (IMINT), Electronic Intelligence (ELINT), and Communications Intelligence (COMINT). Additionally, TOG shares its investigative Tactics, Techniques, and Procedures (TTP) with certain members of the IC and

DOD. This collaborative effort has allowed all participants to enhance their capabilities and mission readiness.

### **Seizure of Assets**

The USMS administers the DOJ Asset Forfeiture Program (AFP), which is one of DOJ's most potent weapons against criminal organizations including complex drug organizations, terrorist networks, organized crime, and money laundering groups. The three goals of the AFP are to: (1) strip criminals of money or other possessions acquired in a dishonest or illegal fashion; (2) improve law enforcement cooperation; and (3) enhance law enforcement through equitable revenue sharing. The USMS manages and disposes of assets seized and forfeited by participating federal law enforcement agencies (including DEA, FBI, ATF, FDA, and U.S. Postal Inspection Service) and U.S. Attorneys nationwide.

To proactively identify additional assets and determine forfeiture ability of targeted assets, DUSMs (1811 Financial Investigators) from the Assets Forfeiture Fund (AFF) work exclusively in the USMS AFP. These positions are in addition to those DUSMs who are currently performing AFF-related duties and funded through the USMS Salaries and Expenses (S&E) appropriation.

The USMS conducts pre-seizure planning, which is the process of determining the assets to be targeted for forfeiture and executing court orders for seizures or taking physical custody of assets. The USMS conducts pre-seizure planning with other law enforcement components, executes court orders, and assists in the physical seizure and security of the assets. A national cadre of USMS employees manages and disposes of most assets seized for forfeiture by utilizing successful procedures employed by the private sector. All seized properties are carefully inventoried, appraised, and maintained. Once the assets are forfeited, the USMS ensures that they are disposed of in a timely and cost efficient manner utilizing best business practices. Equitable sharing with participating state and local law enforcement agencies is performed upon completion of forfeiture, where applicable.

## 2. Performance and Resources Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Fugitive Apprehension												
RESOURCES			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,905	\$375,812 [\$10,310]	1,843	\$377,784 [\$10,031]	1,906	\$399,353 [\$13,220]	0	\$189 [-\$158]	1,906	\$399,542 [\$13,062]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,905	\$375,812 [\$10,310]	1,843	\$377,784 [\$10,031]	1,906	\$399,353 [\$13,220]	0	\$189 [-\$158]	1,906	\$399,542 [\$13,062]
<b>Performance Measure: Workload</b>	3.5	1. Number of Federal fugitives (warrants)	51,943		48,525		51,258		512		51,770	
<b>Performance Measure: Workload</b>	3.1	2. Number of assets in inventory	21,969		22,448		23,071		665		23,736	
		a. Cash	13,942		14,704		15,346		642		15,988	
		b. Complex Assets	150		187		160		15		175	
		c. All Other Assets	7,877		7,557		7,565		8		7,573	
<b>Performance Measure: Output</b>	3.5	3. Number of Federal warrants cleared	32,601		39,267		32,171		322		32,493	
<b>Performance Measure: Output</b>	2.2	4. Non-compliant Sex Offender Investigations	1,370		2,009		1,383		13		1,396	
<b>Performance Measure: Output</b>	3.1	5. Number of assets disposed	19,379		21,983		24,083		2,147		26,230	
		a. Cash	12,338		14,720		15,944		1,224		17,168	
		b. Complex Assets	2		65		44		26		70	
		c. All Other Assets	7,039		7,198		8,095		897		8,992	

\* Denotes inclusion in the DOJ Quarterly Status Reports.

**PERFORMANCE AND RESOURCES TABLE**

**Decision Unit: Fugitive Apprehension**

<b>RESOURCES</b>			<b>Target</b>	<b>Actual</b>	<b>Projected</b>	<b>Changes</b>	<b>Requested (Total)</b>
<b>TYPE</b>	<b>STRATEGIC OBJECTIVE</b>	<b>PERFORMANCE</b>	<b>FY 2013</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>Current Services Adjustments and FY 2015 Program Changes</b>	<b>FY 2015 Request</b>
<b>Performance Measure: Output</b>	3.1	6. Percent of asset value returned to the fund *	75%	66%	55%	0%	55%
<b>Performance Measure: Efficiency</b>	3.1	7. Percent of All Other Assets disposed within procedural time frames *	60%	57%	60%	0%	60%
<b>Performance Measure: Outcome</b>		8. Number of primary violent federal felony fugitives apprehended or cleared	14,690	16,259	Retired		Retired
<b>Performance Measure: Outcome</b>		9. Number of violent state and local felony fugitives apprehended or cleared	54,623	51,543	Retired		Retired
<b>Performance Measure: Efficiency</b>		10. Number of primary violent federal and violent non-federal felony fugitives apprehended or cleared per full cost FTE	39	39	Retired		Retired
<b>Performance Measure: Efficiency</b>		11. Number of primary federal felony fugitives and state and local felony fugitives apprehended or cleared per full cost FTE	73	76	Retired		Retired
<b>Performance Measure: Output</b>		12. Number of assets disposed: a. Real Property b. Cash c. Other	19,270 316 12,740 6,214	21,858 342 14,379 7,137	Retired		Retired
<b>Performance Measure: Efficiency</b>		13. Percent of real property assets sold at 85% or more of its fair market value	73%	77%	Retired		Retired

\* Denotes inclusion in the DOJ Quarterly Status Reports.

**PERFORMANCE AND RESOURCES TABLE**

**Decision Unit: Fugitive Apprehension**

RESOURCES			Target		Actual		Projected		Changes		Requested (Total)	
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Performance Measure: Efficiency		14. Percent of real property assets disposed within one year of receipt of the forfeiture documentation	67%				Retired				Retired	
Performance Measure: Outcome		15. Number of AWA investigations opened by full-time District SOICs (Sex Offender Investigation Coordinator)	1,370				Retired				Retired	
Performance Measure: Outcome		16. Number of primary violent federal felony and violent non-federal felony fugitives apprehended or cleared	69,313				Retired				Retired	
Performance Measure: Outcome		17. Number and Percent of primary federal felony fugitives apprehended or cleared	34,765	52%	34,470	60%	Retired				Retired	
Performance Measure: Outcome	3.5	18. Number of USMS federal and egregious non-federal fugitives apprehended/cleared	101,753		104,651		104,638		1,047		105,685	
Performance Measure: Outcome	3.5	19. Number and Percent of USMS federal fugitives apprehended/cleared*	31,388	58%	32,811	64%	30,711	58%	307	0%	31,018	58%

\* Denotes inclusion in the DOJ Quarterly Status Reports.

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

*Note: Indicators labeled as 'RETIRED' are discontinued in FY 2014.*

### **Performance Measures - Workload:**

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

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

#### **2. Number of assets in inventory *Workload:***

- a. Data Definition:** The number of assets currently in USMS custody that are pending forfeiture decision/disposal instructions.
- b. Data Validation and Verification:** Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls.
- c. Data Limitations:** Data are estimates based upon the date extracted as data entry in the Consolidated Asset Tracking System (CATS) is a continuous process.

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

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

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

#### **4. Non-compliant Sex Offender Investigations:**

- a. Data Definition:** Includes investigations of violators of the Adam Walsh Child Protection and Safety Act that reach the level of the Attorney General's Guidelines for Conducting Domestic Investigations.

- b. **Data Validation and Verification:** Annual Office of Inspections (OI) Self-Assessment Guide (SAG) review of files vs. the database. OI also conducts 10 annual in-person inspections of Districts and Divisions each year.
- c. **Data Limitations:** Data entry often lags behind operations causing a delay in timely and accurate information. This lag varies by office size, staffing and other intangibles.

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

- a. **Data Definition:** The number listed for “Cash” signifies the total separate cash asset IDs in USMS custody.
- b. **Data Validation and Verification:** Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls
- c. **Data Limitations:** Data are estimates based upon the date extracted as data entry in the CATS is a continuous process.

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

- a. **Data Definition:** The number listed for “Complex Assets” signifies the sum of total assets categorized as “Commercial Business,” “Financial Instrument,” or “Intangible Asset.”
- b. **Data Validation and Verification:** Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls.
- c. **Data Limitations:** Data are estimates based upon the date extracted as data entry in the CATS is a continuous process.

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

- a. **Data Definition:** The number listed for “All Other Assets” signifies the sum of assets disposed minus “Cash” and “Complex Assets.”
- b. **Data Validation and Verification:** Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls.
- c. **Data Limitations:** Data are estimates based upon the date extracted as data entry in the CATS is a continuous process.

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

- a. **Data Definition:** The percent of asset value returned to the fund is calculated by the value collected from the asset at disposal, less maintenance fees, victim payments and equitable sharing; divided by the value collected from the asset at disposal.
- b. **Data Validation and Verification:** Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls.
- c. **Data Limitations:** Data are estimates based upon the date extracted as data entry in the CATS is a continuous process.

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

- a. **Data Definition:** The number listed for “percent of all other assets disposed” signifies the total assets disposed within procedural timeframes.

- b. **Data Validation and Verification:** Data is an estimation based upon the date extracted as data entry in CATS is a continuous process.
  - c. **Data Limitations:** Data are estimates based upon the date extracted as data entry in the CATS is a continuous process.
- 8. Number of primary violent federal felony fugitives apprehended or cleared (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** A primary violent federal felony fugitive is any individual that has a warrant where the offense code, or the original offense code (for those wanted for supervisory violations), is for Non-Negligent Homicide, Rape, Aggravated Assault, or Robbery, or if the fugitive has an arrest or conviction in their criminal history for any of these 4 crimes, or if the fugitive is designated by the DEA as a violent offender. Also, all sex offenses as defined in the Adam Walsh Child Protection and Safety Act of 2006 (AWA), as well as violations of sex offender registration laws, are considered violent crimes. All fugitives reported in this measure are the primary apprehension responsibility of the USMS.
- 9. Number of violent state and local felony fugitives apprehended or cleared (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** A violent state and local felony fugitive is any individual that has a warrant where the offense code, or the original offense code (for those wanted for supervisory violations), is for Non-Negligent Homicide, Rape, Aggravated Assault, or Robbery, or if the fugitive has an arrest or conviction in their criminal history for any of these 4 crimes, or if the fugitive is designated by the DEA as a violent offender. Also, all sex offenses as defined in the AWA, as well as violations of sex offender registration laws, are considered violent crime. This measure includes violent felony state and local fugitives that were cleared in conjunction with state, local, and other federal law enforcement assistance through USMS-led task forces and warrant squads. These individuals are not wanted for federal charges.
- 10. Number of primary violent federal and violent non-federal felony fugitives apprehended or cleared per full cost Full-Time Equivalent (FTE) (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** The total number of primary violent federal fugitives cleared, and state and local violent felony fugitives cleared through USMS-led task forces and warrant squads in a year, is divided by the full-cost FTEs identified in the fugitive apprehension decision unit. A full-cost FTE is comprised of two portions: the FTE associated with investigations and apprehension, and the prorated portion of overhead FTE that support the DUSMs. Overhead FTE (as in procurement, budget, management, human resources, and network support) is included so that the complete effort involved with fugitive apprehension is displayed.



- 11. Number of primary federal felony fugitives and state and local felony fugitives apprehended or cleared per full cost FTE (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** A primary federal felony fugitive has a warrant(s) in which the USMS has primary apprehension responsibility. These include escapes from federal custody, supervisory violations, provisional warrants issued at the request of foreign governments, warrants issued by other federal agencies that do not have arrest power, and other federal law enforcement agencies' warrants that are referred to the USMS for apprehension responsibility. A fugitive is considered cleared if the fugitive is arrested, has a detainer issued, or the warrant is dismissed. A state and local felony fugitive is a fugitive with a state or local felony warrant. The total number of primary federal felony fugitives cleared and state and local felony fugitives cleared through USMS-led task forces and warrant squads, in a year, is divided by the full-cost FTEs identified in the fugitive apprehension decision unit. A full-cost FTE is defined in measure.
- 12a. Number of assets disposed (real property) (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** The number of real property assets disposed each year is symptomatic of current national trends and real estate sales.
- 12b. Number of assets disposed (cash) (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** The number listed for “cash” signifies the total separate cash assets in USMS custody.
- 12c. Number of assets disposed (other) (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** “Other” assets include: businesses, business inventory, financial instruments, aircraft, jewelry, vessels, vehicles, and heavy machinery.
- 13. Percent of real property assets sold at 85% or more of its fair market value (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** The percent of real property assets that sold for more than 85 percent of its fair market value is based on the total number of real property assets sold in the fiscal year. Sale prices are set based on market analysis with 30, 60, 90 day reviews with Contracting Officer's Representative (COR) ability to change sales price as needed in order to expedite the sale and lessen time in inventory.

- 14. Percent of real property assets disposed within one year of receipt of the forfeiture documentation (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** The time frame set by the USMS for disposal of real property is 12 months (365 days) based on the best practices of the real estate industry.
- 15. Number of AWA investigations opened by full-time District SOICs (Sex Offender Investigation Coordinator) (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** This measure includes all AWA investigations that reach the level of the Attorney General’s Guidelines for Conducting Domestic Investigations.
- 16. Number of primary violent federal Felony and violent non-federal felony fugitives apprehended or cleared (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** This measure combines measures 1 and 2 to provide the total of violent fugitives apprehended or cleared.
- 17. Number and Percent of primary federal felony fugitives apprehended or cleared (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*
- a. **Data Definition:** The percent cleared is calculated by taking the number of cleared fugitives divided by the sum of received fugitives (fugitives that had a warrant issued during the fiscal year) and on-hand fugitives (fugitives that had an active warrant at the beginning of the fiscal year). 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. This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.
- 18. Number of USMS federal and egregious non-federal fugitives apprehended/cleared:**
- a. **Data Definition:** The number of federal fugitives apprehended/cleared plus the number of state and local fugitives with an offense code of: homicide, kidnapping, sexual assault, robbery, assault, threats, arson, extortion, burglary, vehicle theft, dangerous drugs, sex offenses, obscenity, family offenses, obstructing the police, escape, obstruction of justice, weapon offenses, and/or crime against persons.
  - b. **Data Validation and Verification:** See federal fugitives (warrants) above. Prior to assigning state and local warrants, the Supervisory Deputy U.S. Marshal (SDUSM) or their designee is responsible for reviewing each case to verify that it meets the criteria above.
  - c. **Data Limitations:** See federal fugitives (warrants) above.

**19. Number and Percent of federal fugitives apprehended/cleared:**

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

PERFORMANCE MEASURE TABLE										
Decision Unit: Fugitive Apprehension										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013		FY 2014	FY 2015
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
	3.5	Performance Measure: Workload	1. Number of federal fugitives (warrants)	N/A	N/A	N/A	N/A	51,943	48,525	51,258
3.1	Performance Measure: Workload	2. Number of assets in inventory	N/A	N/A	N/A	N/A	21,969	22,448	23,071	23,736
3.5	Performance Measure: Workload	2a. Number of assets in inventory (cash)	N/A	N/A	N/A	N/A	13,942	14,704	15,346	15,988
3.5	Performance Measure: Workload	2b. Number of assets in inventory (complex assets)	N/A	N/A	N/A	N/A	150	187	160	175
3.5	Performance Measure: Workload	2c. Number of Assets in Inventory (all other assets)	N/A	N/A	N/A	N/A	7,877	7,557	7,565	7,573
3.5	Performance Measure: Output	3. Number of federal warrants cleared	N/A	N/A	N/A	N/A	32,601	0	32,171	32,493
2.2	Performance Measure: Output	4. Non-compliant sex offender investigations	N/A	N/A	N/A	N/A	1,370	0	1,736	1,770
3.1	Performance Measure: Output	5. Number of assets disposed	N/A	N/A	N/A	N/A	19,379	21,983	24,083	26,230
3.1	Performance Measure: Output	5a. Number of assets disposed (cash)	N/A	N/A	N/A	N/A	12,338	14,720	15,944	17,168
3.1	Performance Measure: Output	5b. Number of assets disposed (complex assets)	N/A	N/A	N/A	N/A	2	65	44	70
3.1	Performance Measure: Output	5c. Number of assets disposed (all other assets)	N/A	N/A	N/A	N/A	7,039	7,198	8,095	8,992

N/A = Data unavailable

\* Denotes inclusion in the DOJ Annual Performance Plan

PERFORMANCE MEASURE TABLE										
Decision Unit: Fugitive Apprehension										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013		FY 2014	FY 2015
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Performance Measure: Output	6. Percent of asset value returned to the fund *	N/A	N/A	N/A	N/A	75%	66%	55%	55%
3.1	Performance Measure: Efficiency	7. Percent of all other assets disposed within procedural time frames *	N/A	N/A	N/A	N/A	60%	57%	60%	60%
	Performance Measure: Outcome	8. Number of primary violent federal felony fugitives apprehended or cleared	23,366	18,879	18,256	17,431	14,690	16259	Retired	Retired
	Performance Measure: Outcome	9. Number of violent state and local felony fugitives apprehended or cleared	101,910	52,519	53,202	53,888	54,623	51543	Retired	Retired
	Performance Measure: Efficiency	10. Number of primary violent federal and violent non-federal felony fugitives apprehended or cleared per full cost FTE	89	38	45	40	39	39	Retired	Retired
	Performance Measure: Efficiency	11. Number of primary federal felony fugitives and state and local felony fugitives apprehended or cleared per full	94	69	88	69	73	76	Retired	Retired
	Performance Measure: Output	12. Number of assets disposed	19,325	19,065	19,322	20,664	19,270	21,858	Retired	Retired
	Performance Measure: Output	12a. Number of real property disposed	418	401	341	464	316	342	Retired	Retired
	Performance Measure: Output	12b. Number of cash assets disposed	12,723	11,995	12,435	13,074	12,740	14,379	Retired	Retired
	Performance Measure: Output	12c. Number of other assets disposed	6,184	6,669	6,546	7,126	6,214	7,137	Retired	Retired

N/A = Data unavailable

\* Denotes inclusion in the DOJ Annual Performance Plan

PERFORMANCE MEASURE TABLE										
Decision Unit: Fugitive Apprehension										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013		FY 2014	FY 2015
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
		<b>Performance Measure: Efficiency</b>	13. Percent of real property assets sold at 85% or more of its fair market value.	57%	55%	73%	73%	73%	77%	Retired
	<b>Performance Measure: Efficiency</b>	14. Percent of real property assets disposed within one year of receipt of the forfeiture documentation.	61%	60%	63%	67%	67%	70%	Retired	Retired
	<b>Performance Measure: Outcome</b>	15. Number of AWA investigations opened by full-time District SOICs (Sex Offender Investigation Coordinator)	N/A	N/A	N/A	1,530	1,370	2,009	Retired	Retired
	<b>Performance Measure: Outcome</b>	16. Number of primary violent federal felony and violent non-federal felony fugitives apprehended or cleared	124,276	71,398	71,458	71,319	69,313	67,802	Retired	Retired
	<b>Performance Measure: Outcome</b>	17. Percent of primary federal felony fugitives apprehended or cleared	52%	50%	53%	61%	52%	60%	Retired	Retired
	<b>Performance Measure: Outcome</b>	17a. Number of primary federal felony fugitives apprehended or cleared	32,860	32,864	34,629	34,691	34,765	34,470	Retired	Retired
3.5	<b>Performance Measure: Outcome</b>	18. Number of USMS federal and egregious non-federal fugitives apprehended/cleared	N/A	N/A	N/A	N/A	101,753	104,651	104,638	105,685
3.5	<b>Performance Measure: Outcome</b>	19. Percent of federal fugitives apprehended/cleared *	N/A	N/A	N/A	N/A	58%	64%	58%	58%
3.5	<b>Performance Measure: Outcome</b>	19a. Number of federal fugitives apprehended/cleared *	N/A	N/A	N/A	N/A	31,388	32,811	30,711	31,018

N/A = Data unavailable

\* Denotes inclusion in the DOJ Annual Performance Plan

### 3. Performance, Resources, and Strategies

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. The U.S. Marshals, when executing the laws of the United States within a state, may exercise the same powers that a sheriff of the state may exercise. This authority provides the U.S. Marshals with the tools of both a first-tier federal law enforcement officer and the state sheriff. The USMS therefore possesses the authority to enforce the Fugitive Felon Act and, as a result of this broad statutory authority, may assist state and local agencies in their fugitive missions even in the absence of interstate or other extra-jurisdictional flight.

#### a. Performance Plan and Report for Outcomes

As illustrated in the preceding Performance and Resources Table, a new performance outcome measure for this decision unit is: “number of USMS federal and egregious non-federal felony fugitives apprehended or cleared.” This includes physical arrest, directed arrest, surrender, dismissal, and arrest by another agency, when a federal fugitive is taken into custody on a detainment order, and warrants that are dismissed to the other cleared categories. It also includes egregious non-federal felony fugitives which include targeted state and local fugitives with offenses involving: homicide, kidnapping, sexual assault, robbery, assault, threats, arson, extortion, burglary, home invasion, carjacking, drugs (manufacture, sale and distribution), sex offenses, obscenity, cruelty toward child/spouse, obstructing the police, flight (escape), weapon offenses, gang related crimes, crimes against persons, and obstructions of justice. The current measures focus on cases in which the USMS has held the primary arresting authority and cases that arguably have a greater impact on public safety, making them a USMS fugitive apprehension priority.

The actual performance in the number of assets disposed is largely dependent upon the number of assets seized and forfeited by the participants in the DOJ Asset Forfeiture Program (AFP). The USMS should have a proportionate number of assets in custody at the close of each fiscal year. The first performance measure is the number of assets disposed of in the following asset categories: a) cash, b) complex assets, and c) all other assets (i.e., businesses, business inventory, financial instruments, and personal property such as vehicles, vessels, aircraft and firearms). The second performance measure is the percent of asset value returned to the fund. The third measure is the percent of all other assets disposed within procedural timeframes. The fourth performance measure is the percent of real property assets sold at 85 percent or more of their fair market value. The fifth performance measure is the percent of real property assets disposed of within one year of receipt of the forfeiture documentation. The time frame set by the USMS for disposal of real property is 12 months (365 days) based on the best practices of the real estate industry. These last two performance measures are retired and will be discontinued in FY 2014.

#### b. Strategies to Accomplish Outcomes

In order to continue to accomplish the workload, the USMS intends to maximize all assets directly impacting agency investigative missions. The USMS is establishing contacts with state and local law enforcement agencies and registering officials to coordinate efforts to identify, apprehend, and prosecute non-compliant sex offenders. The USMS is also coordinating its

enforcement efforts with Interpol National Central Bureau in Washington, D.C. to identify sex offenders engaging in international travel to ensure they are in compliance with their registration. The USMS has five permanent foreign field offices in Mexico City, Guadalajara, and Monterrey in Mexico; Kingston, Jamaica; and, Santo Domingo, Dominican Republic. The USMS also has criminal investigators positioned at the DOJ Office of International Affairs, Interpol – Washington, and the El Paso Intelligence Center (EPIC).

The USMS is also responsible for approximately 90 percent of all Organized Crime Drug Enforcement Task Force (OCDETF) fugitive investigations. The USMS OCDETF inspectors work diligently with district DUSMs and other law enforcement agencies to clear over 5,000 OCDETF warrants, bringing many drug-related and organized crime felons to justice.

### c. Priority Goals

The USMS contributes to DOJ Priority Goal 4 Vulnerable People “Protect those most in need of help — with special emphasis on child exploitation and civil rights: By September 30, 2015, working with federal, state, local, and tribal partners, protect potential victims from abuse and exploitation through three sets of key indicators;

- Open investigations concerning non-compliant sex offenders (4% over average of FYs 2012, 2013), sexual exploitation of children (3% over average of FYs 2011, 2012, 2013), and human trafficking (2% over FY 2013);
- Open litigation matters concerning sexual exploitation of children and human trafficking (5% increase over baseline); and
- Percent of children recovered within 72 hours of issuance of an AMBER alert (90%).

The USMS supports DOJ Priority Goal 4 by assisting state and local authorities to ensure the public safety through enforcement of the provisions of the AWA.



### C. Prisoner Security and Transportation

<b>Prisoner Security and Transportation</b>	<b>Direct Pos.</b>	<b>FTE</b>	<b>Amount</b>
2013 Enacted with Rescissions and Sequester	1,204	1,106	\$236,806
2014 Enacted	1,204	1,106	\$251,555
Adjustments to Base and Technical Adjustments	0	0	\$6,992
2015 Current Services	1,204	1,106	\$258,547
2015 Program Offsets	0	0	(\$7,334)
2015 Request	1,204	1,106	\$251,213
<b>Total Change 2014-2015</b>	<b>1,204</b>	<b>1,106</b>	<b>(\$342)</b>

#### 1. Program Description

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

#### **Prisoner Processing and Securing the Cellblock**

Receiving prisoners into custody, processing them through the cellblock, and transporting them are labor-intensive activities. Producing prisoners for court and detention-related activities requires the USMS to coordinate with the U.S. Courts, Probation and Pretrial Service Offices, Federal Bureau of Prisons (BOP), U.S. Attorneys, and other law enforcement agencies.

Processing includes interviewing the prisoner to gather personal, arrest, prosecution, and medical information; fingerprinting and photographing the prisoner; preparing an inventory of received prisoner property; entering/placing the data and records into the Justice Detainee Information System (JDIS) and the prisoner file; and sending the electronic fingerprint information to the FBI Integrated Automated Fingerprint Identification System (IAFIS). The USMS tracks prisoners primarily in JDIS from the point a prisoner is received until released from USMS custody or sentenced to the BOP for service of sentence.

The cellblock is the secured area for holding prisoners in the courthouse before and after they are scheduled to appear in their court proceedings. DUSMs follow strict safety protocols in the cellblocks to ensure the safety of USMS employees and all members of the judicial process, including prisoners. A minimum of two DUSMs are required to be present when cells are unlocked or entered, when prisoners are moved into or out of the cellblock or holding cell areas, when prisoners of the opposite sex are being handled, or when meals are being served. Female and juvenile prisoners must be separated by sight and sound from adult male prisoners within the cellblock. While in the cellblock, DUSMs must observe the prisoners at least every thirty minutes and must count them every eight hours. DUSMs minimize the amount of time that

prisoners exhibiting violent behavior or signs of possible drug overdose, severe mental disorder, or suicidal tendencies are held in the cellblock and closely monitor them during that time. DUSMs also provide meals to prisoners if held in the cellblock during normal lunch or dinner hours. Prior to entrance into the cellblock, DUSMs search prisoners and their belongings to ensure that prisoners and their property are free of contraband.

### **Conditions of Confinement**

To ensure that prisoners are being confined securely and humanely, DUSMs conduct annual inspection of all active Intergovernmental Agreement (IGA) facilities. Additionally, inspections are required before the USMS enters into an IGA with a facility to house prisoners or upon completion of major changes in operations or physical structure of any facility already being used. Detention facility inspections enable the districts and headquarters to identify problem areas early and identify facilities that provide the best value. The USMS established the Conditions of Confinement Program to ensure the safe and humane confinement of federal detainees and to protect their statutory and constitutional rights. There are Detention Facility Inspectors in each district that receive Conditions of Confinement training to ensure that these objectives are met.

### **Detention Services**

The USMS must ensure sufficient resources are available to house and care for the corresponding detainees. The care of federal detainees in private, state, and local facilities and the costs associated with these efforts are funded from the FPD appropriation. Detention resources provide the housing and subsistence of detainees, health care and medical guards, intra-district transportation, Justice Prisoner and Alien Transportation System (JPATS) transportation, and incidental costs associated with prisoner housing and transportation such as prisoner meals while in transit, prisoner clothing, and parking for government vehicles. FPD resources are expended from the time a prisoner is brought into USMS custody through termination of the criminal proceeding and/or commitment to BOP.

### **Transporting Prisoners**

The USMS is responsible for transporting prisoners to and from judicial proceedings. This involves an enormous amount of coordination and scheduling to ensure that the courts' needs are met and that prisoners are moved in a safe and timely manner. Some jails agree to transport prisoners to and from the courthouse at specified rates through an Intergovernmental Agreement (IGA) for guard services; others are transported by the USMS operational personnel and contract guards. DUSMs arrange with jails to prepare prisoners for transport, search prisoners prior to transport, and properly restrain prisoners during transportation.

In addition, the USMS is responsible for transporting prisoners between detention facilities for attorney visits, to medical appointments when necessary, and to a designated BOP facility after sentencing. As prisoners progress through their court proceedings, districts often move prisoners from one detention facility to another. This is done for a variety of reasons: to locate a prisoner closer to or farther from the courthouse, to accommodate the housing limitations at detention facilities, to take advantage of lower-cost jails which may be further from the courthouse, to place prisoners at facilities better equipped to deal with any medical requirements, or to remove a prisoner from other prisoners due to conflict or litigation concerns with other prisoners. When

prisoners are wanted in more than one district, the USMS is responsible for transporting prisoners to the requesting district upon completion of the court process in the home district.

Finally, the USMS operates and maintains the fleet of aircraft and ground transportation assets that comprise the JPATS. JPATS is a revolving fund activity with total operating costs being reimbursed by customer agencies such as the USMS (FPD) and the BOP. JPATS coordinates the movement of the majority of federal prisoners and detainees, including sentenced, pretrial and criminal aliens, in the custody of the USMS and the BOP. JPATS also transports DOD, and state and local prisoners on a reimbursable, space-available basis.

2. Performance and Resources Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Prisoner Security and Transportation												
RESOURCES			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,112	\$236,806 [\$0]	1,106	\$234,369 [\$0]	1,106	\$251,555 [\$0]	0	-\$342 [\$0]	1,106	\$251,213 [\$0]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,112	\$236,806 [\$0]	1,106	\$234,369 [\$0]	1,106	\$251,555 [\$0]	0	-\$342 [\$0]	1,106	\$251,213 [\$0]
Performance Measure: Workload	3.3	1. Average daily prisoner population	60,232		59,542		58,791		1,158		59,949	
Performance Measure: Outcome	3.3	2. Number of Monitoring reviews completed for active IGAs	Establishing baseline				To be developed in FY13/14				1,026	
Performance Measure: Outcome	3.3	3. Total Prisoner Productions	975,208		1,018,693		1,043,301		9,711		1,053,012	
Performance Measure: Outcome		4. Number of prisoner escapes from USMS custody outside of the courtroom	0				Retired				Retired	
Performance Measure: Outcome	3.3	5. Average Detention Cost (Housing, Medical, and In-District Transportation) *, **	\$82.39		\$80.33		\$83.31		\$1.08		\$84.39	

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

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

*Note: Indicators labeled as 'RETIRED' are discontinued in FY 2014.*

### **Performance Measures -- Workload:**

#### **1. Average Daily Prisoner Population:**

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

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

#### **2. Number of Monitoring reviews completed for active IGAs:**

- a) **Data Definition:** Monitoring Reviews completed by USMS for facilities used by the USMS to house prisoners.
- b) **Data Validation and Verification:** Each year USMS personnel run reports comparing the facilities that should be inspected to those that were inspected.
- c) **Data Limitations:** All limitations depend on the database that is created to track inspections.

#### **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 the Justice Detainee Information System (JDIS). DC Superior Court data is maintained by a locally managed database and is updated daily. Please note DC Superior Court will be transitioning to JDIS in the near future.
- c) **Data Limitations:** Limited by the timely entry of prisoner data into JDIS and DC Superior Court's database, as appropriate. For DC Superior Court, more than 95% of prisoner productions that occur each day are entered into the system on the same day they occur.

#### **4. Number of Prisoner escapes from USMS custody outside of the courtroom (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*

Includes escapes made during the following times: while being transported (for court productions, medical visits, moves between sub-offices or detention facilities), while being held in the cellblock area waiting for the court procedure, and while meeting with attorneys.

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

<b>PERFORMANCE MEASURE TABLE</b>										
<b>Decision Unit: Prisoner Security and Transportation</b>										
<b>Strategic Objective</b>	<b>Performance Report and Performance Plan Targets</b>		<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>		<b>FY 2014</b>	<b>FY 2015</b>
			<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
3.3	<b>Performance Measure: Workload</b>	1. Average Daily Prisoner Population	N/A	N/A	N/A	N/A	60,232	59,542	58,791	59,949
3.3	<b>Performance Measure: Outcome</b>	2. Number of monitoring reviews completed for active IGAs					Establishing baseline		To be developed in FY 13/14	1,026
3.3	<b>Performance Measure: Outcome</b>	3. Total Prisoner Productions	N/A	N/A	N/A	N/A	975,208	1,018,693	1,043,301	1,053,012
	<b>Performance Measure: Outcome</b>	4. Number of prisoner escapes from USMS custody, outside of the courtroom	1	3	3	0	0	-	Retired	Retired
3.3	<b>Performance Measure: Outcome</b>	5. Average Detention Cost (Housing, Medical, and In-District Transportation)*, **	N/A	N/A	N/A	N/A	\$82.39	\$80.33	\$86.16	\$87.09

N/A = Data unavailable

\* Denotes inclusion in the DOJ Annual Performance Plan. \*\* Reported also as part of the USMS Federal Detention Appropriation.

### 3. Performance, Resources, and Strategies

The USMS maintains the integrity of the federal judicial system by maintaining the custody, protection, and security of prisoners and ensuring that criminal defendants appear for judicial proceedings. Efficient management of detention resources necessitates that the USMS continuously analyze the courts' need for prisoners in relation to detention facility location and cost. This evaluation results in prisoners strategically being moved to various detention facilities as their cases progress through the judicial process. Prisoners are moved to closer facilities when they are more often needed to appear for court (for example, pretrial prisoners). Prisoners are moved to more distant facilities (which are often less costly) as their need to appear in court decreases. Throughout this process, the USMS must annually review utilized detention facilities to ensure that conditions of confinement are humane and provide adequate security.

#### a. Performance Plan and Report for Outcomes

As illustrated in the preceding Performance and Resources Table, the current performance outcome measure for this decision unit is Average Detention Cost, which measures efficiencies in the detention program. By continuously analyzing the courts' schedule, the USMS must balance housing and transportation costs against prisoner availability for court. Efficient management of detention resources necessitates moving prisoners who are no longer required for court into outlying, less costly jails and bringing those needed for court closer in, thereby reducing transportation costs. This constant shifting of prisoners between detention facilities yields efficiencies in the average detention cost performance measure.

Beginning in FY 2014, the USMS will report the number of monitoring reviews that are completed for active IGAs. Since a system to capture the number of monitoring reviews is still in development, the USMS will not identify targets for this measure until the close of FY 2014.

#### b. Strategies to Accomplish Outcomes

To efficiently secure and transport prisoners, USMS personnel must work closely with many other agencies, such as:

- U.S. Courts personnel to determine which prisoners are required for appearances;
- BOP personnel to arrange for prisoner designation and transportation after sentencing;
- U.S. Border Patrol, FBI, DEA, ATF, and other federal, state, and local agency personnel to arrange for initial appearances, custody transfer, and booking; and
- State, local and private detention facility personnel to arrange for prisoners to be ready for transport as needed.



## D. Protection of Witnesses

<b>Protection of Witnesses</b>	<b>Direct Pos.</b>	<b>FTE</b>	<b>Amount</b>
2013 Enacted with Rescissions and Sequester	207	190	\$32,862
2014 Enacted	207	190	\$35,399
Adjustments to Base and Technical Adjustments	0	0	\$1,203
2015 Current Services	207	190	\$36,602
2015 Program Offsets	0	0	(\$1,263)
2015 Request	207	190	\$35,339
<b>Total Change 2014-2015</b>	<b>0</b>	<b>0</b>	<b>(\$60)</b>

### 1. Program Description

The **Protection of Witnesses** program provides protection for government witnesses whose lives are threatened as a result of their testimony against drug traffickers, terrorists, organized crime members, and other major criminals. The WSP provides physical security during the trial proceedings as well as assistance to create new identities and relocate witnesses and their families after the trial. The successful operation of this program is widely recognized as providing a unique and valuable tool in the government's war against organized crime, drug cartels, violent criminal gangs, and terrorist groups.

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

2. Performance and Resources Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Protection of Witnesses												
RESOURCES			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			191	\$32,862 [\$2,100]	191	\$33,563 [\$644]	191	\$35,399 [\$2,500]	0	-\$60 [\$0]	191	\$35,339 [\$2,500]
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			191	\$32,862 [\$2,100]	191	\$33,563 [\$644]	191	\$35,399 [\$2,500]	0	-\$60 [\$0]	191	\$35,339 [\$2,500]
Performance Measure: Workload	3.2	1. Total number of witness security program participants	18,633		18,516		18,584		68		18,652	
Performance Measure: Output	3.2	2. Protective services required/provided for witnesses (includes court productions)	5,640		3,334		3,154		31		3,185	
Performance Measure: Output		3. Number of protected witness productions	2,400		2,198		Retired				Retired	
Performance Measure: Outcome		4. Assaults against funded protected federal witnesses	0		0		Retired				Retired	
Performance Measure: Outcome	3.2	5. Security breaches mitigated *	410		256		221		2		223	

\* Denotes inclusion in the DOJ Quarterly Status Reports.

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

*Note: Indicators labeled as 'RETIRED' are discontinued in FY 2014.*

### **Performance Measures:**

- 1. Protective services required/provided for witnesses (includes court productions):**
  - a. Data Definition:** Protected services required/provided for witnesses is defined as witness productions, prisoner witness transports, prisoner witness family visits, preliminary interviews, temporary relocations, documentation initiations, documentation services (delivery-other), and breach investigations.
  - b. Data Validation and Verification:** Regional managers ensure the accuracy of data submitted to headquarters.
  - c. Data Limitations:** Witness Security Division (WSD) Regions provides data to headquarters on a monthly basis.

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

- 2. Number of protected witness productions (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*

A witness production is defined as travel of a protected witness away from the relocation area for court testimony, non-court related travel, video teleconferencing, neutral sites, child visitations, and documentation productions.
- 3. Assaults against funded protected federal witnesses (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*

The number of assaults against funded protected federal witnesses reflects the number of attacks on witnesses authorized for program participation that are receiving subsistence and housing expenses.
- 4. Security breaches mitigated:**
  - a. Data Definition:** An action taken to mitigate a reported or detected event capable of compromising a protected witness' identity, location or general security.
  - b. Data Validation and Verification:** Validation occurs when the actions taken have been documented, reviewed, and approved. Verification occurs when internal audits are conducted to identify the efficiency and effectiveness of the actions taken.
  - c. Data Limitations:** The total number of security breaches is dependent upon the number of breaches reported or detected. Actions to mitigate the security breaches only occur when security breaches are detected or reported. A substantial number of security breaches are believed to be unreported or undetected.

<b>PERFORMANCE MEASURE TABLE</b>										
<b>Decision Unit: Protection of Witnesses</b>										
<b>Strategic Objective</b>	<b>Performance Report and Performance Plan Targets</b>		<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>		<b>FY 2014</b>	<b>FY 2015</b>
			<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
	3.2	<b>Performance Measure: Workload</b>	1. Total number of witness security program participants	N/A	N/A	N/A	N/A	18,633	18,516	18,584
3.2	<b>Performance Measure: Output</b>	2. Protective services required/provided for witnesses (includes court productions)	N/A	N/A	N/A	N/A	5,640	3,334	3,154	3,185
	<b>Performance Measure: Output</b>	3. Number of protected witness productions	2,013	1,931	1,432	1,943	2,400	2,198	Retired	Retired
	<b>Performance Measure: Outcome</b>	4. Assaults against funded protected federal witnesses	0	0	0	0	0	0	Retired	Retired
3.2	<b>Performance Measure: Outcome</b>	5. Security breaches mitigated *	N/A	N/A	N/A	N/A	410	256	221	223

N/A = Data unavailable

\* Denotes inclusion in the DOJ Annual Performance Plan

### 3. Performance, Resources, and Strategies

#### a. Performance Plan and Report for Outcomes

As illustrated in the preceding Performance and Resources Table, a performance outcome measure for this decision unit is the number of security breaches mitigated. This measure reflects the action taken to mitigate a reported or detected event capable of compromising a protected witness' identity, location or general security.

#### b. Strategies to Accomplish Outcomes

The funding is necessary to ensure that critical protective services are provided to protected witnesses testifying in direct support of significant DOJ prosecutorial efforts against organized crime, international drug trafficking organizations, violent street gangs and international terrorist groups. The USMS continues to examine Witness Security Program methodologies to ensure that effective protection and security services are provided to protected witnesses and authorized participants while also exercising cost efficiencies. The USMS is confident in its ability to successfully execute within the budget request for the number of protected witness productions targeted. However, it should be noted that Witness Security Division workload supporting these DOJ prosecutorial efforts is driven by factors outside the control of the USMS. The number, frequency, and duration of court productions and other WSP activities supporting DOJ prosecutions are sometimes unpredictable and often largely uncontrollable.

## E. Tactical Operations

<b>Tactical Operations</b>	<b>Direct Pos.</b>	<b>FTE</b>	<b>Amount</b>
2013 Enacted with Rescissions and Sequester	177	163	\$35,381
2014 Enacted	177	163	\$40,267
Adjustments to Base and Technical Adjustments	0	0	\$1,920
2015 Current Services	177	163	\$42,187
2015 Program Offsets	0	0	(\$1,078)
2015 Request	177	163	\$41,109
<b>Total Change 2014-2015</b>	<b>0</b>	<b>0</b>	<b>\$842</b>

### 1. Program Description

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

#### Special Operations

The USMS Special Operations Group (SOG) supports the DOJ and other government agencies with a highly-trained, rapidly-deployable force of law enforcement officers for tactical response. SOG is a unit of 80-100 volunteer DUSMs who must meet high qualification standards and complete rigorous training in specialties such as high-risk entry, explosive breaching, sniper/observer, rural operations, evasive driving, less-than-lethal munitions, waterborne operations, and tactical medical support. SOG supports all U.S. judicial districts by providing assistance in high-risk, sensitive law enforcement operations including protective details, national emergencies, civil disturbances, and national disasters. Due to the extensive training of SOG members, the unit is often called upon to train military, federal, state, local, and foreign law enforcement groups in various tactical specialties.

Based at Camp Beauregard, Louisiana, a major staging area for Federal Emergency Management Agency (FEMA) disaster response in the Southeast and a geographically central location for domestic operations, the Special Operations Group Tactical Center (SOGTC) is able to provide a rapid response throughout the country. From this base, SOG deploys its fleet of armored vehicles, specialized equipment, and tactical operators in support of domestic USMS operations such as the 15 Most Wanted Fugitive Program investigations, fugitive task forces, terrorist trials and other high-threat or high-profile judicial proceedings, motorcade protection for high-value individuals, and execution of court orders relating to the seizure of assets belonging to militia groups, domestic terrorist groups, and other anti-government organizations.

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

The USMS also participates in international Stabilization and Reconstruction programs, working closely with DOJ, DOD, and Department of State personnel in support of Operation Enduring Freedom. SOG provides training and advice to the Counter Narcotics Justice Center in Afghanistan. SOG also provides technologically-advanced security equipment and programs to improve judicial and witness security, helping to lay the foundation for a more effective judicial system and assisting in the stabilization of the Afghanistan government.

### Emergency Management

The USMS responds to national emergencies and domestic crises with a cadre of resources. All USMS operational missions that fall into this category are coordinated through the USMS Communications Center and the Emergency Operations Center (EOC). The Communications Center operates 24 hours-a-day, 7 days-a-week to ensure inter-agency and intra-agency flow of communication. It provides informational assistance to DUSMs in the field who are tracking fugitives, developing leads, and confirming warrants. It also has the ability to receive, track, and disseminate classified information relevant to the USMS. All significant incidents such as shootings in the line of duty, employee injury or death, assaults/attempted assaults of an individual under USMS protection, deaths of prisoners in USMS custody, escapes of federal prisoners, major arrests, and district emergencies are reported to the Communications Center. The Communications Center then notifies the appropriate personnel and districts and ensures that the proper action is taken.

The EOC is activated during emergency incidents involving a coordinated agency-wide response, including with participation from SOG. This includes responses under the federal government's National Response Framework. The EOC is a critical element to ensure coordination and oversight of USMS deployments during emergencies, particularly when other government agencies are also involved.

2. Performance and Resources Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Tactical Operations												
RESOURCES			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 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
			197	\$35,381 [\$17,323]	194	\$40,086 [\$15,385]	200	\$40,267 [\$20,880]	0	\$842 [-\$10,880]	200	\$41,109 [\$10,000]
Strategic Objective	TYPE	PERFORMANCE	FY 2013		FY 2013		FY 2014		Current Services Adjustments and FY 2015 Program Changes		FY 2015 Request	
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			197	\$35,381 [\$17,323]	194	\$40,086 [\$15,385]	200	\$40,267 [\$20,880]	0	\$842 [-\$10,880]	200	\$41,109 [\$10,000]
3.2	Performance Measure: Output	1. Number of high-threat and emergency situations supported through special operations and assignments		58		75		59		0		59
	Performance Measure: Outcome	2. Percentage of deployments of special operations/assignments staff or resources before a planned event or within 48 hours of an unforeseen emergency		100%		100%		Retired				Retired



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

*Note: Indicators labeled as 'RETIRED' are discontinued in FY 2014.*

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

- 1. Number of high-threat and emergency situations supported through special operations and assignments:**
  - a. Data Definition:** This represents the number of times a special occurrence or event happened where special operations and assignment resources and/or staff were deployed in response.
  - b. Data Validation:** Deployments are validated against financial and special assignment data.
  - c. Data Limitation:** Deployments are tracked via a manual process.
  
- 2. Percentage of deployments of special operations/assignments staff or resources before a planned event or within 48 hours of an unforeseen emergency (RETIRED):** *[The determination to delete, refine, or replace an existing measure was made to align with the USMS Strategic Plan, reflect DOJ priority performance goals, and demonstrate programmatic effectiveness given data limitations.]*

The USMS strives for a consistent timely response to unforeseen emergencies and planned events. The percentage of deployments applies in cases where the request for assistance reaches headquarters at least 48 hours prior to the beginning of the planned event.

PERFORMANCE MEASURE TABLE										
Decision Unit: Tactical Operations										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013		FY 2014	FY 2015
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.2	<b>Performance Measure: Output</b>	1. Number of high-threat and emergency situations supported through special operations and assignments	62	60	59	52	58	75	59	59
	<b>Performance Measure: Outcome</b>	2. Percentage of deployments of special operations/assignments staff or resources before a planned event or within 48 hours of an unforeseen emergency	100%	100%	100%	100%	100%	100%	Retired	Retired

### 3. Performance, Resources, and Strategies

#### a. Performance Plan and Report for Outcomes

The USMS strives to provide effective assistance to all levels of government during emergencies and disasters and at times of heightened law enforcement requirements. The USMS is able to deploy its DUSM workforce to any national emergency designated by the Attorney General. The USMS also successfully protects the Strategic National Stockpile, continues to advance its ability to respond to an emergency by instituting the Continuity of Operations Plan / Continuity of Government (COOP)/COG programs, and has participated in several national interagency training exercises. Government authority and continuity of operation of the federal justice system must be maintained during emergencies. Professionalism of the USMS will increase through standardization of tactical operations, improved operational data management, and a reduction of negative audit findings.

#### b. Strategies to Accomplish Outcomes

The USMS deploys personnel and equipment in support of extraordinary district requirements, ensuring adequate resources are provided to maintain the integrity of the judicial process. The USMS will attempt to: improve its capability to deploy personnel and equipment in response to terrorist acts, natural disasters, and other external missions directed by the Attorney General; maintain operational readiness for efficient movement of people and equipment; and coordinate efforts and increase communication lines between the Strategic National Stockpile Security Operations Unit and the Centers for Disease Control and Prevention to ensure adequate dissemination of intelligence information to thwart or respond to terrorist activities.

### **V. Program Increase by Item**

No program increase is proposed.

## VI. Program Offsets by Item

**Item Name:** Miscellaneous Program and Administrative Reductions

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

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

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

Organizational Program: U.S. Marshals Service

Program Offset: Positions 0 Agt/Atty 0 FTE 0 Dollars (\$33,832,000)

### Description of Item

Program and administrative reductions to be identified once funds are appropriated.

### Justification

Reductions to existing operations and services necessary to pay for increases in existing costs, including pay raises, FERS contributions, State Department charges, and GSA rent, among others. Program and administrative reductions to be identified once funds are appropriated.

### Impact on Performance

Performance impact information is not yet available for this offset.

## Funding

### Base Funding

FY 2013 Enacted w/ Resc. & Sequestration				FY 2014 Enacted				FY 2015 Current Services			
Pos	Agt/Atty	FTE	\$(000)	Pos	Agt/Atty	FTE	\$(000)	Pos	Agt/Atty	FTE	\$(000)
5,554	4,134/19	5,103	\$1,112,069	5,554	4,134/19	5,103	\$1,185,000	5,554	4,134/19	5,103	\$1,218,832

### Non-Personnel Offset Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2015 Request (\$000)	FY 2016 Net Annualization (change from 2015) (\$000)	FY 2017 Net Annualization (change from 2016) (\$000)
Miscellaneous Program and Administrative Reductions			(\$33,832)	\$0	\$0
Total Non-Personnel			(\$33,832)	\$0	\$0

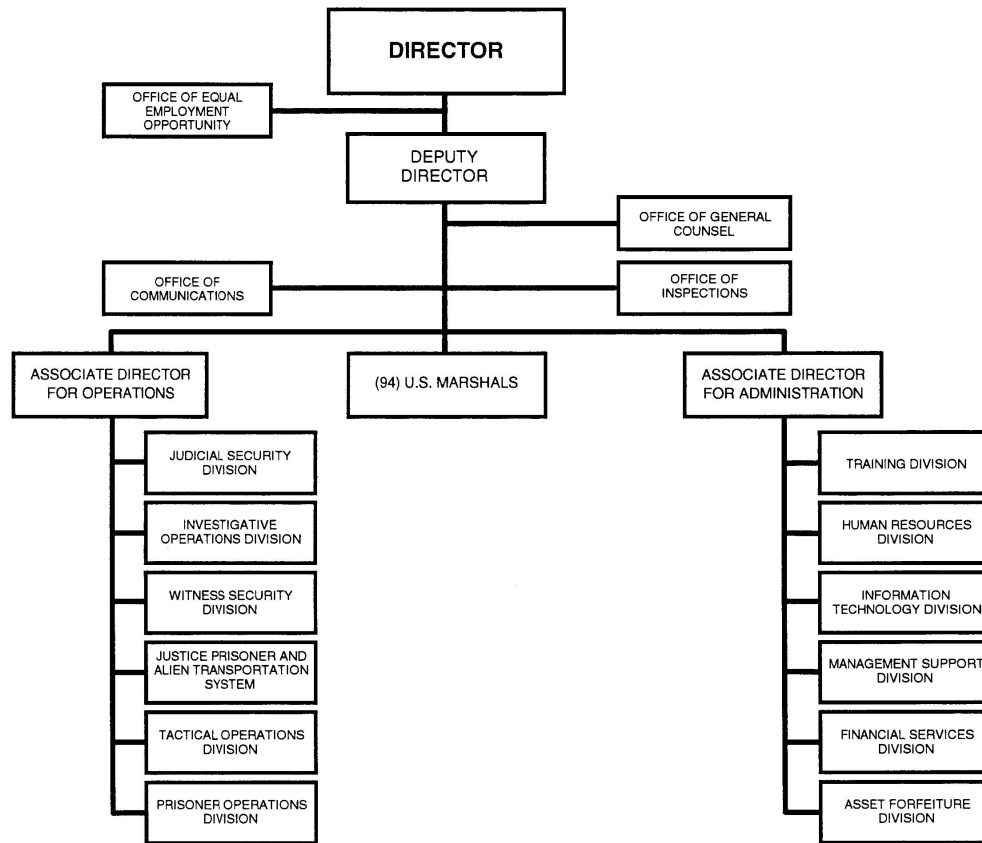
Cost savings will be realized in administrative areas, including, but not limited to: travel, training, contract, supplies, and general equipment.

### Total Offset for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2016 Net Annualization (change from 2015) (\$000)	FY 2017 Net Annualization (change from 2016) (\$000)
Current Services	5,554	4,134/19	5,103	\$765,077	\$453,755	\$1,218,832	\$0	\$0
Offset	0	0	0	\$0	(\$33,832)	(\$33,832)	\$0	\$0
Grand Total	5,554	4,134/19	5,103	\$765,077	\$419,923	1,185,000	\$0	\$0

# A: Organizational Chart

## UNITED STATES MARSHALS SERVICE



Approved by: *[Signature]* Date: 8-13-07  
 ALBERTO R. GONZALES  
 Attorney General

**B. Summary of Requirements**

**Summary of Requirements**

United States Marshals Service

Salaries and Expenses

(Dollars in Thousands)

	FY 2015 Request		
	Direct Positions	FTE	Amount
<b>2013 Enacted</b>	<b>5,554</b>	<b>5,103</b>	<b>1,196,000</b>
2013 Rescissions (1.877% & 0.2%)			-24,796
2013 Sequester			-59,135
2013 Balance Rescission			0
<b>Total 2013 Enacted (with Rescissions and Sequester)</b>	<b>5,554</b>	<b>5,103</b>	<b>1,112,069</b>
<b>2014 Enacted</b>	<b>5,554</b>	<b>5,103</b>	<b>1,185,000</b>
2014 Balance Rescission			0
<b>Total 2014 Enacted (with Balance Rescission)</b>	<b>5,554</b>	<b>5,103</b>	<b>1,185,000</b>
<b>Base Adjustments</b>			
Pay and Benefits	0	0	22,729
Domestic Rent and Facilities	0	0	9,524
Other Adjustments	0	0	893
Foreign Expenses	0	0	686
<b>Total Base Adjustments</b>	<b>0</b>	<b>0</b>	<b>33,832</b>
<b>Total Technical and Base Adjustments</b>	<b>0</b>	<b>0</b>	<b>33,832</b>
<b>2015 Current Services</b>	<b>5,554</b>	<b>5,103</b>	<b>1,218,832</b>
<b>Program Changes</b>			
Offsets:			
Miscellaneous Program and Administrative Reductions	0	0	-33,832
Subtotal, Offsets	0	0	-33,832
<b>Total Program Changes</b>	<b>0</b>	<b>0</b>	<b>-33,832</b>
<b>2015 Total Request</b>	<b>5,554</b>	<b>5,103</b>	<b>1,185,000</b>
2015 Balance Rescission			0
<b>2015 Total Request (with Balance Rescission)</b>	<b>5,554</b>	<b>5,103</b>	<b>1,185,000</b>
2014 - 2015 Total Change	0	0	0

Note: The FTE for FY 2013 is actual and for FY 2014 and FY 2015 is estimated.

**B. Summary of Requirements**

**Summary of Requirements**  
 United States Marshals Service  
 Salaries and Expenses  
 (Dollars in Thousands)

Program Activity	2013 Enacted with Rescissions and Sequester			2014 Enacted			2015 Technical and Base Adjustments			2015 Current Services		
	Direct Pos.	Actual FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Judicial and Courthouse Security	2,222	2,042	431,208	2,222	2,042	458,426	0	0	12,904	2,222	2,042	471,330
Fugitive Apprehension	1,744	1,602	375,812	1,744	1,602	399,353	0	0	10,813	1,744	1,602	410,166
Prisoner Security and Transportation	1,204	1,106	236,806	1,204	1,106	251,555	0	0	6,992	1,204	1,106	258,547
Protection of Witnesses	207	190	32,862	207	190	35,399	0	0	1,203	207	190	36,602
Tactical Operations	177	163	35,381	177	163	40,267	0	0	1,920	177	163	42,187
<b>Total Direct</b>	<b>5,554</b>	<b>5,103</b>	<b>1,112,069</b>	<b>5,554</b>	<b>5,103</b>	<b>1,185,000</b>	<b>0</b>	<b>0</b>	<b>33,832</b>	<b>5,554</b>	<b>5,103</b>	<b>1,218,832</b>
Balance Rescission			0			0			0			0
Total Direct with Rescission			1,112,069			1,185,000			33,832			1,218,832
Reimbursable FTE		340			425			0			425	
Total Direct and Reimb. FTE		5,443			5,528			0			5,528	
Other FTE:												
LEAP		774			774			0			774	
Overtime		62			207			0			207	
Grand Total, FTE		6,279			6,509			0			6,509	

Program Activity	2015 Increases			2015 Offsets			2015 Request		
	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Judicial and Courthouse Security	0	0	0	0	0	-13,533	2,222	2,042	457,797
Fugitive Apprehension	0	0	0	0	0	-10,624	1,744	1,602	399,542
Prisoner Security and Transportation	0	0	0	0	0	-7,334	1,204	1,106	251,213
Protection of Witnesses	0	0	0	0	0	-1,263	207	190	35,339
Tactical Operations	0	0	0	0	0	-1,078	177	163	41,109
<b>Total Direct</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-33,832</b>	<b>5,554</b>	<b>5,103</b>	<b>1,185,000</b>
Balance Rescission			0			0			0
Total Direct with Rescission			0			-33,832			1,185,000
Reimbursable FTE		0			0			425	
Total Direct and Reimb. FTE		0			0			5,528	
Other FTE:									
LEAP		0			0			774	
Overtime		0			0			207	
Grand Total, FTE		0			0			6,509	



**B. Summary of Requirements**

**Summary of Requirements**

United States Marshals Service

Construction

(Dollars in Thousands)

	FY 2015 Request		
	Direct Pos.	Estimate FTE	Amount
<b>2013 Enacted</b>	0	0	10,000
2013 Rescissions (1.877% & 0.2%)	0	0	-207
2013 Sequester			0
2013 Balance Rescission			0
<b>Total 2013 Enacted (Rescissions and Sequester)</b>	0	0	9,793
<b>2014 Enacted</b>	0	0	9,800
2014 Balance Rescission			0
<b>Total 2014 Enacted (with Balance Rescission)</b>	0	0	9,800
<b>Total Technical Adjustments</b>	0	0	0
<b>Total Base Adjustments</b>	0	0	0
<b>Total Technical and Base Adjustments</b>	0	0	0
<b>2015 Current Services</b>	0	0	9,800
<b>Program Changes</b>			
<b>Total Program Changes</b>	0	0	0
<b>2015 Total Request</b>	0	0	9,800
2015 Balance Rescission			0
<b>2015 Total Request (with Balance Rescission)</b>	0	0	9,800
2014 - 2015 Total Change	0	0	0

**B. Summary of Requirements**

**Summary of Requirements**

United States Marshals Service

Construction

(Dollars in Thousands)

Program Activity	2013 Enacted with Rescissions and Sequester			2014 Enacted			2015 Technical and Base Adjustments			2015 Current Services		
	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Construction	0	0	9,793	0	0	9,800	0	0	0	0	0	9,800
<b>Total Direct</b>	<b>0</b>	<b>0</b>	<b>9,793</b>	<b>0</b>	<b>0</b>	<b>9,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,800</b>
Balance Rescission			0			0			0			0
Total Direct with Rescission			9,793			9,800			0			9,800
Grand Total, FTE		0			0			0			0	

Program Activity	2015 Increases			2015 Offsets			2015 Request		
	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount	Direct Pos.	Est. FTE	Amount
Construction	0	0	0	0	0	0	0	0	9,800
<b>Total Direct</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,800</b>
Balance Rescission			0			0			0
Total Direct with Rescission			0			0			9,800
Grand Total, FTE		0			0			0	

C. Program Changes by Decision Unit

**FY 2015 Program Changes by Decision Unit**

United States Marshals Service

Salaries and Expenses

(Dollars in Thousands)

Program Offsets	Location of Description in Narrative	Judicial and Courthouse Security				Fugitive Apprehension				Prisoner Security and Transportation			
		Direct Pos.	Agt./ Atty.	Est. FTE	Amount	Direct Pos.	Agt./ Atty.	Est. FTE	Amount	Direct Pos.	Agt./ Atty.	Est. FTE	Amount
Miscellaneous Program and Administrative Reductions	All Decision Units	0	0	0	-13,533	0	0	0	-10,624	0	0	0	-7,334
<b>Total Program Offsets</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-13,533</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-10,624</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-7,334</b>

Program Offsets	Location of Description in Narrative	Protection of Witnesses				Tactical Operations				Total Offsets			
		Direct Pos.	Agt./ Atty.	Est. FTE	Amount	Direct Pos.	Agt./ Atty.	Est. FTE	Amount	Direct Pos.	Agt./ Atty.	Est. FTE	Amount
Miscellaneous Program and Administrative Reductions	All Decision Units	0	0	0	-1,263	0	0	0	-1,078	0	0	0	-33,832
<b>Total Program Offsets</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,263</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,078</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-33,832</b>

D. Resources by DOJ Strategic Goal and Strategic Objective

Resources by Department of Justice Strategic Goal/Objective

United States Marshals Service

Salaries and Expenses

(Dollars in Thousands)

Strategic Goal and Strategic Objective	2013 Enacted with Rescissions and Sequester		2014 Enacted		2015 Current Services		2015 Offsets		2015 Total Request	
	Direct/Reimb FTE	Direct Amount	Direct/Reimb FTE	Direct Amount	Direct/Reimb FTE	Direct Amount	Direct/Reimb FTE	Direct Amount	Direct/Reimb FTE	Direct Amount
<b>Goal 1 Prevent Terrorism and Promote the Nation's Security Consistent with the Rule of Law</b>										
1.1 Prevent, disrupt, and defeat terrorist operations before they occur by integrating intelligence and law enforcement efforts to achieve a coordinated response to terrorist threats										
	399	95,850	399	103,726	391	105,177	0	-2,381	391	102,796
<b>Subtotal, Goal 1</b>	<b>399</b>	<b>95,850</b>	<b>399</b>	<b>103,726</b>	<b>391</b>	<b>105,177</b>	<b>0</b>	<b>-2,381</b>	<b>391</b>	<b>102,796</b>
<b>Goal 2 Prevent Crime, Protect the Rights of the American People, and enforce Federal Law</b>										
2.2 Prevent and intervene in crimes against vulnerable populations and uphold the rights of, and improve services to America's crime victims										
	211	52,429	211	55,435	211	55,733	0	-1,285	211	54,448
<b>Subtotal, Goal 2</b>	<b>211</b>	<b>52,429</b>	<b>211</b>	<b>55,435</b>	<b>211</b>	<b>55,733</b>	<b>0</b>	<b>-1,285</b>	<b>211</b>	<b>54,448</b>
<b>Goal 3 Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.</b>										
3.1 Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs	37	14,281	37	17,199	29	15,211	0	-177	29	15,034
3.2 Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence	2,090	403,601	2,117	430,366	2,125	444,942	0	-13,493	2,125	431,449
3.3 Provide safe, secure, humane, and cost effective confinement and transportation of federal detainees and inmates	1,106	236,806	1,106	251,555	1,106	258,547	0	-7,334	1,106	251,213
3.5 Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement	1,600	309,102	1,658	326,719	1,666	339,222	0	-9,162	1,666	330,060
<b>Subtotal, Goal 3</b>	<b>4,833</b>	<b>963,790</b>	<b>4,918</b>	<b>1,025,839</b>	<b>4,926</b>	<b>1,057,922</b>	<b>0</b>	<b>-30,165</b>	<b>4,926</b>	<b>1,027,757</b>
<b>TOTAL</b>	<b>5,443</b>	<b>1,112,069</b>	<b>5,528</b>	<b>1,185,000</b>	<b>5,528</b>	<b>1,218,832</b>	<b>0</b>	<b>-33,832</b>	<b>5,528</b>	<b>1,185,000</b>

D. Resources by DOJ Strategic Goal and Strategic Objective

**Resources by Department of Justice Strategic Goal/Objective**

United States Marshals Service

Construction

(Dollars in Thousands)

Strategic Goal and Strategic Objective	2013 Enacted with Rescissions and Sequester		2014 Enacted		2015 Current Services		2015 Total Request	
	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount	Direct/ Reimb FTE	Direct Amount
<b>Goal 3 Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.</b>								
3.2 Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence								
	0	9,793	0	9,800	0	9,800	0	9,800
<b>Subtotal, Goal 3</b>	<b>0</b>	<b>9,793</b>	<b>0</b>	<b>9,800</b>	<b>0</b>	<b>9,800</b>	<b>0</b>	<b>9,800</b>
<b>TOTAL</b>	<b>0</b>	<b>9,793</b>	<b>0</b>	<b>9,800</b>	<b>0</b>	<b>9,800</b>	<b>0</b>	<b>9,800</b>

## E. Justification for Technical and Base Adjustments

### Justifications for Technical and Base Adjustments

United States Marshals Service

Salaries and Expenses

(Dollars in Thousands)

	Direct Pos.	Estimate FTE	Amount
<b>Pay and Benefits</b>			
1 <u>2015 Pay Raise:</u> This request provides for a proposed 1 percent pay raise to be effective in January of 2015. The amount request, \$4,970, represents the pay amounts for 3/4 of the fiscal year plus appropriate benefits (\$3,465 for pay and \$1,505 for benefits).			4,970
2 <u>Annualization of 2014 Pay Raise:</u> This pay annualization represents first quarter amounts (October through December) of the 2014 pay increase of 1.0% included in the 2014 President's Budget. The amount requested \$1,632, represents the pay amounts for 1/4 of the fiscal year plus appropriate benefits (\$ 1,138 for pay and \$494 for benefits).			1,632
3 <u>FERS Regular/Law Enforcement Retirement Contribution:</u> Effective October 1, 2014 (FY 2015), the <b>new agency contribution rates of 13.2% (up from the current 11.9%, or an increase of 1.3%) and 28.8% for law enforcement personnel (up from the current 26.3%, or an increase of 2.5%)</b> . The amount requested, \$13,299, represents the funds needed to cover this increase.			13,299
4 <u>Health Insurance:</u> Effective January 2015, the component's contribution to Federal employees' health insurance increases by 4% percent. Applied against the 2014 estimate of \$39,425, the additional amount required is \$1,577.			1,577
5 <u>Retirement:</u> Agency retirement contributions increase as employees under CSRS retire and are replaced by FERS employees. Based on U.S. Department of Justice Agency estimates, we project that the DOJ workforce will convert from CSRS to FERS at a rate of 1.3 percent per year. The requested increase of \$1,251 is necessary to meet our increased retirement obligations as a result of this conversion.			1,251
<b>Subtotal, Pay and Benefits</b>	<b>0</b>	<b>0</b>	<b>22,729</b>
<b>Domestic Rent and Facilities</b>			
1 <u>General Services Administration (GSA) Rent:</u> GSA will continue to charge rental rates that approximate those charged to commercial tenants for equivalent space and related services. The requested increase of \$9,141, is required to meet our commitment to GSA. The costs associated with GSA rent were derived through the use of an automated system, which uses the latest inventory data, including rate increases to be effective FY 2015 for each building currently occupied by Department of Justice components, as well as the costs of new space to be occupied. GSA provides data on the rate increases.			9,141
2 <u>Guard Services:</u> This includes Department of Homeland Security (DHS) Federal Protective Service charges, Justice Protective Service charges and other security services across the country. The requested increase of \$383 is required to meet these commitments.			383
<b>Subtotal, Domestic Rent and Facilities</b>	<b>0</b>	<b>0</b>	<b>9,524</b>

## E. Justification for Technical and Base Adjustments

### Justifications for Technical and Base Adjustments

United States Marshals Service

Salaries and Expenses

(Dollars in Thousands)

	Direct Pos.	Estimate FTE	Amount
<b>Other Adjustments</b>			
1 <u>Land Mobile Radio, Operations and Maintenance (O&amp;M):</u> In FY 2013, the funding for the Department's Radio/Interoperability program was realigned. This change generated savings and allowed the Department to increase our investments in improved technology and interoperability. As part of the realignment, base operations and maintenance (O&M) funding for radios was transferred back to components. In order to fully fund the O&M requirements, an ATB increase of \$893 is requested for the USMS.			893
<b>Subtotal, Other Adjustments</b>	<b>0</b>	<b>0</b>	<b>893</b>
<b>Foreign Expenses</b>			
1 <u>International Cooperative Administrative Support Services (ICASS):</u> The Department of State charges agencies for administrative support provided to staff based overseas. Charges are determined by a cost distribution system. The FY 2015 request is based on the projected FY 2014 bill for post invoices and other ICASS costs. [CRM, USMS, FBI, DEA, ATF, CIV only]			173
2 <u>Capital Security Cost Sharing (CSCS):</u> Per P.L. 108-447 and subsequent acts, "all agencies with personnel overseas subject to chief of mission authority...shall participate and provide funding in advance for their share of costs of providing new, safe, secure U.S. diplomatic facilities, without offsets, on the basis of the total overseas presence of each agency as determined by the Secretary of State." Originally authorized for FY 2000-2004, the program has been extended annually by OMB and Congress and has also been expanded beyond new embassy construction to include maintenance and renovation costs of the new facilities. For the purpose of this program, State's personnel totals for DOJ include current and projected staffing. The estimated cost to the Department, as provided by State, for FY 2015 is \$513. The USMS currently has 17 positions overseas, and funding of \$513 is requested for this account. [CRM, USMS, FBI, DEA, ATF, CIV only]			513
<b>Subtotal, Foreign Expenses</b>	<b>0</b>	<b>0</b>	<b>686</b>
<b>Non-Personnel Related Decreases</b>			
1 <u>Miscellaneous Program and Administrative Reductions:</u> Reductions to existing operations and services necessary to pay for mandatory increases in existing costs, including pay raises, FERS contributions, State Department charges, and GSA rent, among others. The operations and services that will be reduced will be specified in spending plans after funds have been appropriated. Such reductions could include funds for travel, training, contracts, supplies, and other costs related to current operations.			-33,832
<b>Subtotal, Non-Recur Non-Personnel</b>	<b>0</b>	<b>0</b>	<b>-33,832</b>
<b>TOTAL DIRECT TECHNICAL and BASE ADJUSTMENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>

F. Crosswalk of 2013 Availability

**Crosswalk of 2013 Availability**  
 United States Marshals Service  
 Salaries and Expenses  
 (Dollars in Thousands)

Program Activity	2013 Appropriation Enacted w/o Balance Rescission <sup>1</sup>			Sequester			Reprogramming/Transfers			Carryover	Recoveries/ Refunds	2013 Actual		
	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Amount	Amount	Direct Pos.	Actual FTE	Amount
Judicial and Courthouse Security	2,222	2,042	444,274	0	0	-13,066	0	0	19,867	2,917	1,926	2,222	2,042	455,918
Fugitive Apprehension	1,744	1,602	386,068	0	0	-10,256	0	0	16,991	3,403	1,316	1,744	1,602	397,522
Prisoner Security and Transportation	1,204	1,106	243,886	0	0	-7,080	0	0	10,765	1,581	908	1,204	1,106	250,060
Protection of Witnesses	207	190	34,079	0	0	-1,217	0	0	1,851	272	156	207	190	35,141
Tactical Operations	177	163	40,224	0	0	-4,843	0	0	5,385	232	134	177	163	41,132
<b>Total Direct</b>	<b>5,554</b>	<b>5,103</b>	<b>1,148,531</b>	<b>0</b>	<b>0</b>	<b>-36,462</b>	<b>0</b>	<b>0</b>	<b>54,859</b>	<b>8,405</b>	<b>4,440</b>	<b>5,554</b>	<b>5,103</b>	<b>1,179,773</b>
Reimbursable FTE		340			0			0						340
Total Direct and Reimb. FTE		5,443			0			0						5,443
Other FTE:														
LEAP		774			0			0						774
Overtime		62			0			0						62
Grand Total, FTE		6,279			0			0						6,279

**Footnotes:**

1) The 2013 Enacted appropriation includes the 2 across-the-board rescissions of 1.877% and 0.2%

**Reprogramming/Transfers**

Unobligated balance transfers of \$17,052,192 include transfers for USMS S&E (15-1213-0324) to/from High Intensity Drug Trafficking Area (HIDTA 11-1213-1070) in the amounts of \$127,885 transfer in and \$75,693 transfer out and for USMS S&E no-year (15-X-0324) from prior year S&E annual (15-11-0324), \$4,000,000 and S&E annual (15-12-0324), \$13,000,000. Also includes non-expenditure transfers of appropriations from Federal Prisoner Detention (15-X-1020) through the reprogramming process, \$36,462,000; and from HIDTA (11-1314-1070), \$1,345,219.

**Carryover:**

Unobligated balances brought forward include \$1,114,099 from HIDTA (11-1213-1070) and \$7,290,513 from S&E No-Year (15-X-0324).

**Recoveries/Refunds:**

Recoveries of prior year obligations amounting to \$621,677 are from S&E No-Year (15-X-0324). Refunds sources amounting to \$3,818,488 include Service of Process Fees, Visa Rebates, Proceeds from Vehicle Sales, Purchase Refunds, and Commissions.

**Crosswalk of 2013 Availability**  
 United States Marshals Service  
 Construction  
 (Dollars in Thousands)

Program Activity	2013 Appropriation Enacted w/o Balance Rescission <sup>1</sup>			Sequester			Reprogramming/Transfers			Carryover	Recoveries/ Refunds	2013 Actual		
	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Direct Pos.	Actual FTE	Amount	Amount	Amount	Direct Pos.	Actual FTE	Amount
Construction	0	0	9,793	0	0	0	0	0	0	930	581	0	0	11,304
<b>Total Direct</b>	<b>0</b>	<b>0</b>	<b>9,793</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>930</b>	<b>581</b>	<b>0</b>	<b>0</b>	<b>11,304</b>

**Footnotes:**

1) The 2013 Enacted appropriation includes the 2 across-the-board rescissions of 1.877% and 0.2%

**Carryover:**

Unobligated Balances that were carried over from FY 2012 include \$930,402 from Construction No-Year (15-0133-X) for renovation and related costs.

**Recoveries/Refunds:**

Recoveries from Prior Year obligations amounted to \$580,881 to support courthouse renovations and related costs.



G. Crosswalk of 2014 Availability

**Crosswalk of 2014 Availability**

United States Marshals Service  
Salaries and Expenses  
(Dollars in Thousands)

Program Activity	FY 2014 Enacted			Reprogramming/Transfers			Carryover Amount	Recoveries/ Refunds Amount	2014 Availability		
	Direct Pos.	Estim. FTE	Amount	Direct Pos.	Estim. FTE	Amount			Direct Pos.	Estim. FTE	Amount
Construction	2,222	2,042	458,426	0	0	7,001	4,541	3,481	2,222	2,042	473,449
Fugitive Apprehension	1,744	1,602	399,353	0	0	5,404	4,744	2,732	1,744	1,602	412,233
Prisoner Security and Transportation	1,204	1,106	251,555	0	0	3,794	2,460	1,886	1,204	1,106	259,695
Protection of Witnesses	207	190	35,399	0	0	652	423	324	207	190	36,798
Tactical Operations	177	163	40,267	0	0	558	362	277	177	163	41,464
<b>Total Direct</b>	<b>5,554</b>	<b>5,103</b>	<b>1,185,000</b>	<b>0</b>	<b>0</b>	<b>17,409</b>	<b>12,530</b>	<b>8,700</b>	<b>5,554</b>	<b>5,103</b>	<b>1,223,639</b>
Balance Rescission			0								0
Total Direct with Rescission			1,185,000			17,409	12,530	8,700			1,223,639
Reimbursable FTE		340			0		0			340	
Total Direct and Reimb. FTE		5,443			0		12,530			5,443	
Other FTE:											
LEAP		774			0		0			774	
Overtime		207			0		0			207	
Grand Total, FTE		6,424			0		12,530			6,424	

**Reprogramming/Transfers**

Unobligated balance transfers of \$9,909,097 include transfers for USMS S&E (15-1314-0324) to High Intensity Drug Trafficking Area (HIDTA 11-1213-1070) in the amounts of \$90,097, USMS S&E no-year (15-X-0324) from prior year S&E annual (15-13-0324) of \$10,000,000 and anticipated transfers from S&E no-year (15-X-0324) of \$7,500,000 to S&E annual (15-14-0324).

**Carryover:**

Unobligated balances brought forward include \$1,180,276 from HIDTA (11-1314-1070) and \$7,290,513 from S&E No-Year (15-X-0324).

**Recoveries/Refunds:**

Recoveries from prior year obligations are estimated at \$1,000,000 from S&E No-Year (15-X-0324) as reported in the FY 2014 Spend Plan under Section 210 Notification, to support information technology enhancements. Anticipated sources from Refunds amounting to \$7,700,000 include Service of Process Fees, Visa Rebates, Proceeds from Vehicle Sales, Purchase Refunds, and Commissions.

**Crosswalk of 2014 Availability**

United States Marshals Service  
Construction  
(Dollars in Thousands)

Program Activity	FY 2014 Enacted			Reprogramming/Transfers			Carryover Amount	Recoveries/ Refunds Amount	2014 Availability		
	Direct Pos.	Estim. FTE	Amount	Direct Pos.	Estim. FTE	Amount			Direct Pos.	Estim. FTE	Amount
Construction	0	0	9,800	0	0	0	824	1,000	0	0	11,624
<b>Total Direct</b>	<b>0</b>	<b>0</b>	<b>9,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>824</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>11,624</b>
Balance Rescission			0								0
Total Direct with Rescission			9,800				824	1,000			11,624

**Carryover:**

Unobligated Balances that were carried over from FY 2012 include \$823,618 from Construction No-Year (15-0133-X) for renovation and related costs.

**Recoveries/Refunds:**

Recoveries from Prior Year obligations are estimated at \$1,000,000 as reported in the FY 2014 Spend Plan under Section 210 Notification, to support courthouse renovation and related costs.  
Exhibit G - Crosswalk of 2014 Availability

H. Summary of Reimbursable Resources

**Summary of Reimbursable Resources**

United States Marshals Service

Salaries and Expenses

(Dollars in Thousands)

Collections by Source	2013 Actual			2014 Planned			2015 Request			Increase/Decrease		
	Reimb. Pos.	Reimb. FTE	Amount	Reimb. Pos.	Reimb. FTE	Amount	Reimb. Pos.	Reimb. FTE	Amount	Reimb. Pos.	Reimb. FTE	Amount
Administrative Office of the U.S. Courts (AOUSC)	72	57	0	72	72	300	72	72	300	0	0	0
Assets Forfeiture Fund (AFF)	254	195	0	254	254	0	254	254	0	0	0	0
Centers for Disease Control (CDC)	36	31	6,740	36	36	8,300	36	36	8,300	0	0	0
Department of Defense (DOD)	0	0	2,453	0	0	5,596	0	0	500	0	0	-5,096
Department of Homeland Security (DHS)	0	0	245	0	0	637	0	0	637	0	0	0
Department of Justice (DOJ)	1	2	2,520	2	2	7,549	2	2	7,549	0	0	0
Department of State (DOS)	0	0	6,452	0	0	7,338	0	0	1,720	0	0	-5,618
Executive Office of the U.S. Attorneys (EOUSA)	0	0	2,211	0	0	2,354	0	0	2,354	0	0	0
Federal Bureau of Investigation (FBI)	0	2	903	3	3	671	3	3	673	0	0	2
Federal Law Enforcement Training Center (FLETC)	0	0	5	0	0	30	0	0	30	0	0	0
Office of National Drug Control Policy (ONDCP)	8	7	1,136	8	8	2,000	8	8	2,000	0	0	0
Organized Crime Drug Enforcement Task Force (OCDETF)	43	37	8,100	41	40	8,386	41	40	8,228	0	0	-158
Service of Process (SOP)	7	6	0	7	7	1,250	7	7	1,250	0	0	0
U.S. Tax Court	3	3	2,102	3	3	2,800	3	3	2,800	0	0	0
Various Federal Sources	0	0	0	0	0	267	0	0	99	0	0	-168
<b>Budgetary Resources</b>	<b>424</b>	<b>340</b>	<b>32,867</b>	<b>426</b>	<b>425</b>	<b>47,478</b>	<b>426</b>	<b>425</b>	<b>36,440</b>	<b>0</b>	<b>0</b>	<b>-11,038</b>

Obligations by Program Activity	2013 Actual			2014 Planned			2015 Request			Increase/Decrease		
	Reimb. Pos.	Reimb. FTE	Amount	Reimb. Pos.	Reimb. FTE	Amount	Reimb. Pos.	Reimb. FTE	Amount	Reimb. Pos.	Reimb. FTE	Amount
Judicial and Courthouse Security	83	67	6,807	83	83	10,878	83	83	10,878	0	0	0
Fugitive Apprehension	304	241	10,031	305	304	13,220	305	304	13,062	0	0	-158
Prisoner Security and Transportation	0	0	0	0	0	0	0	0	0	0	0	0
Protection of Witnesses	1	1	644	1	1	2,500	1	1	2,500	0	0	0
Tactical Operations	36	31	15,385	37	37	20,880	37	37	10,000	0	0	-10,880
<b>Budgetary Resources</b>	<b>424</b>	<b>340</b>	<b>32,867</b>	<b>426</b>	<b>425</b>	<b>47,478</b>	<b>426</b>	<b>425</b>	<b>36,440</b>	<b>0</b>	<b>0</b>	<b>-11,038</b>

I. Detail of Permanent Positions by Category

**Detail of Permanent Positions by Category**

United States Marshals Service

Salaries and Expenses

(Dollars in Thousands)

Category	2013 Enacted with Rescissions & Sequestration		2014 Enacted		2015 Request	
	Direct Pos.	Reimb. Pos.	Direct Pos.	Reimb. Pos.	Total Direct Pos.	Total Reimb. Pos.
Miscellaneous Operations (010-099)	3	0	3	0	3	0
Security Specialists (080)	26	25	26	25	26	25
Social science, Psychology, and Welfare (100-199)	5	0	5	0	5	0
Intelligence Series (132)	47	3	47	3	47	3
Personnel Management (200-299)	43	3	43	3	43	3
Clerical and Office Services (300-399)	799	117	799	117	799	117
Accounting and Budget (500-599)	136	16	136	16	136	16
Medical/Public Health (600-699)	3	1	3	1	3	1
Architecture (808)	3	0	3	0	3	0
Electronics Technical (856)	2	2	2	2	2	2
Attorneys (905)	19	3	19	3	19	3
Paralegal Specialist (950)	1	0	1	0	1	0
Information & Arts (1000-1099)	12	0	12	0	12	0
Business & Industry (1100-1199)	97	85	97	84	97	84
Mathematics and Statistics (1500-1599)	3	0	3	0	3	0
Equipment, Facilities, and Services (1600-1699)	4	0	4	0	4	0
Detention Enforcement Officers (1802)	114	0	114	0	114	0
Criminal Investigative Series (082, 1801, 1810, 1811)	4,134	166	4,134	169	4,134	169
Transportation (2100-2199)	6	0	6	0	6	0
Information Technology Management (2210)	97	3	97	3	97	3
<b>Total</b>	<b>5,554</b>	<b>424</b>	<b>5,554</b>	<b>426</b>	<b>5,554</b>	<b>426</b>
Headquarters (Washington, D.C.)	721	156	721	158	721	158
U.S. Field	4,816	268	4,816	268	4,816	268
Foreign Field	17	0	17	0	17	0
<b>Total</b>	<b>5,554</b>	<b>424</b>	<b>5,554</b>	<b>426</b>	<b>5,554</b>	<b>426</b>

Note: FY 2013 through FY 2015 include additional 10 direct positions from the merger of the USMS and Office of the Federal Detention Trustee.

**J. Financial Analysis of Program Changes**

**Financial Analysis of Program Changes**

United States Marshals Service

Salaries and Expenses

(Dollars in Thousands)

Grades	Judicial and Courthouse Security		Fugitive Apprehension		Prisoner Security and Transportation	
	Miscellaneous Program & Administrative Reductions		Miscellaneous Program & Administrative Reductions		Miscellaneous Program & Administrative Reductions	
	Direct Pos.	Amount	Direct Pos.	Amount	Direct Pos.	Amount
21.0 Travel and Transportation of Persons	0	-1,393	0	-1,094	0	-755
22.0 Transportation of Things	0	-82	0	-65	0	-45
23.2 Rental Payments to Others	0	-381	0	-299	0	-207
25.2 Other Services from Non-Federal Sources	0	-1,470	0	-1,154	0	-796
25.3 Other Goods and Services from Federal Sources	0	-4,776	0	-3,749	0	-2,588
25.4 Operation and Maintenance of Facilities	0	-805	0	-632	0	-436
25.7 Operation and Maintenance of Equipment	0	-1,934	0	-1,518	0	-1,048
26.0 Supplies and Materials	0	-1,162	0	-912	0	-629
31.0 Equipment	0	-1,530	0	-1,201	0	-830
<b>Total Program Change Requests</b>	<b>0</b>	<b>-13,533</b>	<b>0</b>	<b>-10,624</b>	<b>0</b>	<b>-7,334</b>

Grades	Protection of Witnesses		Tactical Operations		Total Program Changes	
	Miscellaneous Program & Administrative Reductions		Miscellaneous Program & Administrative Reductions			
	Direct Pos.	Amount	Direct Pos.	Amount	Direct Pos.	Amount
21.0 Travel and Transportation of Persons	0	-130	0	-111	0	-3,483
22.0 Transportation of Things	0	-8	0	-7	0	-207
23.2 Rental Payments to Others	0	-36	0	-30	0	-953
25.2 Other Services from Non-Federal Sources	0	-137	0	-117	0	-3,674
25.3 Other Goods and Services from Federal Sources	0	-445	0	-380	0	-11,938
25.4 Operation and Maintenance of Facilities	0	-75	0	-64	0	-2,012
25.7 Operation and Maintenance of Equipment	0	-180	0	-154	0	-4,834
26.0 Supplies and Materials	0	-109	0	-93	0	-2,905
31.0 Equipment	0	-143	0	-122	0	-3,826
<b>Total Program Change Requests</b>	<b>0</b>	<b>-1,263</b>	<b>0</b>	<b>-1,078</b>	<b>0</b>	<b>-33,832</b>

K. Summary of Requirements by Object Class

Summary of Requirements by Object Class

United States Marshals Service

Salaries and Expenses

(Dollars in Thousands)

Object Class	2013 Actual		2014 Availability		2015 Request		Increase/Decrease	
	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount
11.1 Full-Time Permanent	5,096	418,675	5,096	421,322	5,096	425,154	0	3,832
11.3 Other than Full-Time Permanent	7	13,881	7	12,674	7	12,789	0	12,789
11.5 Other Personnel Compensation	836	73,808	981	78,175	981	78,831	0	656
<i>Overtime</i>	62	5,112	207	6,000	207	6,000	0	0
<i>Other Compensation</i>	774	68,696	774	72,175	774	72,831	0	656
11.8 Special Personal Services Payments	0	5,613	0	6,000	0	6,000	0	0
<b>Total</b>	<b>5,939</b>	<b>511,977</b>	<b>6,084</b>	<b>518,171</b>	<b>6,084</b>	<b>522,774</b>	<b>0</b>	<b>17,277</b>
<b>Other Object Classes</b>								
12.0 Personnel Benefits		221,365		219,951		238,077		18,126
13.0 Benefits for former personnel		0		9		9		0
21.0 Travel and Transportation of Persons		17,061		18,391		14,908		-3,483
22.0 Transportation of Things		1,389		1,084		877		-207
23.1 Rental Payments to GSA		186,555		204,959		214,100		9,141
23.2 Rental Payments to Others		11,181		14,844		13,891		-953
23.3 Communications, Utilities, and Miscellaneous Charges		26,265		22,341		22,341		0
24.0 Printing and Reproduction		325		411		411		0
25.1 Advisory and Assistance Services		6,010		6,476		6,476		0
25.2 Other Services from Non-Federal Sources		34,091		23,369		20,381		-2,988
25.3 Other Goods and Services from Federal Sources		50,064		63,040		51,102		-11,938
25.3 DHS Security (GSA)		12,616		13,594		13,977		383
25.4 Operation and Maintenance of Facilities		7,754		10,624		8,612		-2,012
25.6 Medical Care		129		2,188		2,188		0
25.7 Operation and Maintenance of Equipment		30,174		25,524		21,583		-3,941
25.8 Other Services		24		0		0		0
25.9 Lease Expirations		16		3,777		3,777		0
26.0 Supplies and Materials		21,290		15,337		12,432		-2,905
31.0 Equipment		16,725		20,216		16,390		-3,826
32.0 Land and Structures		790		469		469		0
42.0 Insurance Claims and Indemnities		490		225		225		0
<b>Total Obligations</b>		<b>1,156,291</b>		<b>1,185,000</b>		<b>1,185,000</b>		<b>12,674</b>
Subtract - Unobligated Balance, Start-of-Year		-8,405		-12,530		-13,530		-1,000
Subtract - Transfers/Reprogramming		-54,859		0		0		0
Subtract - Recoveries/Refunds		-4,440		-1,000		0		1,000
Add - Unobligated End-of-Year, Available		12,530		13,530		13,530		0
Add - Unobligated End-of-Year, Expiring		10,952		0		0		0
<b>Total Direct Requirements</b>	<b>0</b>	<b>1,112,069</b>	<b>0</b>	<b>1,185,000</b>	<b>0</b>	<b>1,185,000</b>	<b>0</b>	<b>12,674</b>
Reimbursable FTE								
Full-Time Permanent	340		425		425		0	
23.1 Rental Payments to GSA (Reimbursable)		20,261		20,945		20,945		0
25.3 Other Goods and Services from Federal Sources - DHS Security (Reimbursable)		1,216		1,337		1,337		0

K. Summary of Requirements by Object Class

**Summary of Requirements by Object Class**

United States Marshals Service

Construction

(Dollars in Thousands)

Object Class	2013 Actual		2014 Availability		2015 Request		Increase/Decrease	
	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount	Direct FTE	Amount
<b>Other Object Classes</b>								
25.2 Other Services from Non-Federal Sources		10,994		9,800		9,800		0
<b>Total Obligations</b>		<b>10,994</b>		<b>9,800</b>		<b>9,800</b>		<b>0</b>
Subtract - Unobligated Balance, Start-of-Year		-930		-824		-1,824		-1,000
Subtract - Recoveries/Refunds		-1,095		-1,000		0		1,000
Add - Unobligated End-of-Year, Available		824		1,824		1,824		0
<b>Total Direct Requirements</b>	<b>0</b>	<b>9,793</b>	<b>0</b>	<b>9,800</b>	<b>0</b>	<b>9,800</b>	<b>0</b>	<b>0</b>