

**United States Marshals Service
FY 2024 Performance Budget**

President's Budget

**Salaries and Expenses
Appropriation**



March 2023

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I. United States Marshals Service Overview

A. Introduction

The United States Marshals Service (USMS) requests \$1,924,488,000 for the Salaries and Expenses (S&E) appropriation to fund 5,781 positions, 4,160 Deputy U.S. Marshals (DUSMs), 42 Attorneys, and 5,316 full time equivalent (FTE) excluding reimbursable FTE. This includes an increase of \$109,577,000 in base/technical adjustments and \$109,911,000 in program increases. These budget increases are the USMS’ top priority and are necessary to respond to workload trends in USMS core missions and enhance capacity to effectively address Department of Justice (DOJ) priorities and initiatives.

Budget	Salaries and Expenses			
	Positions	DUSMs	FTE	Amount (\$000)
FY 2022 Enacted	5,342	3,897	4,914	\$1,590,300*
FY 2023 Enacted	5,566	4,038	5,129	\$1,705,000
FY 2024 Request	5,781	4,160	5,316	\$1,924,488

* FY 2022 includes a \$10.3 million CHIPS Act supplemental.

B. Organizational Background

History

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

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

Mission

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

the security of buildings housing the judiciary, the personal security of judicial officers, and the assessment of threats made to judicial officers; investigate and apprehend fugitives and non-compliant sex offenders; locate and recover missing children; secure and transport Federal detainees; execute Federal court orders; and seize and manage assets forfeited to the government.

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

The USMS strategic plan identifies mission challenges and strategies to mitigate these challenges. This road map guides resource investment, establishes the steps to improve operational performance, and positions the USMS to meet future challenges. Over the past few years, the USMS has successfully executed its broad mission authority even as new mandates and congressional legislation have resulted in dynamic growth across program areas. To successfully implement the strategic plan while continuing to excel in executing the mission, transformational change is required. Therefore, the plan addresses workforce and infrastructure in addition to the mission areas.

U.S. Marshals Perform a Wide Range of Duties

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

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



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

Fugitive Apprehension

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

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



Judicial and Courthouse Security

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



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



Prisoner Security and Transportation

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



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



Protection of Witnesses

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

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

Operations Support

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

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



U.S. Marshals Service Responds to Shifting Priorities

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

- In the 1960s, DUSMs provided security and escorted Ruby Bridges and James Meredith to school following Federal court orders requiring segregated Southern schools and colleges to integrate.
- In 1973, the Drug Enforcement Administration (DEA) was created, resulting in a greater focus on drug-related arrests. The USMS immediately faced rapidly increasing numbers of drug-related detainees, protected witnesses, and fugitives. In the present day, the renewed focus on controlled substances and a nationwide opioid crisis have given rise to an increase in drug-related workload.
- The Presidential Threat Protection Act of 2000 (Public Law (P.L.) 106-544) directed the USMS to provide assistance to State and local law enforcement agencies in the location and apprehension of their most violent fugitives. As a result, the USMS increased the size and effectiveness of its regional and district-based fugitive apprehension task forces, thus providing a critical “force multiplier” effect that aids in the reduction of violent crime across the nation. District Task Forces (DTFs) and Regional Fugitive Task Forces (RFTFs) combine the efforts of Federal, State, and local law enforcement agencies to locate and apprehend the most violent fugitives under the expertise and supervision of USMS Criminal Investigators.
- Expansion of illegal immigration enforcement activities, including the implementation of Operation Streamline in 2005, increased Federal prosecutions of immigration offenders, which resulted in a significant increase to USMS workload.
- The Adam Walsh Child Protection and Safety Act of 2006 (AWA) (P.L. 109-248) strengthened Federal penalties by making the failure to register (FTR) as a sex offender a Federal offense. This Act directs the USMS to “assist jurisdictions in locating and apprehending sex offenders who violate sex offender registry requirements.” In response, the USMS established the Sex Offender Investigative Branch (SOIB) and opened the National Sex Offender Targeting Center (NSOTC) to carry out its mission to protect the public by bringing non-compliant sex offenders to justice and targeting offenders who pose the most immediate danger to the public in general and to child victims in particular. Additionally, the Child Protection Act of 2012 (P.L. 112-206) provides additional administrative authorities to prosecutors and law enforcement agencies to further combat sex crimes involving children, including administrative subpoena authority, to the USMS Director for cases involving unregistered sex offenders.
- The Justice for Victims of Trafficking Act of 2015 (P.L. 114-22) clarified USMS authority to assist State, local, and other Federal law enforcement agencies in locating

and recovering missing children upon request. Previously, the USMS was only authorized to assist with missing child cases in which a warrant was already in place for the suspected abductor/companion. This new authority eliminated the need for a warrant, allowing the USMS to immediately support missing child cases.

- In 2016, the International Megan’s Law to Prevent Child Exploitation and Other Sexual Crimes Through Advanced Notification of Traveling Sex Offenders (P.L. 114-119) was enacted. This law assigned a critical role in vetting and providing notification of sex offenders traveling abroad to the USMS National Sex Offender Targeting Center (NSOTC). Under the law, the Department of Homeland Security (DHS) will operate an Angel Watch Center (AWC) within Immigration and Customs Enforcement (ICE). The AWC will provide the NSOTC manifests of registered sex offenders who have scheduled travel within 72 hours. The NSOTC is then required to vet the manifests to identify “covered sex offenders” (i.e., the victim is less than 18 years of age) for the AWC.

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

C. USMS Budget

The USMS funding request of \$1,924,488,000 provides the necessary resources for the USMS to maintain and enhance its core functions and increase priority areas.

Technical Adjustments. For FY 2024, the S&E request includes two program realignments between USMS appropriations.

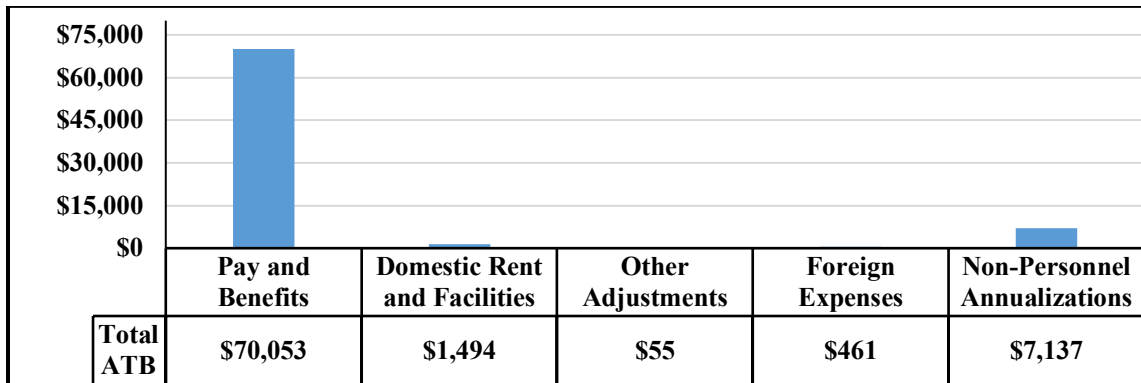
- The first realignment shifts detention program management and oversight (including detention IT systems) from the Federal Prisoner Detention (FPD) appropriation to S&E. To support this shift, S&E requirements increase by 42 positions and \$33,377,000; FPD requirements decrease by the same amount. These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

mission becomes a transportation function. Therefore, the USMS believes it is reasonable and appropriate to fund extradition transportation through the FPD appropriation, with other USMS detainee air transportation costs.

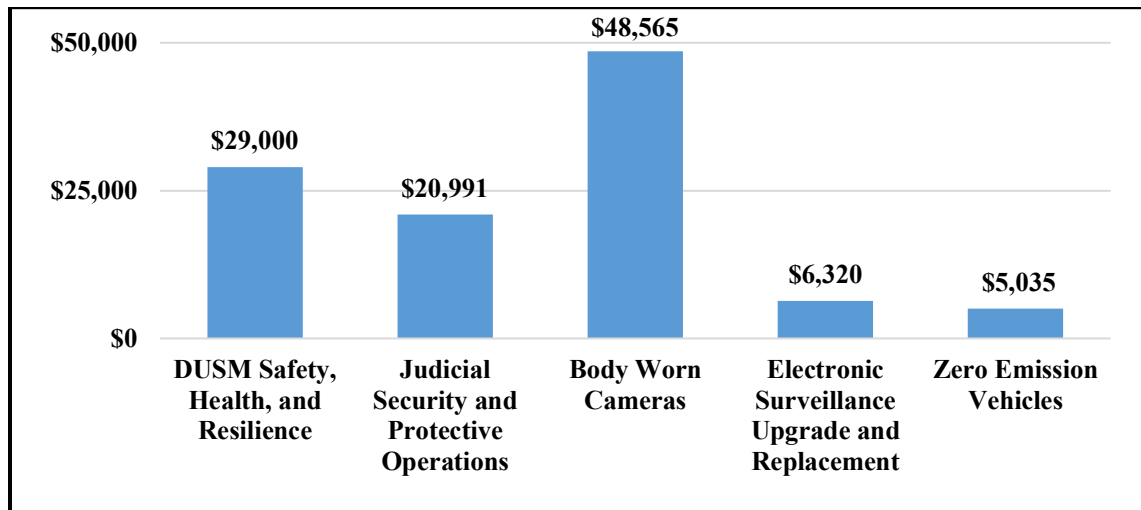
These realignments are necessary to place each program with similar cost centers. When the shifts are completed, the FPD appropriation will fund all variable costs for detainee housing, medical costs, transportation, and associated guard contracts – and only those costs.

Adjustments to Base and Program Increases. The charts below show the cost distribution of base adjustments of \$79,200,000 and requested program increases totaling \$109,911,000. Combined with the net technical adjustments of \$30,377,000, the total USMS S&E increase is \$219,488,000 from the FY 2023 Enacted.

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



S&E Program Increases
(\$ in thousands)



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

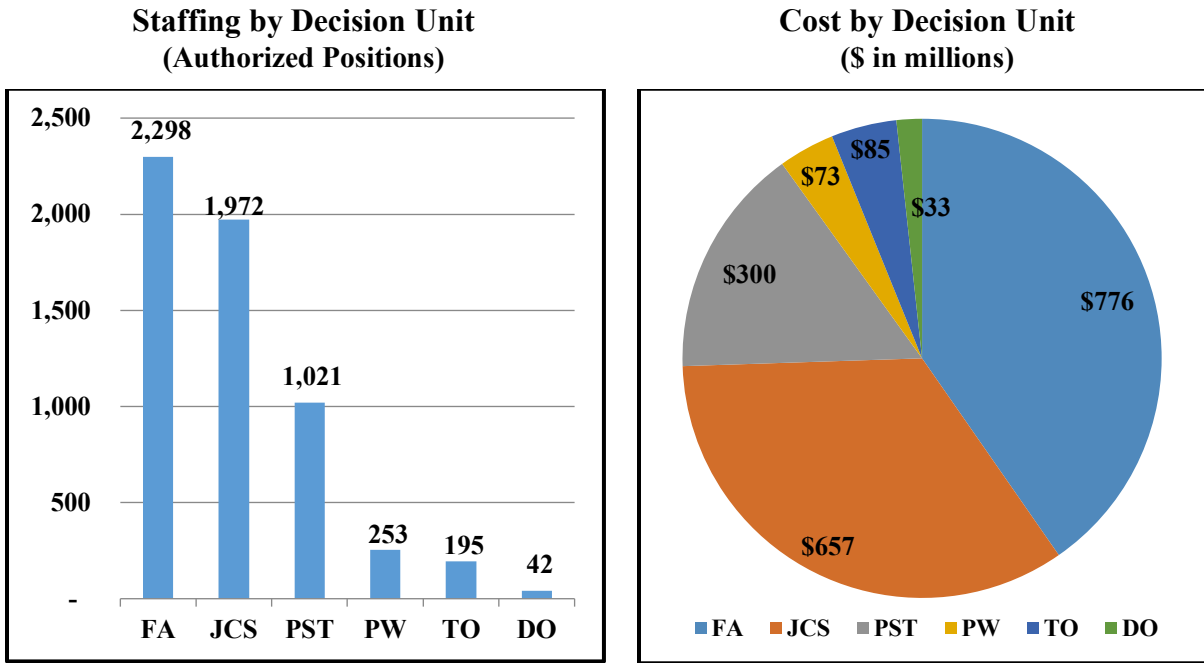
- The Administrative Office of the United States Courts (AOUSC) funds administration of the Judicial Facility Security program.
- The Fees and Expenses of Witnesses (FEW) appropriation funds security and relocation of protected witnesses.
- The Assets Forfeiture Fund (AFF) funds management and disposal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

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

- **Fugitive Apprehension (FA)** – Combats violent crime in our communities nationwide by locating and apprehending Federal fugitives, egregious State or local fugitives, and non-compliant sex offenders. Creates and maintains fugitive task forces and cooperative working relationships with Federal, State, local, and foreign law enforcement agencies; develops national expertise in sophisticated technical operations; conducts psychological assessments of sex offenders; and collects and shares criminal intelligence. This decision unit includes management and disposal of DOJ’s seized and forfeited assets.
- **Judicial and Courthouse Security (JCS)** – Ensures a safe and secure environment for Federal judicial proceedings. Anticipates and deters threats to the judiciary; maintains the ability to deploy protective measures at any time; and implements the necessary security measures for all Federal court facilities.
- **Prisoner Security and Transportation (PST)** – Ensures safe and humane custody of all Federal detainees from time of arrest or booking until the prisoner is acquitted, arrives at a designated Federal Bureau of Prisons facility to serve a sentence, or is otherwise ordered released from USMS custody. Coordinates district-level actions for detainee housing, medical care, and transportation; produces prisoners for all court-ordered appearances; and protects their civil rights throughout the judicial process.
- **Protection of Witnesses (PW)** – Provides for the security, health, and safety of government witnesses and their immediate dependents whose lives are in danger as a result of their testimony against drug traffickers, terrorists, organized crime members, and other major criminals.
- **Tactical Operations (TO)** – Ensures the USMS is able to respond immediately to any situation involving high-risk/sensitive law enforcement activities, national emergencies, civil disorders, or natural disasters. Maintains a specially trained and equipped tactical unit deployable at any time; provides explosive detection canines; operates a 24-hour Emergency Operations Center; and ensures Incident Management Teams and Mobile Command Centers are always available.
- **Detention Operations (DO)** – Oversees the national detention program for the USMS. Manages the resources of the FPD appropriation that pays for the housing and care for

Federal detainees remanded to USMS custody. Achieves efficiencies, cost reductions, and cost avoidance in the detention program through process and infrastructure improvements.

The FY 2024 request charts below show distribution of positions and costs across decision units.



D. Government-Wide Management Issues

Customer Experience (CX) and Digital Service Delivery

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

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

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

Burden Reduction for Public Benefit Programs

Currently, the USMS’ Equal Employment Opportunity (EEO) staff implements equal employment programs under Title VII of the Civil Rights Act (and related) in compliance with

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

Diversity, Equity, Inclusion, and Accessibility

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

Sustainability

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

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

E. Challenges

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

To achieve these priorities, the USMS and the DOJ integrate Strategic Planning and Enterprise Risk Management. Together, these tools add value by developing a plan-based approach to identify, assess, and manage risks to achieving the USMS and the DOJ goals and objectives. The USMS has identified four areas as key risks that affect prioritization, performance, and resource allocation: officer safety, health, and wellness; human capital; body worn cameras; and social media.

Officer Safety, Health, and Resilience

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

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

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

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

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

The USMS requires ongoing investment to build upon its successes in improving officer safety, employee health and wellness, and law enforcement partnership. Implementing the DUSM Resilience, Safety, and Health enhancement will reduce the risk to USMS personnel and ensure the USMS accomplishes its strategic goals and objectives.

Human Capital

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

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

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

Body Worn Cameras (BWC)

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

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

Mitigation: Full implementation of the BWC program, which is supported by the FY 2024 enhancement, will allow the USMS to build on the existing video management solution currently in place for the TFO BWC program. This enhancement will expand program capacity to incorporate Federal BWC recordings; provide capability to manage the digital data; deliver a robust end-to-end solution for USMS to access, manage, and report data; and effectively establish a BWC recording disclosure process – responding to requests, performing redactions, managing video, and implementing audit capabilities.

Social Media

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

Description: The use of technological tools and techniques including bots, big data, trolling, deep-fakes, and others, are meant to manipulate public opinion by spreading false, inaccurate, or misleading information. An individual can reach targeted and potentially endless audiences to achieve their goal with minimal resources.

Mitigation: With funding provided in FY 2021, the USMS Judicial Security Division (JSD) established a new Open Source Intelligence Unit (OSINT) to proactively review and research social media content. OSINT identifies threats and situations of concern that may be currently undetected through traditional investigative methods. Analyzing public discourse on social media, its spread (“likes”, comments, and shares), and the target audience, the USMS can effectively manage its resources appropriate to identified threats. The USMS continues to educate judges, witnesses, and other persons under USMS protection on social media risks. Additionally, the USMS provides guidelines to protectees regarding actions to take if they feel targeted or threatened. Further investment is necessary to achieve judicial security goals and objectives and build upon the resources in the FY 2021 and FY 2022 Enacted appropriations. Implementing the Judicial Security and Protective Operations enhancement in the FY 2024 request will reduce threat likelihood, increase response capability, and mitigate any potential effects when threats occur.

II. Summary of Program Changes

Item Name	Description	Positions	FTE	Amount (\$000)	Page
DUSM Safety, Health and Resilience	Establishes the protective equipment program which will add funding for life saving equipment, officer safety training coordinators, and improves the wellness of DUSMs by enhancing the operational health examination contract and establishing a psychological assessment review for DUSM applicants.	20	10	\$29,000	62
Judicial Security and Protective Operations	Strengthens the Executive Protection Branch by adding two permanent protection details that will allow the USMS to surge resources when threats necessitate.	46	23	\$20,991	72
Body Worn Cameras	Supports the full implementation of the Federal Officer BWC program. Expands the current program to facilitate the deployment of BWC to all DUSMs.	107	54	\$48,565	80
Electronic Surveillance Upgrade and Replacement	Funds the upgrade of electronic surveillance equipment which provides critical technological support to fugitive investigations.	0	0	\$6,320	93
Zero Emission Vehicles	Supports the Administration's goal of transitioning to a fully Zero Emission Vehicle Federal fleet.	0	0	\$5,035	98
Total Request		173	87	\$109,911	

III. Appropriations Language and Analysis of Appropriations Language

United States Marshals Service

Salaries and Expenses

For necessary expenses of the United States Marshals Service, [\$1,705,000,000]\$1,924,488,000 of which not to exceed \$20,000 shall be available for official reception and representation expenses, and not to exceed \$25,000,000 shall remain available until expended.

Analysis of Appropriation Language

No changes to appropriations language proposed for FY 2024.

IV. Program Activity Justification

A. Judicial and Courthouse Security

<i>Judicial and Courthouse Security</i>	Direct Positions	Estimated FTE	Amount (\$000)
2022 Enacted	1,820	1,698	\$562,821
2023 Enacted	1,919	1,816	\$592,180
Adjustments to Base and Technical Adjustments	0	6	\$31,775
2024 Current Services	1,919	1,822	\$623,955
2024 Program Increases	53	27	\$33,078
2024 Request	1,972	1,849	\$657,033
Total Change 2023-2024	53	33	\$64,853

<i>Judicial and Courthouse Security – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2022 Enacted	41	41	\$67,104
2023 Enacted	41	41	\$59,817
Adjustments to Base and Technical Adjustments	1	1	\$517
2024 Current Services	42	42	\$60,334
2024 Program Increases	0	0	\$0
2024 Program Offsets	0	0	\$0
2024 Request	0	0	\$60,334
Total Change 2023-2024	1	1	\$517

1. Program Description

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

The USMS establishes security by assessing the potential threat, developing security plans based on risks and threat levels, and assigning the level of appropriate security resources required to

maintain a safe environment and protect the Federal judicial process. High-security, high-profile events such as cases involving domestic and international terrorists, domestic and international organized criminal organizations, drug traffickers, gangs, and extremist groups require extensive operational planning and support from specially trained and equipped personnel.

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

Protective Intelligence

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

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

Judicial Facility Security Program (JFSP)

The USMS administers the JFSP, which is funded by the AOUSC through its Court Security appropriation. The central JFSP mission is management of approximately 5,800 contracted CSOs who provide physical security at more than 400 court facilities throughout the nation.

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

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Judicial and Courthouse Security												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,785	\$562,821 [\$9,084]	1,750	\$556,056 [\$12,229]	1,916	\$592,180 [\$9,483]	32	\$64,853 [\$0]	1,948	\$657,033 [\$9,483]
Strategic Objective	Type	Performance	FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,785	\$562,821 [\$9,084]	1,750	\$556,056 [\$12,229]	1,916	\$592,180 [\$9,483]	32	\$64,853 [\$0]	1,948	\$657,033 [\$9,483]
1.1	Performance Measure: Workload	Potential threats to protected persons	4,235		3,706		4,511		-285		4,226	
1.1	Performance Measure: Output	Threats investigated	916		1,362		1,272		190		1,462	
1.1	Performance Measure: Output	Threat-based protective details	13		9		13		0		13	
1.1	Performance Measure: Outcome	Assaults against protected persons	0		0		0		0		0	

Data Definition, Validation, Verification, and Limitations:

Performance Measure – Workload

1. Potential threats to protected person

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

Performance Measures – Outputs, Efficiencies, and Outcomes

2. Threats investigated

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

3. Threat-based protective details

- a. **Data Definition:** A protective detail is a security assignment of 24-hour continuous detail or a portal-to-portal protective detail resulting from threat assessment. A protective detail can be for anyone that is under USMS protection. Success is defined as actuals below the target. Target represents maximum performance.

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

4. Assaults against protected persons

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

PERFORMANCE MEASURE TABLE						
Decision Unit: Judicial and Courthouse Security						
Strategic Objective	Performance Measure		FY 2022		FY 2023	FY 2024
			Target	Actual	Target	Target
1.1	Performance Measure: Workload	Potential threats to protected persons	4,235	3,706	4,511	4,226
1.1	Performance Measure: Output	Threats investigated	916	1,362	1,272	1,462
1.1	Performance Measure: Output	Threat-based protective details	13	9	13	13
1.1	Performance Measure: Outcome	Assaults against protected persons	0	0	0	0

3. Performance, Resources, and Strategies

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

- ensuring that U.S. Courthouses, Federal buildings, and leased facilities occupied by the Federal judiciary and the USMS are secure and safe from intrusion by individuals and technological devices designed to disrupt the judicial process;
- guaranteeing that Federal judges, attorneys, defendants, witnesses, jurors, and others can participate in uninterrupted court proceedings;

- assessing inappropriate communications and providing protective details to Federal judges or other members of the judicial system;
- maintaining the custody, protection, and security of prisoners and the safety of material witnesses for appearance in court proceedings; and
- limiting opportunities for criminals to tamper with evidence or use intimidation, extortion, or bribery to corrupt judicial proceedings.

The USMS assesses the threat level at all high-risk proceedings, develops security plans, and assigns the commensurate security resources required to maintain a safe environment, including the possible temporary assignment of DUSMs from other districts to enhance security. When proceedings are deemed high-risk, the USMS JSIs and district staff develop operational plans well in advance of those proceedings.

Measure: Assaults against protected persons

FY 2022 Target: 0

FY 2022 Actual: 0

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

Establishing Judicial Support Centers (JSCs). In February 2022, the USMS centralized all judicial security-related investigations, intelligence, and operational support to the field under one management structure. Six JSC regions now oversee the work done under the Protective Operations, Protective Intelligence, and Threat Management offices in each of the 94 districts. This structure streamlines workflows and fuses the program areas into one support center with subject matter experts. The JSC also serves as the district’s first point of contact for any question related to judicial security.

Establishing the SCOTUS Special Security Officer Program. The SCOTUS contacted the USMS to request assistance in securing their facility. As a result of the recent leak of the Dobbs decision, the Marshal of the Supreme Court increased security of the Supreme Court facility, which included adding additional security posts and Special Security Officers to provide this enhanced level of on-site monitoring and presence of officers. The USMS worked with SCOTUS staff to establish an interagency agreement, which authorizes SCOTUS to utilize the Court Security Officer contract as the contracting vehicle to procure security services. While the new program is being established, USMS personnel act as liaisons between the private company providing the guards and SCOTUS.

Revamping the Home Intrusion Detection Systems (HIDS) Reimbursement Program. Securing judges’ homes is a critical part of the USMS’ off-site security responsibility. A robust intrusion detection system can be both a deterrent and an important information-gathering platform. Along with a residential security survey, HIDS coverage allows the USMS and judges to help minimize risks when they are away from the heightened security of the courthouse.

Following the 2005 attack by a litigant killing the husband and mother of Judge Joan Lefkow in her home, Congress charged the USMS with providing home security systems to increase judges' security when they are away from the secure courthouse environment. From 2006 to 2021, the USMS chiefly implemented the HIDS program by directly procuring systems and services through national contracts with large alarm companies. Though the agency did provide equipment and services by reimbursing judges for equipment they purchased individually from time to time, a single USMS-held contract operated as the principal vehicle for ensuring that judges had access to a security system that met plan parameters.

In 2021, a DOJ audit of the program identified deficiencies in the program and a robust discussion and review of the program took place that included the USMS, the Judicial Conference of the United States' Committee on Judicial Security, and staff at the Administrative Office of the U.S. Courts (AOUSC). Following extensive analysis and review, the USMS and AOUSC decided to shift the program to become primarily reimbursement based.

The USMS launched its revamped HIDS reimbursement program in February of 2022. The updated program offers more flexibility for Federal judges, allowing greater choice in the design of a system and selection of vendors for equipment purchases, installations, and alarm-monitoring. The USMS is working to facilitate that process by having program experts readily available to help guide judges in their search and to ensure the systems meet USMS security standards.

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

Managing Electronic Security Systems. Over the course of the fiscal year, the USMS strived to take a proactive approach toward improving efficiency and effectiveness across the agency. The agency established a District Support Program dedicated to developing and providing the resources necessary for a headquarters or district Physical Security Specialist (PSS) to best facilitate and maintain electronic security systems. The USMS established a PSS assignment matrix based on the position descriptions and tailored up-to-date quick reference guides, procedures, and training courses to provide first-hand knowledge of the complex inner workings of the electronic security systems within all USMS facilities. The agency completed a pilot course and will make adjustments as additional PSSs with unique skill sets are onboarded. Additionally, the District Support Program provides helpdesk-like support to PSSs to address questions quickly and accurately and stakeholders are connected to those directly responsible for their security needs.

Additionally, the USMS established a task force dedicated to improving the maintenance program for electronic security systems. The USMS identified and established greater program efficiencies, prevented waste and misuse by the maintenance vendor, and improved performance of the maintenance vendor and their technicians. In addition, the agency established a best practice for review of monthly service cases and vendor billing. In FY 2022, program effectiveness increased 4.5 percent by minimizing resolution time for successful repairs; costs have decreased by 7 percent. Despite several supply and demand shortages, the USMS increased the number of cases serviced each month by 35 percent, improving reliability and performance of electronic security systems across USMS judicial facilities.

B. Fugitive Apprehension

<i>Fugitive Apprehension</i>	Direct Positions	Estimated FTE	Amount (\$000)
2022 Enacted	2,089	1,982	\$617,237
2023 Enacted	2,184	1,970	\$679,641
Adjustments to Base and Technical Adjustments	0	47	\$28,675
2024 Current Services	2,184	2,017	\$708,316
2024 Program Increases	114	57	\$68,177
2024 Request	2,298	2,074	\$776,493
Total Change 2023-2024	114	104	\$96,852

<i>Fugitive Apprehension – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2022 Enacted	44	44	\$72,014
2023 Enacted	48	48	\$70,030
Adjustments to Base and Technical Adjustments	1	1	\$8,930
2024 Current Services	49	49	\$78,960
2024 Program Increases	3	2	\$11,371
2024 Program Offsets	0	0	\$0
2024 Request	52	51	\$90,331
Total Change 2023-2024	4	3	\$20,301

1. Program Description

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

Domestic Fugitive Investigations

The USMS is the Federal government's primary agency for apprehending fugitives and provides assistance and expertise to other Federal, State, and local law enforcement agencies in support of fugitive investigations. The USMS works aggressively to reduce violent crime through the apprehension of fugitives using a nationwide network of task forces and other investigative resources such as criminal intelligence, electronic, air, and financial surveillance.

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

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

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

International Fugitive Investigations

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

The USMS is the lead agency responsible for investigation and apprehension of international and foreign fugitives. Through memoranda of understanding with Federal law enforcement agencies and from requesting State or local agencies, the USMS has apprehension responsibility for

fugitives who leave the jurisdiction of the United States. Extraterritorial investigations are conducted in concert with other law enforcement agencies in countries lacking a USMS presence. Through agreements with USNCB, OIA, and foreign law enforcement authorities, the USMS also investigates foreign fugitives within the borders of the United States.

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

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

Sex Offender Investigations

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

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

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

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

Technical Operations

The Technical Operations Group (TOG) provides timely, technologically advanced electronic surveillance and investigative intelligence to the USMS and other agencies. TOG's two branches, the Electronic Surveillance Branch (ESB) and the Air Surveillance Branch (ASB), work synergistically. TOG operates from eight Regional Technical Operations Centers (RTOCs) and 21 field offices throughout the United States and Mexico, supporting USMS assistance to hundreds of other Federal, State, and local law enforcement agencies working on thousands of the nation's most critical and time-sensitive investigations.

The ESB provides state-of-the-art electronic surveillance assistance in fugitive investigations. It deploys sophisticated commercial and sensitive technical surveillance technologies for interception of hardline and cellular telecommunications, Wi-Fi collection and emitter location, and Global Positioning System (GPS) and radio frequency tagging/tracking. The ESB also conducts computer and cellular exploitation and on-scene forensic extraction, photo/video surveillance, and technical surveillance sweeps to detect surreptitious monitoring devices.

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

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

Asset Forfeiture

The USMS is the primary custodian of the DOJ's Asset Forfeiture Program (AFP), whose mission is to support the use of asset forfeiture to disrupt and dismantle criminal enterprises, deprive wrongdoers of the profits and instrumentalities of criminal activity, deter crime, and restore property to crime victims while protecting individual rights. USMS fiduciary stewardship ensures seized assets are managed and disposed of efficiently and effectively. AFP agency participants include the FBI; the Drug Enforcement Administration; the Bureau of Alcohol, Tobacco, Firearms and Explosives; the DOS-DSS; the Defense Criminal Investigation Service; the Food and Drug Administration; the U.S. Postal Inspection Service; and each U.S. Attorneys' Office.

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

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Fugitive Apprehension												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,984	\$617,237 [\$411]	1,923	\$596,645 [\$475]	1,972	\$679,641 [\$422]	104	\$96,852 [\$0]	2,076	\$776,493 [\$422]
Strategic Objective	Type	Performance	FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			1,984	\$617,237 [\$411]	1,923	\$596,645 [\$475]	1,972	\$679,641 [\$422]	104	\$96,852 [\$0]	2,076	\$776,493 [\$422]
3.3	KPI: Output	Percent of Federal law enforcement officers who receive use of force sustainment training within a 3-year period	25%		44%		37%		53%		90%	
3.3	KPI: Output	Percent of Federal law enforcement officers equipped with body-worn cameras and associated training.	14%		13%		25%		0		25%	
2.3	Performance Measure: Workload	Number of Federal fugitives	57,255		55,795		59,372		-4,097		55,275	
2.3	Performance Measure: Output	Number of assets received	13,700		14,145		13,700		0		13,700	
		a. Cash	10,500		10,375		10,500		0		10,500	
		b. Real Property	200		195		200		0		200	
		c. Conveyances	1,600		1,881		1,600		0		1,600	
		d. All other assets	1,400		1,694		1,400		0		1,400	

Decision Unit: Fugitive Apprehension							
RESOURCES (\$ in thousands)			Target	Actual	Target	Changes	Requested (Total)
Strategic Objective	Type	Performance	FY 2022	FY 2022	FY 2023	Current Services Adjustments and FY 2024 Program Changes	FY 2024 Request
2.3	Performance Measure: Output	Number of assets disposed a. Cash b. Real Property c. Conveyances d. All other assets	14,800 11,500 200 1,700 1,400	14,067 11,293 224 1,262 1,288	14,800 11,500 200 1,700 1,400	-200 0 0 -200 0	14,600 11,500 200 1,500 1,400
2.3	Performance Measure: Output	Comparison of value returned to the fund a. Real Property b. Conveyances (vehicles, vessels, and aircraft)	80% 72%	90% 80%	80% 72%	0 0	80% 72%
2.3	Performance Measure: Outcome	Assets disposed within procedural timeframes by category a. Real Property b. Conveyances (vehicles, vessels, and aircraft)	70% 85%	76% 89%	70% 85%	0 0	70% 85%
2.3	Performance Measure: Output	Noncompliant sex offender investigations	2,770	2,959	2,784	-22	2,762
2.3	Performance Measure: Outcome	Number of USMS Federal and egregious non-Federal fugitives apprehended / cleared	96,855	95,425	109,130	-13,553	95,577
2.3	Performance Measure: Outcome	Number and percent Federal fugitives apprehended / cleared	31,880 / 56%	34,264 / 61%	35,284 / 59%	-1,125 / -3%	34,159 / 62%

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Workload

1. Number of Federal fugitives

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

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

- a. Data Definition (Cash):** The count of unique cash asset IDs received into USMS custody.
Data Definition (Real Property): The number of assets IDs categorized as a parcel of land that has been legally defined received into USMS custody.
Data Definition (Conveyances): The total number of unique asset IDs, categorized as vehicles, vessels or aircrafts received into USMS custody.
Data Definition (All Other Assets): The total number of unique asset IDs, less cash, real property, and conveyances received into USMS custody.
- b. Data Validation and Verification:** Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls.
- c. Data Limitations:** Data is estimated based on the date extracted, as CATS data entry is continuous.

Performance Measures – Outputs, Efficiencies, and Outcomes

3. Non-compliant sex offender investigations

- a. Data Definition:** Opened investigations of violators of the Adam Walsh Child Protection and Safety Act that reach the level of the Attorney General’s Guidelines for Conducting Domestic Investigations.
- b. Data Validation and Verification:** Office of Compliance Review (OCR) annual Self-Assessment Guide review of cases to DOJ and USMS policy and procedures. OCR also conducts annual on-site inspections of Districts and Divisions each year.

- c. **Data Limitations:** Data entry often lags behind operations causing a delay in timely and accurate information. This lag varies by office size, staffing and other intangibles.

4. Number of assets disposed

- a. **Data Definition (Cash):** The count of unique cash asset IDs in USMS custody.
Data Definition (Real Property): The number of assets IDs categorized as a parcel of land that has been legally defined disposed.
Data Definition (Conveyances): The number of assets IDs categorized as vehicles, vessels or aircrafts disposed.
Data Definition (All Other Assets): The total number of unique asset IDs, less cash, real property, and conveyances disposed.
- b. **Data Validation and Verification:** Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls
- c. **Data Limitations:** Data is estimated based on the date extracted, as CATS data entry is continuous.

5. Comparison of value returned to the fund

- a. **Data Definition (Real Property):** The percent proceeds returned to the fund through the sale of Real Property. The percentage is calculated as sale value of the asset at disposal, less management and disposition fees; divided by appraised value.
Data Definition (Vehicles): The percent proceeds returned to the fund through the sale of Vehicles. The percentage is calculated as sale value of the asset at disposal, less management and disposition fees; divided by the appraised value.
- b. **Data Validation and Verification:** Assets are recorded by seizing agencies and verified by District Offices. Data is entered by individuals in District Offices and Headquarters and is audited by internal and external controls.
- c. **Data Limitations:** Data is estimated based on the date extracted, as CATS data entry is continuous.

6. Assets disposed within procedural timeframes by category

- a. **Data Definition (Real Property):** The number of real property assets disposed within established procedural timeframes, divided by the total number of real property assets disposed.
Data Definition (Conveyances) [Vehicles, Vessels and Aircraft]: The number of conveyances disposed within established procedural timeframes, divided by the total number of conveyances disposed.
- b. **Data Validation and Verification:** Data is estimated based on date extracted, as CATS data entry is continuous.

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

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

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

8. Number and percent of Federal fugitives apprehended/cleared

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

PERFORMANCE MEASURE TABLE

Decision Unit: Fugitive Apprehension

Strategic Objective	Performance Measure		FY 2022		FY 2023	FY 2024
			Target	Actual	Target	Target
3.3	Key Performance Indicator	Percent of Federal law enforcement officers who receive use of force sustainment training within a 3-year period	25%	44%	37%	90%
3.3	Key Performance Indicator	Percent of Federal law enforcement officers equipped with body-worn cameras and associated training	14%	13%	25%	25%
2.3	Performance Measure: Workload	Number of Federal fugitives	57,255	55,795	59,372	55,275
2.3	Performance Measure: Output	Number of assets received	13,700	14,145	13,700	13,700
		a. Cash	10,500	10,375	10,500	10,500
		b. Real Property	200	195	200	200
		c. Conveyances	1,600	1,881	1,600	1,600
		d. All other assets	1,400	1,694	1,400	1,400
2.3	Performance Measure: Output	Number of assets disposed	14,800	14,067	14,800	14,600
		a. Cash	11,500	11,293	11,500	11,500
		b. Real Property	200	224	200	200
		c. Conveyances	1,700	1,262	1,700	1,500
		d. All other assets	1,400	1,288	1,400	1,400
2.3	Performance Measure: Output	Comparison of value returned to the fund				
		a. Real Property b. Conveyances (vehicles, vessels, and aircraft)	80% 72%	90% 80%	80% 72%	80% 72%
2.3	Performance Measure: Outcome	Assets disposed within procedural timelines by category				
		a. Real Property b. Conveyances (vehicles, vessels, and aircraft)	70% 85%	76% 89%	70% 85%	70% 85%
2.3	Performance Measure: Output	Non-compliant sex offender investigations	2,770	2,959	2,784	2,762
2.3	Performance Measure: Outcome	Number of USMS Federal and egregious non-Federal fugitives apprehended / cleared	96,855	95,425	109,130	95,577
2.3	Performance Measure: Outcome	Number and percent Federal fugitives apprehended / cleared	31,880 / 56%	34,264 / 61%	35,284 / 59%	34,159 / 62%

3. Performance, Resources, and Strategies

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

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

FY 2022 Target: 96,855

FY 2022 Actual: 95,425

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

FY 2022 Target: 31,880 / 56%

FY 2022 Actual: 34,264 / 61%

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

Investing in gang enforcement infrastructure. In FY 2022, the USMS furthered its commitment to combat gang-related violence by conducting 41 counter-gang initiatives nationwide. This represents a 32 percent increase from FY 2021. The USMS counter-gang objectives, coined as Operation Triple Beam (OTB) and Operation Washout (OWO), provided immediate relief to communities suffering from gang-related violence. Warrant-based arrests of known gang members, as well as gathering and sharing street-level intelligence, supports larger-scale criminal investigations in collaboration with local, State, and Federal partner agencies.

In FY 2022, USMS-led counter-gang initiatives, OTB and OWO, resulted in 2,592 arrests; the seizure of 668 firearms, 424.2 kilograms of narcotics, and more than \$1.02 million in U.S. currency; and the recovery of four critically missing children.

Operation North Star (ONS): The USMS partners with more than 600 Federal, State, and local law enforcement agencies, with more than 1,700 TFOs assigned. During FY 2022, the USMS led and supported ONS, a major violence reduction operation directed by the AG. ONS focused on ten cities with recent increases in homicides and shootings and concentrated on fugitives wanted for the most egregious offenses, including homicide, forcible sexual assault, aggravated robbery, and aggravated assault. A total of 758 law enforcement officers and administrative personnel supported ONS throughout the course of the month-long operation. The USMS also engaged with civic leaders, business owners, and local organizations who are actively working to make their communities safer. As part of the outreach, the USMS participated in 26 community events throughout the ten site cities.

This month-long ten-city operation resulted in 1,501 arrests, including 230 homicide arrests, 131 sexual assault arrests, 103 aggravated robbery arrests, and 347 aggravated assault arrests across 25 States. The USMS also seized 166 weapons during the operation.

Asset Forfeiture

Asset forfeiture targeting is becoming increasingly complex, requiring greater collaboration at all phases of a case. Successful forfeiture requires a cadre of trained individuals with specialized skills and a focus on pre-seizure planning to permit evaluation of assets seized and the potential value returned to the Department's Assets Forfeiture Fund. Continued focus on evaluation of the type of assets seized, effective management of inventory, and timely disposal ensure the highest return to the fund for reinvestment in State and local law enforcement and the community.

Measure: Comparison of value returned to the fund

FY 2022 Target:

Real Property: 80%

Conveyances: 72%

FY 2022 Actual:

Real Property: 90%

Conveyances: 80%

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

In FY 2022, the USMS identified \$141 million in assets to be targeted for forfeiture, contributed to the investigative efforts of \$82 million in assets subject to forfeiture, and assisted USAOs in defeating unsubstantiated third-party claims against \$4.1 million in assets. The USMS also collected more than \$19 million in money judgment cases through cash payments, established payment plans, or identified assets.

Refunding victims through Asset Forfeiture. In FY 2022, the USMS issued 359 payments totaling \$505.89 million to victims who suffered a direct loss caused by the offenses underlying the forfeiture actions. This included \$340 million in payments to the victims of the Madoff case, \$92 million in the *U.S. v. Jeffrey Webb* case, and \$46 million in the *U.S. v. Nima Rodefshalom* case. The USMS also processed 21,771 equitable sharing payments worth \$228 million, of which \$13 million went to Federal agencies and \$3 million for international sharing payments.

Supporting international partners. The USMS international asset forfeiture caseload includes 70 active cases involving 36 countries. The agency partners with a growing number of countries focusing on the impactful use of forfeiture. The USMS presented multiple virtual and in-person training sessions, with over 160 attendees from countries in Europe, Asia, and the Caribbean. These training sessions educate international partners on the agency's role in asset forfeiture and serve as a meaningful environment to foster collaboration.

C. Prisoner Security and Transportation

<i>Prisoner Security and Transportation</i>	Direct Positions	Estimated FTE	Amount (\$000)
2022 Enacted	1,012	961	\$274,552
2023 Enacted	1,019	934	\$285,581
Adjustments to Base and Technical Adjustments	0	4	\$9,166
2024 Current Services	1,019	938	\$294,747
2024 Program Increases	2	1	\$5,613
2024 Request	1,021	939	\$300,360
Total Change 2023-2024	2	5	\$14,779

<i>Prisoner Security and Transportation – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2022 Enacted	20	20	\$32,734
2023 Enacted	20	20	\$29,179
Adjustments to Base and Technical Adjustments	1	1	\$255
2024 Current Services	21	21	\$29,434
2024 Program Increases	0	0	\$0
2024 Program Offsets	0	0	\$0
2024 Request	21	21	\$29,434
Total Change 2023-2024	0	0	\$255

1. Program Description

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

Prisoner Processing and Securing the Cellblock

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

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

Prisoner Transportation

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

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

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

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

reimbursable, space-available basis. A separate congressional justification documents FY 2024 JPATS activities and the revolving fund in more detail.

Prisoner Confinement and Services

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

Resources are expended from the time a prisoner is brought into USMS custody through termination of the criminal proceeding: either release from custody or commitment to BOP. Detention resources provide for detainee housing and subsistence, health care and medical guards, intra-district and JPATS transportation, and incidental costs associated with prisoner housing and transportation such as prisoner meals while in transit and prisoner clothing. These variable costs associated with care of Federal detainees in State, local, and private facilities are funded by the FPD appropriation. A separate congressional justification documents the FY 2024 FPD funding request in more detail.

2. Performance and Resource Table

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Prisoner Security and Transportation												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			961	\$274,552 [\$0]	931	\$276,551 [\$0]	934	\$285,581 [\$0]	5	\$14,779 [\$0]	939	\$300,360 [\$0]
Strategic Objective	Type	Performance	FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			961	\$274,552 [\$0]	931	\$276,551 [\$0]	934	\$285,581 [\$0]	5	\$14,779 [\$0]	939	\$300,360 [\$0]
5.2	Performance Measure: Workload	Average daily prisoner population	61,240		63,356		60,923		-418		60,505	
5.2	Performance Measure: Outcome	Percent of monitoring reviews completed for active IGAs	100%		77%		100%		0		100%	
5.2	Performance Measure: Outcome	Total prisoner productions	822,363		511,180		876,292		3,926		880,218	
5.2	Performance Measure: Outcome	Average detention cost (housing, medical, and indirect transportation)*	\$102.03		\$105.67		\$105.49		\$1.93		\$107.42	

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

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Workload

1. Average daily prisoner population

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

Performance Measures – Outputs, Efficiencies, and Outcomes

2. Percent of monitoring reviews completed for active IGAs

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

3. Total prisoner productions

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

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

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

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

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

PERFORMANCE MEASURE TABLE						
Decision Unit: Prisoner Security and Transportation						
Strategic Objective	Performance Measure		FY 2022		FY 2023	FY 2024
			Target	Actual	Target	Target
5.2	Performance Measure: Workload	Average daily prisoner population	61,240	63,356	60,923	60,505
5.2	Performance Measure: Outcome	Percent of monitoring reviews completed for active IGAs	100%	77%	100%	100%
5.2	Performance Measure: Outcome	Total prisoner productions	822,363	511,180	876,292	880,218
5.2	Performance Measure: Outcome	Average detention cost (housing, medical, and indirect transportation)*	\$102.03	\$105.67	\$105.49	\$107.42

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

3. Performance, Resources, and Strategies

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

Measure: Detention cost – per capita, per day (including housing, medical, and in-district transportation)

FY 2022 Target: \$102.03

FY 2022 Actual: \$105.67

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

Optimizing prisoner designation procedures. The USMS developed and implemented a module in its operational knowledge management application that consists of five major workstreams, the combination of which allows all Federal agencies involved in sentenced detainee designation processes to seamlessly share information and documentation required to assign a detainee to a facility or to mark a detainee as certified for release. This process now ensures that when a sentenced detainee is designated for transfer to a BOP facility, that information is also sent to the Prisoner Movements module for JPATS to quickly enable these detainees to be moved to their correct facilities. This Designations module concludes the deployment of all Prisoner Management functionalities within the application.

Additionally, the USMS application allows designations initiated by the USMS that would usually go straight to the BOP to first be routed to AOUSC for input. This prevents last minute modifications to the designation, which previously resulted in lost time. BOP supervisors can access different district detainee ledgers, enabling them to more proactively plan for their staffing support needs. Previously in the legacy system, users were required to have multiple user accounts to accomplish this. Additionally, voluntary surrender/certified release date data now populates in a central location, the prisoner schedule event lists, for ease of district use. In FY 2022, nearly 120,000 designation transactions were processed.

D. Protection of Witnesses

<i>Protection of Witnesses</i>	Direct Positions	Estimated FTE	Amount (\$000)
2022 Enacted	249	236	\$65,576
2023 Enacted	251	230	\$68,374
Adjustments to Base and Technical Adjustments	0	1	\$2,779
2024 Current Services	251	231	\$71,153
2024 Program Increases	2	1	\$1,479
2024 Request	253	232	\$72,632
Total Change 2023-2024	2	2	\$4,258

<i>Protection of Witnesses – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2022 Enacted	5	5	\$8,183
2023 Enacted	5	5	\$7,295
Adjustments to Base and Technical Adjustments	0	0	\$65
2024 Current Services	0	0	\$7,360
2024 Program Increases	0	0	\$0
2024 Program Offsets	0	0	\$0
2024 Request	5	5	\$7,360
Total Change 2023-2024	0	0	\$65

1. Program Description

The Witness Security Program (WSP) is a unique, valuable tool that protects government witnesses whose lives are threatened due to testimony against major criminals such as organized crime members, terrorists, drug traffickers and cartels, and violent criminal gang members.

The WSP provides physical security during trial proceedings, creates new identities, and relocates witnesses and their families after trial. The DOJ Criminal Division (CRM), the BOP, and the USMS collaborate to administer the program:

- The CRM Office of Enforcement Operations authorizes entry of witnesses into the WSP.

- The BOP protects witnesses incarcerated in Federal prison facilities.
- The USMS provides civilian witnesses and their families protection, re-identification, relocation, and assistance with housing, medical care, job training, and employment until they become self-sufficient.

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Protection of Witnesses												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			236	\$65,576 [\$285]	229	\$62,962 [\$40]	230	\$68,374 [\$285]	2	\$4,258 [\$0]	232	\$72,632 [\$285]
Strategic Objective	Type	Performance	FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			236	\$65,576 [\$285]	229	\$62,962 [\$40]	230	\$68,374 [\$285]	2	\$4,258 [\$0]	232	\$72,632 [\$285]
2.1	Performance Measure: Workload	Total number of witness security program participants	19,165		19,132		19,165		31		19,196	
2.1	Performance Measure: Output	Protection services required / provided for witnesses (includes court productions)	2,150		4,081		1,591		276		1,867	
2.1	Performance Measure: Outcome	Security breaches mitigated	136		40		Retire		Retire		Retire	
2.1	Performance Measure: Outcome	Participant compliance	85%		94%		85%		0		85%	

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Workload

1. Total number of witness security program participants:

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

Performance Measures – Outputs, Efficiencies, and Outcomes

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

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

3. Security breaches mitigated (Retire in FY 2023):

- a. Data Definition:** An action taken to mitigate a reported or detected event capable of compromising the identity, location, or general security of a protected witness.
- 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.

4. Participant Compliance (Proposed for FY 2023):

- a. Data Definition:** The percentage of active, relocated Program participants whose identity, location, or general security has not been compromised.
- b. Data Validation and Verification:** Validation occurs when the security incident that triggered the compromise is documented, reviewed, and approved. Verification occurs when internal audits examine procedures for consistency and effectiveness and when managers review case activities for lessons learned and best practices.

- c. **Data Limitations:** The compliance percentage depends on the number of security incidents detected for the Program’s population of active and relocated participants. The compliance percentage may include participants with security incidents the Program has not detected.

PERFORMANCE MEASURE TABLE						
Decision Unit: Protection of Witnesses						
Strategic Objective	Performance Measure		FY 2022		FY 2023	FY 2024
			Target	Actual	Target	Target
2.1	Performance Measure: Workload	Total number of witness security program participants	19,165	19,132	19,165	19,196
2.1	Performance Measure: Output	Protection services required / provided for witnesses (includes court productions)	2,150	4,081	1,591	1,867
2.1	Performance Measure: Outcome	Security breaches mitigated	136	40	Retire	Retire
2.1	Performance Measure: Outcome	Participant compliance	85%	94%	85%	85%

3. Performance, Resources, and Strategies

The USMS must provide critical protective services to witnesses who testify in direct support of significant DOJ prosecutorial efforts against organized crime, international drug trafficking organizations, violent street gangs, and international terrorist groups. The USMS continues to examine WSP methodologies to ensure it provides effective protection and security services to protected witnesses and authorized participants while also exercising cost efficiencies.

Measure: Security breaches mitigated (Retire in FY 2023)

FY 2022 Target: 136

FY 2022 Actual: 40

Measure: Participant Compliance (Proposed for FY 2023):

FY 2022 Target: 85%

FY 2022 Actual: 94%

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

Reducing violent crime through witness protection. In May 2021, the AG directed the USMS and other DOJ agencies to focus on identifying, investigating, and prosecuting the most significant drivers of violent crime—whether it is gun violence, domestic violence, criminal organizations,

narcotics trafficking, or other forces. The USMS has a prominent role in arresting violent criminals, and the Witness Security Program is an essential tool for fighting violent crime.

Through meetings and presentations, the USMS raised awareness among Federal and State agencies about the services and processes of the Witness Security Program. In discussions with the FBI, ATF, and DEA, the USMS reviewed how the Program can help investigators. The USMS also briefed federal prosecutors in three judicial districts on the Program's services and processes. Aware that States prosecute most violent crimes, the USMS showed district attorneys and State investigators how to obtain Federal protection for State witnesses. Finally, the USMS presented information about the Witness Security Program to over 150 FBI supervisors during two separate conferences. As a result of these outreach efforts, the USMS expanded communication and cooperation between agencies and showed investigators and prosecutors how to leverage the Witness Security Program to reduce violent crime.

Exchanging best practices with international partners. The Federal Witness Security Program receives worldwide recognition for its success in protecting witnesses and value in dismantling criminal organizations. Since the Program's creation over 50 years ago, other countries have created witness protection programs based on the U.S. model. In addition, many have introduced innovations to address their needs and challenges. The USMS can gain fresh perspectives that strengthen the Witness Security Program by increasing its collaboration with international law enforcement agencies.

Building on a relationship that started with quarterly video calls, witness protection specialists at the USMS and Royal Canadian Mounted Police (RCMP) agreed to conduct a training exchange. The USMS sent two senior protection specialists to observe how the RCMP trains its specialists. Conversely, members of the RCMP attended tactical training unique to the USMS Witness Security Program. The exchange proved rewarding for both programs.

E. Tactical Operations

<i>Tactical Operations</i>	Direct Positions	Estimated FTE	Amount (\$000)
2022 Enacted	172	163	\$70,114
2023 Enacted	193	179	\$79,224
Adjustments to Base and Technical Adjustments	0	0	\$3,805
2024 Current Services	193	179	\$83,029
2024 Program Increases	2	1	\$1,564
2024 Request	195	180	\$84,593
Total Change 2023-2024	2	1	\$5,369

<i>Tactical Operations – IT Breakout (of Decision Unit Total)</i>	Direct Positions	Estimated FTE	Amount (\$000)
2022 Enacted	5	5	\$8,183
2023 Enacted	5	5	\$7,295
Adjustments to Base and Technical Adjustments	0	0	\$59
2024 Current Services	5	5	\$7,354
2024 Program Increases	0	0	\$0
2024 Program Offsets	0	0	\$0
2024 Request	5	5	\$7,354
Total Change 2023-2024	0	0	\$59

1. Program Description

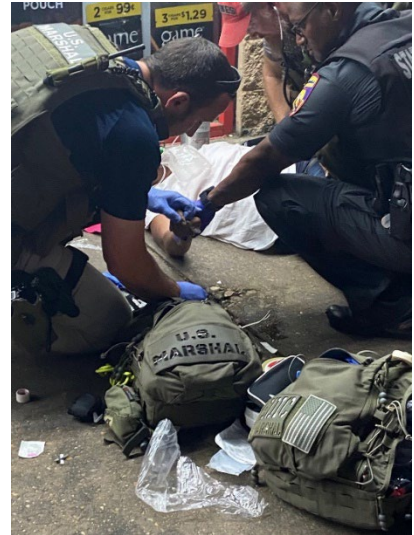
The Tactical Operations decision unit includes special operations and emergency management and response.

Special Operations

The Special Operations Group (SOG) supports the DOJ and other government agencies with a highly trained, rapidly deployable corps of law enforcement officers specializing in tactical response. Based at the SOG Tactical Center in Camp Beauregard, Louisiana, the unit is an elite group of DUSMs who

meet high qualification standards and complete rigorous training in a variety of specialties. SOG supports all U.S. judicial districts by assisting with high-risk, sensitive law enforcement operations including protective details, national emergencies, civil disturbances, and national disasters. Military, Federal, State, local, and foreign law enforcement groups often call upon SOG for training due to the extensive training of its members in various tactical specialties.

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



Emergency Management and Response

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

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

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

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

2. Performance and Resource Tables

PERFORMANCE AND RESOURCES TABLE												
Decision Unit: Tactical Operations												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
			FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			225	\$70,114 [\$24,588]	191	\$66,414 [\$10,734]	217	\$79,224 [\$31,810]	1	\$5,369 [\$0]	218	\$84,593 [\$31,810]
Strategic Objective	Type	Performance	FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			225	\$70,114 [\$24,588]	191	\$66,414 [\$10,734]	217	\$79,224 [\$31,810]	1	\$5,369 [\$0]	218	\$84,593 [\$31,810]
2.1	Performance Measure: Output	Number of special operational hours dedicated to high-threat and emergency situations	33,250		8,271		32,832		582		33,414	

Data Definition, Validation, Verification, and Limitations:

Performance Measures – Outputs, Efficiencies, and Outcomes

1. Number of special operation hours dedicated to high-threat and emergency situations – New (see note above)

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

PERFORMANCE MEASURE TABLE						
Decision Unit: Tactical Operations						
Strategic Objective	Performance Measure		FY 2022		FY 2023	FY 2024
			Target	Actual	Target	Target
2.1	Performance Measure: Workload	Number of special operational hours dedicated to high-threat and emergency situations	33,250	8,271	32,832	33,414

3. Performance, Resources, and Strategies

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

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

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

FY 2022 Target: 33,250

FY 2022 Actual: 8,271

Strategic Objective: Mitigate Officer Safety Risk Across All Mission Areas

Identifying areas for additional or revised operational training to improve officer safety. In 2022, USMS Director Ronald Davis requested a comprehensive review of officer-involved shootings by DUSMs and partner TFOs. The review did not reevaluate each individual shooting, but assessed whether incorporating certain training, tactics, or equipment could reduce the likelihood of DUSMs or TFOs being involved in shootings or mitigate the risk of injury when shootings occur. This review proactively evaluates internal operations to accomplish missions in a safer and more effective manner.

Updating the Enforcement Officer Training Program (EOTP). The EOTP, implemented in 2019, serves as the initial training and certification program for Detention Enforcement Officers and Aviation Enforcement Officers. In 2021, USMS leadership and training staff evaluated the program and determined the length of its curriculum was insufficient to guarantee candidate proficiency in critical officer safety areas.

The USMS reviewed a police training program at the Federal Law Enforcement Training Center (FLETC) and identified potential foundational instruction on topics such as use-of-force and basic tactics training for inclusion in EOTP. The USMS expanded the EOTP program to include the FLETC-led blocks of instruction, the new USMS Control Tactics program, use of the agency's operational knowledge management application, certification on all Less-than-Lethal (LTL) devices, courtroom operations, and Vehicle Close Quarters Battle and Active Shooter/Active Threat training. In January 2022, the USMS piloted the revised EOTP and will keep its new curriculum and format for future classes.

Introduction and training of new LTL technology. The USMS expanded its LTL options to include Oleoresin Capsicum vapor and 40mm impact munition. DUSMs can operate these tools at a greater distance from the subject, improving officer and public safety. The USMS updated the LTL instructor training, including the training method and platform. Previously, LTL instructors were responsible for conducting both the classroom and practical application portions of the training and annual recertification process. Now, the classroom portion is offered online, ensuring consistency in training while reducing the number of hours required by the LTL instructor (which is a collateral duty for DUSMs).

Strengthening the USMS firearms program. The USMS detailed a senior inspector to serve as a full-time member of a multi-agency team at the FBI's Ballistic Research Facility (BRF). The detailee is collaborating with the FBI and other Federal agencies on research, development, testing, and evaluation of ammunition, weapons, and personal protective armor. This detailed position will be incorporated into the Officer Safety Branch, and will remain assigned to the BRF to cultivate interagency cooperation and information sharing.

Additionally, the USMS conducted two Firearms Instructor Sustainment courses, expanding the firearms instructors' abilities to teach pistol marksmanship utilizing Miniature Red Dot Sights (MRDS). The agency fielded more than 80 MRDS-equipped pistols to districts and conducted training with the goal of MRDS being available on all USMS-issued primary-duty handguns.

This comes as the USMS completed a three-year project to transition to the Glock G17 and G19 pistols as the USMS-issued primary-duty handgun.

Transporting the live smallpox virus and planning for monkeypox in detention centers. For the first time in 50 years, the live smallpox virus repository was moved outside of its original storage container, and for the first time in 26 years it changed location. During May and June of 2022, the USMS assisted the Centers for Disease Control (CDC) by providing security for the movement of the live smallpox virus. Per the United Nations and World Health Organization Treaties, only two countries in the world are authorized to maintain a repository of the live smallpox virus. The movement was comprised of two missions conducted over the span of two weeks with heavy logistical support and coordination between multiple Federal agencies.

Additionally, the agency coordinated with the CDC to develop a response plan for addressing monkeypox in congregate settings such as correctional and detention facilities. The USMS also developed an infection-tracking tool to assess the prevalence of monkeypox within the USMS detention population. Through December 31, 2022, no detainees in the custody of the USMS have been reported as infected with monkeypox.

F. Detention Operations

<i>Detention Operations</i>	Direct Positions	Estimated FTE	Amount
2022 Enacted	0	0	\$0
2023 Enacted	0	0	\$0
Adjustments to Base and Technical Adjustments	42	42	\$33,377
2024 Current Services	42	42	\$33,377
2024 Program Increases	0	0	0
2024 Request	42	42	\$33,377
Total Change 2023-2024	42	42	\$33,377

<i>Detention Services</i> Information Technology Breakout (of Decision Unit Total)	Direct Position	Estimated FTE	Amount
2022 Enacted	0	0	\$0
2023 Enacted	0	0	\$0
Adjustments to Base and Technical Adjustments	0	0	\$17,003
2024 Current Services	0	0	\$17,003
2024 Program Increases	0	0	\$0
2024 Program Offsets	0	0	\$0
2024 Request	0	0	\$17,003
Total Change 2023-2024	0	0	\$17,003

1. Program Description

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

In the FY 2024 President's Budget, the USMS proposes to add the Detention Operations decision unit. Due to the realignment of detention management personnel and program operations costs (i.e., overhead-type costs) to the S&E appropriation from FPD, this new

decision unit will track the related resources and costs – management, support services, and IT systems – that were previously requested under FPD. This information will no longer be reported in the FPD congressional justification after realignment.

Detention Management Services Automation

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

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

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

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

2. Performance Resources Table

PERFORMANCE MEASURE TABLE												
Decision Unit: Detention Services												
RESOURCES (\$ in thousands)			Target		Actual		Target		Changes		Requested (Total)	
Note: Performance measures reflect amounts for base population.			FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			0	n/a			0	n/a	42	\$33,377 [\$0]	42	\$33,377 [\$0]
Strategic Objective	Type	Performance	FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
	Program Activity		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			0	n/a			0	n/a	42	\$33,377 [\$0]	42	\$33,377 [\$0]
5.2	Performance	Targeted non-Federal facility reviews completed	14		14		5		0		5	
5.2	Outcome	Targeted non-Federal facilities (private) meeting minimum standards	14 of 14		14 of 14		5 of 5		0		5 of 5	

PERFORMANCE MEASURE TABLE						
Decision Unit: Detention Services						
Strategic Objective	Performance Measure		FY 2022		FY 2023	FY 2024
			Target	Actual	Target	Target
5.2	Performance Measure	Targeted non-Federal facility reviews completed	14	14	7	7
5.2	Performance Measure: Outcome	Targeted non-Federal facilities (private) meeting minimum standards	100% 14 of 14	100% 14 of 14	100% 5 of 5	100% 5 of 5

Definitions, Validation, Verification, and Limitations:

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

a. Data Definitions:

Targeted Non-Federal Facilities: All private facilities receive a Quality Assurance Review (QAR), and all IGA facilities housing more than five USMS detainees per year receive a Detention Facility Review (DFR).

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

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

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

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

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

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

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

3. Performance, Resources, and Strategies

Challenge: Varying Detention Standards

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

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

FY 2022 Target: 14 of 14

FY 2022 Actual: 14 of 14

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

Preventing detainee suicides. The USMS receives a detainee into its custody and assumes responsibility for the safe, secure, and humane housing of that detainee in a detention facility. In some instances, USMS detainees have committed suicides while held in detention. Of the more than 158,500 USMS detainees housed in a detention facility during FY 2022, 16 died by suicide.

On August 8, 2022, the USMS hosted a Prisoner Suicide Awareness and Prevention Roundtable that included the Bureau of Justice Assistance, National Institute of Corrections, National Commission on Correctional Health Care, National Sheriff's Association, American Foundation for Suicide Prevention, and BOP. The USMS is working with these correctional practitioners and subject matter experts to identify resources, capabilities, best practices, and industry standards to mitigate the prevalence of detainee suicide.

The agency developed and implemented a suicide incident review and response protocol that assesses detention facility procedures, training, and supervision with the objective to identify deficiencies that can be remediated that might reduce the likelihood of detainee suicide. The USMS also hired a psychologist to assist with detainee mental health issues and to oversee clinical aspects of the USMS suicide mitigation program. Additionally, the USMS is updating its suicide prevention training program to address common risk factors and triggers.

Notifying detainees of their voter rights upon admission to USMS custody. The USMS updated its detainee intake procedures in response to Presidential EO 14019, Promoting Access to Voting, which was issued on March 7, 2021. Among other things, the executive order

directed the AG to “provide educational materials related to voter registration.” Beginning in December 2021, the USMS undertook a series of actions to comply with the requirements of the EO, to include modifying 936 contracts or intergovernmental agreements and the agency’s information technology to require USMS personnel to notify detainees upon their admission into USMS custody of their right to request voting access information from their designated facility.

Automating the detainee medical needs request process. The USMS developed and deployed a Prisoner Medical Management capability within its operational knowledge management application that integrates seamlessly into the existing Prisoner Management module. This capability automates responses to district staff requests for detainee medical needs. If the need falls below a predetermined threshold, it automatically approves the request, thereby saving the time that district staff would ordinarily use to create a manual request and the time the Prisoner Medical Management branch would use to approve the request. Overall, the implementation of this capability has saved over 3,500 work hours annually, while also drastically expediting the time it takes to fulfill detainee medical needs.

Improving management and visibility of detention space and services. The USMS implemented a Capacity Management System that provides users with a real-time dashboard to determine the availability of detention facilities and detention-related services such as guard and transportation to support the USMS. This eliminates the manual process of tracking detainee bed space availability.

V. Program Increases by Item

Item Name:	<u>DUSM Safety, Health, and Resilience</u>
Strategic Goal:	<u>1: Uphold the Rule of Law</u> <u>2: Keep Our Country Safe</u> <u>5: Administer Just Court and Correctional Systems</u>
Strategic Objective:	<u>1.1: Protect Our Democratic Institutions</u> <u>2.1: Protect National Security</u> <u>2.3: Combat Violent Crime and Gun Violence</u> <u>5.2: Maintain a Safe and Humane Prison System</u>
Budget Decision Unit:	<u>Fugitive Apprehension</u> <u>Judicial and Courthouse Security</u> <u>Prisoner Security and Transportation</u> <u>Protection of Witnesses</u> <u>Tactical Operations</u>
Organizational Program:	<u>Training Division</u>
Program Increase:	Positions: <u>20</u> Agt/Atty: <u>9</u> FTE: <u>10</u> Dollars: <u>\$29,000,000</u>

Description of Item

The USMS requests **20 positions (9 DUSMs) and \$29,000,000** to establish the protective equipment program and provide resources to strengthen DUSM health and wellness. The protective equipment program will focus on innovating, evaluating, selecting, procuring, distributing, and training of lifesaving equipment for DUSMs. This funding will allow operational employees to train more regularly within their team environment, with the best equipment, while utilizing common techniques and concepts. This request will make DUSMs safer, healthier, and more resilient.

Justification

The USMS Training Division (TD) is tasked with preparing the diverse DUSM and operational support workforce to operate safely and professionally. While the job of a DUSM is inherently dangerous, training is the key to navigating the physical and mental demands of the position in the safest manner possible. The USMS understands that policing is at a critical juncture and respects the importance of re-examining the fundamentals of policies, tactics, equipment, and use-of-force practices through an investment in training. The USMS further recognizes that while law enforcement training has changed significantly over the past 25 years, it must constantly be evaluated and updated based on best practices. Investment in training resources and facilities will give the USMS the ability to implement proven recommendations for innovative approaches to decrease use-of-force situations and increase the probability for successful non-violent outcomes.

The USMS must identify and employ innovative strategies to provide the best equipment, standardized for all employees, to maximize officer safety and risk mitigation. The importance of prioritizing equipment research and development (R&D) within law enforcement agencies is paramount. A 2017 study by the Rand Corporation in partnership with the Police Executive Research Forum concluded that investing in the innovation of agency-specific equipment and programs will improve employee health, public trust, procurement practices, and overall law enforcement competency, while reducing violent crime and serious injury or casualty to officers, suspects, and bystanders.¹

Safety and Protective Equipment Branch: 13 positions and \$6,206,000

Currently, the USMS does not have a central program to evaluate, select, procure, distribute, and train protective officer safety products, which results in a lack of consistency in selection, procurement, and training of lifesaving equipment. The proposed Safety and Protective Equipment Branch will address these gaps by establishing a centralized group of subject matter experts who will work seamlessly to ensure all operational employees have the most relevant, cutting-edge, and consistent equipment to keep them safe and protect the USMS from risk, while streamlining procurement processes to save funds. This branch will ensure compliance with acquisition requirements, increase the use of blanket purchase agreements, and institute cyclic replacement schedules. These steps are hallmarks of more responsible management, and will generate stronger purchasing power.

This new branch will support all USMS districts and divisions while also collaborating with external government and industry leaders to provide swift and focused testing, superior technology, and efficient equipment acquisition that will incorporate the most effective capabilities into training and deliver them to the field. The concept of formulating small teams to test, evaluate, and recommend cutting-edge technology is widely employed in both public and private sectors. The USMS aims to replicate this successful model with a dedicated program, ensuring close collaboration and development of equipment recommendations with experts who demonstrate that equipment during training scenarios.

Supervisory Structure: 3 DUSMs and \$1,003,200

The USMS requests three DUSMs to provide oversight of the national program. Oversight duties include providing supervision, policy, liaising with internal divisions and external agencies, maintaining fiscal control, and adherence to USMS directives. This new branch will cover expansive programmatic areas impacting the entire USMS.

Senior Inspectors: 6 DUSMs and \$2,006,800

The USMS requests six DUSMs to assist with program oversight. As subject matter experts, duties include testing, research, development, industry guidance, property oversight, end-user collaboration, liaising with external agencies, and advising.

¹Hollywood, J.; Woods, D.; Goodison, S.; Lauland, A.; Wagner, L.; Wilson, T.; and Jackson, B. *Fostering Innovation in US Law Enforcement*, The Rand Corporation, www.rand.org, 2017.

Operational Support: 4 positions and \$1,096,000

The USMS requests four professional operational support positions to process the financial transactions, curriculum development, and other support duties associated with the program. Examples include procurement, audit-related functions, warehouse support, and property management oversight. Additionally, four contractors are requested for administrative support.

R&D: 0 positions and \$2,100,000

The USMS requests \$2,100,000 for facility supplies, testing gear, prototype development, R&D equipment and test simulators, property accountability hardware/software, storage, distribution, and warehouse maintenance. Travel and other temporary duty (TDY) costs will also be required for collaborative ventures and mission-specific training.

R&D will consist of scientific testing to determine the strength, durability, and performance of different types of law enforcement equipment, including equipment currently in use and new equipment for potential adoption. The branch will require technical tools, machinery, and accessories to conduct these detailed, objective, and systematic evaluations to determine the best equipment for deployment. The foundation of the R&D program includes specialized devices for testing, calibrating tools for accuracy, simulators to provide real-life environments, and accompanying dedicated hardware and software.

The new branch will use FLETC space for staff offices, storage, property management, distribution, equipment testing, and a secured vault. Designated areas will be assigned for procurement, storage, and delivery. The warehouse will implement professional upfitting to accommodate all equipment stored for the USMS. An industrial warehouse racking system, caging for secured storage, and appurtenances to facilitate shipping and receiving will be utilized.

The expected benefits of the Safety and Protective Equipment Branch are:

- R&D – USMS will identify and evaluate emerging technologies that can enhance the safety of operational personnel. This will not only look for the best equipment but help lead discussions on future products that will benefit the USMS. An operational branch that can bring together the tactics, equipment, mindset, and human performance factors needed to keep USMS personnel safe is critical.

The branch will be comprised of technical experts accomplishing the mission of evaluating officer safety products in controlled and “real-life” environments to determine which equipment will be most effective for USMS personnel. With an operational branch designed to identify and evaluate emerging technologies, the USMS can expand on its use of Technical Evaluation Boards (TEB) when soliciting large-scale equipment contracts. Instead of focusing solely on the technical specifications of equipment, this branch can expand the TEB by including user performance, durability, and testing to ensure the USMS is receiving the best equipment available.

- Eliminate Redundancy – By centralizing these activities, district offices and headquarters divisions will no longer expend time and resources conducting research or procurement

inquiries for operational equipment. The new branch will exercise these responsibilities on behalf of the entire USMS.

- Collaboration – The branch will collaborate with the Federal Bureau of Investigation (FBI) Ballistic Research Facility (BRF) at Redstone Arsenal in Huntsville, Alabama. The BRF is a world-renowned test facility respected for its in-depth evaluation of life-saving ballistic protective equipment, weapons, and ammunition. Partnering with the FBI, the USMS greatly benefits by leveraging research conducted at the BRF. This opportunity affords the USMS not only unprecedented access to BRF research, but also an opportunity to steer and focus testing to address specific USMS requirements.
- Procurement – The branch will be tasked with identifying and implementing efficiencies in support of districts and divisions procuring law enforcement officer safety equipment and uniform items. For example, one innovative method to ensure USMS safety and consistency will be the creation of an online marketplace exclusively for equipment and uniform procurement. This online portal will streamline and professionalize the procurement process, increase cost savings, and ensure safety and efficacy by limiting district and division purchases to only tested and vetted equipment and uniform items.
- Training, Policy, and Risk Mitigation – The branch will ensure all equipment is supported with proper training and updated, revised, or new policy. The branch will also benefit the USMS through applied expertise for audits, litigation, and program reviews.

DUSM Safety Equipment: 0 positions and \$12,848,000

At the beginning of each budget year, the USMS develops a standardized position cost module to estimate the full cost of adding a new position. These cost modules can change significantly from year to year. Costs are added or removed as the requirements to equip personnel evolve. For example, the USMS cost module previously included both desktop and laptop computers. Today, the cost module only covers the cost of a laptop because desktops are no longer issued.

Sometimes new items are added to the cost module due to new requirements. Starting in the FY 2024 cost modules, the USMS added the cost for body worn cameras (BWC) for operational employees. Due to the new BWC policy, beginning in FY 2024, every new DUSM approved in the budget will have sufficient funding to procure the BWC hardware. However, the cost module only applies to costs affecting new positions. To make the same cost adjustment for existing positions, a program increase is required – this explains the need for many non-personnel enhancements, including BWC and this one.

Although the cost module process is an effective method of simplifying a complex budgeting requirement, one unresolved issue is that unlike personnel costs, base funding for equipment is not adjusted for inflation in out-years. New positions enacted in FY 2005 only have the recurring costs for equipment set at that time. For example, a new vehicle in FY 2005 may have cost \$25,000. Today, that new vehicle costs \$33,000. Without adjustments for equipment costs, base funding is no longer sufficient to replace that vehicle. As time passes, the USMS would buy fewer and fewer cars due to inflation.

The USMS requests \$12,848,000 to reestablish funding for critical officer safety equipment. To develop this request, the USMS calculated the cost for key items related to ballistic protection, personal equipment, team equipment, less-than-lethal, and firearms. For each of the line items, the cost per item was either multiplied by the number of onboard DUSMs or the current number of teams, as appropriate. In addition, the USMS removed items from this request that have received additional funding in past budgets: body armor, radios, and DUSM vehicles.

DUSM Applicants Psychological Assessment Reviews – 7 positions and \$5,368,000

The role of law enforcement in the United States continues to be the subject of intense debate and scrutiny. Law enforcement agencies face many challenges moving forward to gain the trust and respect of the American people. The USMS can face this challenge proactively by ensuring the recruitment of the best candidates for its Federal law enforcement officer positions. DUSMs face numerous emotional, mental, and physical demands every day that can be taxing. The USMS must screen its applicants to make the best possible determination of their ability to safely and effectively perform essential DUSM functions without risking harm to self or others. Psychological assessments have been proven to be accurate predictors of undesirable behaviors; most Federal law enforcement agencies have already implemented their use. This request would allow the USMS to implement pre-employment Psychological Assessment Reviews (PAR) for all DUSM applicants.

The decision to implement PARs for DUSM applicants is supported by senior leaders throughout the USMS. When consulted, they recommended that USMS utilize verifiable psychological tests such as the Minnesota Multi-phasic Personality Inventory in conjunction with determining employment suitability standards, clinical psychological testing, biopsychosocial interviews, and clinical case reviews.

To implement this program, the USMS would contract for PAR testing nationwide. The USMS estimates a cost of \$3,000 per candidate and assumes that 1,500 assessments per year are required to keep the applicant pool viable for filling basic DUSM classes, for a total contract cost of \$4,500,000 annually. In addition, the USMS requests \$868,000 to hire three clinical psychologists and four administrative support specialists to oversee the program, perform quality control on the PAR results, and ensure reporting and records retention requirements are met.

Deputy Health Medical Examinations – 0 positions and \$4,578,000

The USMS must ensure its workforce is medically able to safely perform essential duties, and provide a medical review program for USMS operational employees and applicants. The USMS must certify that operational personnel and applicants are fully qualified to perform the essential job duties safely and effectively without undue risk or hazard to self or public.

Currently, the USMS has a reimbursable agreement with Federal Occupational Health for USMS applicants for law enforcement positions and current DUSM examinations. The USMS seeks to replace this agreement due to unreliable service, excessive time to complete exams, applicant

exam backlog, unresponsiveness, and incorrect and extremely delayed billing. Current delays impact the USMS' ability to establish a timely applicant pool for new DUSMs. In addition, the lack of timely communication from the vendor regarding completed exams is causing inaccuracies related to tracking employee compliance with the periodic medical exam requirement (once every two years), which creates an additional safety issue for the USMS.

A new contract through a Nationwide Private Provider Network would deliver high quality, comprehensive examinations to USMS law enforcement employees and applicants, and establish the use of electronic medical records. The new system will include digital forms for applicants and employees to complete at the time of their exams, a portal to store all completed medical exams and medical items associated with the employee/applicant, and central storage for tracking all medical services.

This contract would cover the following medical services:

- Periodic Medical Examinations (PME)
- Limited Duty Program
- Fitness for Duty Examinations (FFDE) which can include Psychological Assessment and Consultation
- Medical Consultation Services for Clinical Opinion
- Travel Medical Examinations (State Department Exams/Outside Continental United States)
- Medical Officer Reviews
- Applicant Pre-Employment Physical Examinations
- Commercial/Transportation Physicals for Licensing (Department of Transportation)
- Medical Surveillance
- Immunizations
- Occupational Safety and Health Administration (OSHA) Mandated Surveillance Exams

The USMS plans to implement the new contract, estimated at approximately \$7,000,000 per year, in 2024. Funding for the current reimbursable agreement is \$2,275,000; therefore, the USMS requests \$4,578,000 to fully fund this request.

Impact on Performance

According to Executive Order EO 14074, “Advancing Effective, Accountable Policing and Criminal Justice Practices to Enhance Public Trust and Public Safety,” the Administration strongly supports efforts to strengthen law enforcement training.

EO 14074 states the following:

“We must commit to new practices in law enforcement recruitment, hiring, promotion, and retention, as well as training, oversight, and accountability. Insufficient resources, including those dedicated to support officer wellness – needed more than ever as officers confront rising crime and the effects of the coronavirus disease 2019 (COVID-19) pandemic – jeopardize the law enforcement community’s ability to build and retain a highly qualified and diverse professional workforce. We must work together to ensure that law enforcement agencies have the resources they need as well as the capacity to attract, hire, and retain the best personnel, including resources to institute screening mechanisms to identify unqualified applicants and to support officers in meeting the stresses and challenges of the job. We must also ensure that law enforcement agencies reflect the communities they serve, protect all community members equally, and offer comprehensive training and development opportunities to line officers and supervisors alike.”

This request directly supports the Administration’s initiative by strengthening the USMS training program and providing much needed officer safety equipment.

Funding

1. Base Funding

FY 2022 Enacted				FY 2023 Enacted				FY 2024 Current Services			
Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)
0	0	0	\$6,205	0	0	0	\$6,205	0	0	0	\$6,205

2. Personnel Increase Cost Summary

Type of Position/Series	Positions Requested	Annual Costs per Position* (\$000)			FY 2024 Request (\$000)	Annualizations (\$000)	
		1st Year Adjusted	2nd Year Adjusted	3rd Year FPL		FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Social Science, Psychology, Welfare (0100-0199)	3	\$124.0	\$161.0	\$228.5	\$372	\$111	\$202
Human Resources Management (0200-0260)	2	\$124.0	\$161.0	\$228.5	\$248	\$74	\$135
Clerical and Office Services (0300-0399)	3	\$124.0	\$161.0	\$228.5	\$372	\$111	\$202
Contract Specialist (1102)	2	\$124.0	\$161.0	\$228.5	\$248	\$74	\$135
Education and Training (1700-1799)	1	\$124.0	\$161.0	\$228.5	\$124	\$37	\$68
Criminal Investigator (1811)	9	\$334.4	\$256.9	\$377.1	\$3,010	-\$698	\$1,082
Total Personnel	20				\$4,374	-\$291	\$1,824

* Annual Costs per Position:

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

3. Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	FY 2024 Request (\$000)	Unit Cost (\$000)	Quantity	Annualizations (\$000)	
				FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Psychological Assessment Review (PAR) Testing	\$4,500	\$3	1,500	\$0	\$0
Health Examination Contract	\$4,578	\$4,578	1	\$0	\$0
R&E Measuring and Calibrating Equipment	\$300	\$300	1	-\$250	\$0
R&D IT Hardware / Software	\$150	\$150	1	-\$100	\$0
R&D Tooling and Fabrication Equipment	\$150	\$150	1	-\$150	\$0
R&D Test Simulators	\$600	\$600	1	-\$500	\$0
R&D Prototype and Evaluation Testing Units	\$0	\$0	0	\$1,000	\$0
Storage Distribution Upfitting	\$400	\$400	1	-\$400	\$0
Initial Inventory of Agency Issued Equipment	\$300	\$300	1	-\$300	\$0
Travel	\$200	\$200	1	-\$50	\$0
Contract Support	\$600	\$150	4	\$32	\$0
Ballistic Protection	\$2,075	\$2,075	1	-\$2,075	\$0
Team Equipment	\$6,100	\$6,100	1	-\$6,100	\$0
Less-Than-Lethal Weapons Program	\$3,973	\$3,973	1	-\$3,973	\$0
Bearcat Vehicles	\$700	\$350	2	-\$700	\$0
Total Non-Personnel	\$24,626			-\$13,566	\$0

4. Justification for Non-Personnel Annualizations:

The USMS requests \$4,500,000 annually to support PAR Testing of each applicant. Each test costs \$3,000 and 1,500 screenings will need to be completed, for a total of \$4,500,000. This amount fully recurs.

The USMS requests \$300,000 for R&D measuring and calibrating equipment. After the initial installation, \$50,000 is necessary annually to maintain and recalibrate the equipment.

The Deputy Health Medical Examinations contract is estimated to cost up to \$7,000,000 annually. With the current \$2,275,000 established in the base, the USMS requests an annual cost increase of \$4,578,000 for the new contract. This amount fully recurs.

The USMS requests \$150,000 for R&D hardware and software. \$50,000 is required annually to ensure licensing and upgrades as needed.

The USMS requests \$150,000 for R&D tooling and fabrication. This is an initial start-up cost and does not recur.

The USMS requests \$600,000 to procure and install R&D Test Simulators. Initial costs are \$600,000 and recur at \$100,000 annually to ensure proper maintenance and replacement.

The USMS requests \$1,000,000 to begin in FY 2025 for prototype and evaluation testing. There are no costs during FY 2024 startup, but ongoing support is necessary to operate and maintain equipment in future years.

The USMS requests \$400,000 for initial costs of storage and distribution of safety and protective equipment as part of the setup for the R&D team. This is a one-time cost and does not recur.

The USMS requests \$300,000 as part of the initial inventory, cataloging, and classification of USMS issued equipment. This amount is a one-time cost and does not recur.

The USMS requests \$200,000 for travel associated with certification training for storage and upkeep of R&D equipment. This amount recurs at \$150,000.

The USMS requests \$600,000 for contract support to support management and maintenance of safety protective gear stock and replacement. Four contractors are requested at \$150,000 each to assist the Safety and Protective Equipment Resource Branch. Contract support includes a five percent increase in year two, for a total of \$632,000.

5. Total Request for this Item

Category	Positions			Amount Requested (\$000)			Annualizations (\$000)	
	Count	Agt/Atty	FTE	Personnel	Non-Personnel	Total	FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Current Services	0	0	0	\$0	\$6,205	\$6,205		
Increases	20	9	10	\$4,374	\$24,626	\$29,000	-\$13,857	\$1,824
Grand Total	20	9	10	\$4,374	\$30,831	\$35,205	-\$13,857	\$1,824

6. Affected Crosscuts: N/A

Item Name: **Judicial Security and Protective Operations**

Strategic Goal: 1: Uphold the Rule of Law

Strategic Objective: 1.1: Protect our Democratic Institutions

Budget Decision Unit: Judicial and Courthouse Security

Organizational Program: Judicial Security Division

Program Increase: Positions: 46 Agt/Atty: 42 FTE: 23 Dollars: \$20,991,000

Description

The USMS requests **46 positions (42 DUSMs) and \$20,991,000** to strengthen the protective operations mission by enhancing the Executive Protection Branch (EPB), which includes two full-time, 24/7 protection details that will allow the USMS to surge resources when threats necessitate enhanced security. This initiative will provide the necessary personnel, training, and equipment to effectively protect the judiciary, court family, and other designated officials as ordered by the Attorney General.

Justification

The EPB performs the USMS' national close protection mission, which includes threat/risk protective details and the permanent protection details of the Deputy Attorney General (DAG), the USMS Director, and other high-level U.S. Government officials, as directed by the Attorney General. For example, in 2022 the USMS led the Supreme Court nominee protection detail of Judge Ketanji Brown Jackson. In May of 2022, the USMS was tasked as the lead agency to provide residential security for the Supreme Court Justices within the National Capital Region (NCR) and other sites throughout the country.

Typically, a USMS protective detail is limited in duration and established on a risk or threat level basis. The skill, expertise, and knowledge required to provide an effective protective service detail have been pivotal in the USMS's success in executing high-level protection assignments over the last several years. More than ever, the USMS has been called upon to protect the nation's top government officials.

Executive Protection Branch: 46 positions (42 DUSMs) and \$15,991,000

Evaluating mission requirements and current staffing levels, the USMS does not have enough permanent personnel to perform requested details. Current EPB permanent staffing is primarily limited to the DAG permanent detail. However, the rapidly increasing number of threats at all levels and branches of government calls for a more robust staffing and response capability. Coupled with professional development, national agency training requirements, and annual leave, permanent protective details quickly become understaffed. Understaffed protective details lead to a greater risk of critical mistakes, and overworked employees with a poor work/life

balance. With the threat environment unlikely to decrease in the foreseeable future, the addition of more permanent personnel is vital to detail culture, mission-critical facility access, maintaining familiarization between protected persons and detail personnel, and minimizing mission risk.

Badging credentials are an essential element for protective details in the NCR. EPB permanent personnel must maintain a variety of secure building and facility badging credentials. These secure facilities and complexes include but are not limited to the White House, United States Congress (Senate and House buildings), FBI Headquarters, intelligence community facilities, and offsite continuity of government locations. Support DUSMs are not granted similar access and cannot obtain badging credentials because they are not permanently assigned to a protective detail. The limited access temporary DUSMs have to these frequented locations makes detail movements more challenging and increases the burden on the depleted full-time contingency.

Supervisory Structure: 2 positions (2 DUSMs) and \$669,000

The USMS requests two DUSMs to provide critical supervision and oversight of the EPB. Leadership oversight duties include providing supervision, liaising with external and internal agencies, training DUSMs, maintaining fiscal control, and ensuring the adherence to USMS policy directives and Federal law and procedures. Executive protection by design covers high-profile protection assignments that require extensive communication with stakeholders. Thus, EPB leadership has broad and important responsibilities.

Protection Details: 40 positions (40 DUSMs) and \$13,376,000

Protective operations are deployable countermeasures that may include physical security measures and/or close personal protection, such as a Protective Services Detail (PSD), to counteract vulnerabilities. A PSD is comprised of specially trained law enforcement agents who are experts in personal and physical security. Ensuring that PSDs have innovative physical security technology, state-of-the-art training, and robust protective intelligence support allows for a rapid and safe response to emergency situations. The primary purpose of a PSD is to safeguard the protectee from harm, such as assassination, kidnapping, or bodily injury. Every event and travel mission necessitates a well-coordinated plan with an overall goal of ensuring the safety and security of the protectee while allowing him or her to operate in their capacity as a U.S. Government official. To have a fully staffed protective detail, 20 DUSMs per team are required. This request will provide two permanent teams that will be able to rapidly deploy to a changing threat environment.

Security Drivers: 2 positions and \$248,000

The USMS requests two security drivers (Security Specialist – Job Series 0080) who will be the primary drivers for protection detail motorcade operations. A motorcade consists of security vehicles used to transport USMS-protected persons; typically, a USMS motorcade within a low threat environment consists of one to two vehicles.

Dedicated security drivers allow the EPB to professionalize this critical and vital role of transporting USMS protected persons. These positions receive advanced training as a security executive protection driver. The training focuses on driving light armored vehicles (LAVs). LAVs usually weigh between 8,500 and 10,000 pounds, which bring additional operating

challenges including limited visibility and reduced braking distances. A dedicated individual with advanced training in these vehicles is not only safer for the USMS protectee, but also for the vehicle occupants, other motorists, and pedestrians.

As motorcade driver, the security specialist is responsible for maintaining qualifications on all assigned vehicles, as well as inspecting and keeping the vehicles in operating condition. Security drivers research and recommend safe travel routes, perform basic operator maintenance when needed, track repairs, and monitor vehicle status. Additional duties include preparing for motorcade operations; operating and training in all-weather to transport protected persons; visually monitoring routes for hazards; logging and reporting issues with route or equipment; assisting in the recovery of inoperative vehicles; and ensuring the safety of the protected person and detail personnel.

Management and Program Analysts (MPAs): 2 positions and \$248,000

Expanded staffing and operational workload mean an increased need for operational support. MPAs are essential for effective program management; without them, operational employees are diverted from duties that require direct involvement of a sworn law enforcement officer to complete tasks that can be performed just as efficiently and effectively by support personnel. MPAs enhance the operational workforce and maximize its ability to perform the protective operations mission.

Travel Costs: 0 positions and \$1,000,000

Due to the complexity of the protective operations mission, the standard USMS cost module for new positions does not provide the appropriate level of funding in certain areas. Based on the USMS experience with the Secretary of Education and Deputy Attorney General details, additional funding is needed to support travel. The current USMS new position cost module only provides \$4,000 per year for DUSM travel costs. Due to the travel requirements of government executives, the USMS estimates an additional \$25,000 more per year per protective detail DUSM to adequately cover the costs of traveling with government executives.

Light Armored Vehicles (LAVs): 0 positions and \$450,000

LAVs are utilized, based on protocol and standard operating procedures, when the threat environment or risk level of a protective detail dictate increased vehicle protection is justified. Each vehicle has a cost of approximately \$225,000 and would be outfitted utilizing the State Department's equivalent to Level "C" armor package.

Judicial Security Task Force Recommendations: 0 positions and \$5,000,000

On March 3, 2021, the Acting Deputy Attorney General formed the DOJ Task Force on the Safety of Federal Prosecutors, Law Enforcement Agents, Judges, and Members of Congress to assess the increasing threats and recommend measures to strengthen the DOJ's efforts to deter and combat those threats. In the report to the Attorney General in July 2021, the Task Force recommended efforts to improve interagency coordination; strengthen courthouse security; enhance USMS judicial and protective security programs; better disseminate security information to protectees and increase their awareness for best practices; and implement new

strategies across the DOJ that will help detect, deter, and combat these. This budget request directly responds to those recommendations.

Physical Access Control System (PACS): 0 positions and \$5,000,000

PACS refers to systems that control and restrict entrance to and within USMS facilities. These systems are essential for the protection of facilities and personnel involved with the judicial process. The USMS achieves physical access control through guards, mechanical means such as locks and keys, and through technological means such as personal identity verification (PIV) access control systems. The USMS is required to install PIV access control systems in accordance with Homeland Security Presidential Directive-12 (HSPD-12).

The HSPD-12 directive requires all executive branch agencies to adopt common, reliable, and interoperable identification standards for employees and contractors. The Federal Judiciary is exempt from HSPD-12 requirements, so the Administrative Office of the United States Courts (AOUSC) does not always use the same PIV systems used by the USMS. When funding is available, the USMS coordinates to schedule security system upgrades and replacements simultaneously with work funded by AOUSC to reduce costs.

The USMS has identified over 100 locations that are at-risk, with 53 of these requiring immediate upgrades. The USMS averages three catastrophic security systems failures a year with another three experiencing major malfunctions. Current industry standards maintain a maximum life span of ten years before upgrades are required. The average USMS PACS system is 15 years old and no longer receives technical support by equipment manufacturers.

In FY 2023, the AOUSC will fund approximately 30 PACS projects for the judiciary, valued at over \$42,000,000. The USMS can only participate in a limited number of these projects due to funding constraints. If the USMS request is enacted, S&E base funding for PACS would increase to \$9,992,000.

The USMS needs more funding to keep pace with the Federal Judiciary projects. Currently, the USMS cannot keep pace, so the USMS issues separate task orders to install equipment at a later time. Separate task orders mean that equipment terminates into two separate PACS control panels. When the USMS can coordinate installation and equipment orders with AOUSC, the joint collaboration achieves economies of scale. For example, one control panel that can accommodate eight doors could be installed rather than two control panels that can accommodate four doors, thereby saving funds on a second panel, duplicate design efforts, and reduced materials and labor. The USMS and the security vendor estimate that potential cost avoidance through collaboration would range from four to eight percent for each project because of the reduced number of components, reduced labor cost due to more efficient installation, and reduced travel and programming support. Equally important is the reduced disruption to district court operations when one security upgrade is scheduled instead of two.

Additional funding will also support the upgrade of outdated and damaged systems and equipment such as magnetometers, X-ray scanners, Closed Circuit TV cameras and monitors, video switching and recording equipment, door contacts, tamper and motion sensor alarms, duress alarms, physical access control systems, card readers and associated signal-processing

control equipment, door hardware, and perimeter protection such as vehicle barriers, guard booths, and security fencing and walls.

Impact on Performance

This initiative allows the USMS to effectively protect the judiciary, court family, and other designated officials as ordered by the Attorney General. Enhancing security will ensure the safety of judicial officials, government executives, USMS personnel, and the public. In the current and future threat environment, prioritization and acceleration of protective intelligence investigations and protective responses is paramount to judicial security and executive protection. The USMS anticipates that requested funding will enable the creation of a strong framework for the USMS to successfully fulfill its protective responsibilities for the judiciary, court family, and other designated officials as ordered by the Attorney General. This initiative also supports the USMS with the DOJ Strategic Goal 1, *Protect Our Democratic Institutions*, and Strategy 1.1, *Upholding the Rule of Law*.

Funding

1. Base Funding

FY 2022 Enacted				FY 2023 Enacted				FY 2024 Current Services			
Pos	Agt/ Atty	FTE	Amount (\$000)	Pos	Agt/ Atty	FTE	Amount (\$000)	Pos	Agt/ Atty	FTE	Amount (\$000)
142	48	95	\$34,843	229	98	229	\$55,273	229	98	229	\$70,021

2. Personnel Increase Cost Summary

Type of Position/Series	Positions Requested	Annual Costs per Position* (\$000)			FY 2024 Request (\$000)	Annualizations (\$000)	
		1st Year Adjusted	2nd Year Adjusted	3rd Year FPL		FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Physical Security Officer (0080)	2	\$124	\$161	\$228.5	\$248	\$74	\$135
Clerical and Office Services (0300-0399)	2	\$124	\$161	\$228.5	\$248	\$74	\$135
Criminal Investigator (1811)	42	\$334.4	\$256.9	\$377.1	\$14,045	-\$3,255	\$5,048
Total Personnel	46				\$14,541	-\$3,107	\$5,318

* Annual Costs per Position:

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

3. Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	FY 2024 Request (\$000)	Unit Cost (\$000)	Quantity	Annualizations (\$000)	
				FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Travel (Special Assignments)	\$1,000	\$25	40	\$0	\$0
Light Armored Vehicles	\$450	\$225	2	\$0	\$0
Physical Access Control System (PACS)	\$5,000	\$5,000	1	\$0	\$0
Total Non-Personnel	\$6,450			\$0	\$0

4. Justification for Non-Personnel Annualizations:

The Protective Operations Expansion will require additional travel funding than what is provided in the cost module due to the nature of the executive protection mission. The USMS estimates that \$25,000 in additional travel cost will be needed for 40 DUSMs, for a total of \$1,000,000. This amount fully recurs.

The protective mission requires additional Light Armored Vehicles. The USMS believes a fleet of 10 LAVs will support mission objectives. Rather than purchase all 10 vehicles at once, the USMS requests the cyclic replacement amount each year. Two vehicles will be purchased in the first year and two each year after that. Assuming a five-year replacement cycle, after the ten vehicles are purchased at the end of five years, the original two vehicles will be replaced the following year so that the fleet can be completely refreshed.

Based on consultation with the State Department, the USMS recommends a five-year replacement cycle for LAVs. Properly refreshed and cycled LAVs are safer, operate more efficiently, and incur less cost during their operational lifecycle. Because of the specialized armor configuration and added weight of these vehicles, the ideal life is five years with mileage limitations. As these vehicles age, issues such as degradation of Kevlar, delamination of ballistic glass, and mechanical issues associated with environmental conditions, extreme weight (12,000 pounds) and high mileage become more common. These aging issues create operational risks to USMS personnel and USMS protected persons which further compromise the ability to provide a safe and secure environment during protective-based missions. The USMS requests \$450,000 to fund a five-year cyclic replacement LAVs for protective operations.

The USMS requests \$5,000,000 for Physical Access Control System (PACS) replacement. This amount fully recurs and will be applied to the program to allow for upgrades, maintenance, and replacement of older systems in future years.

5. Total Request for this Item

Category	Positions			Amount Requested (\$000)			Annualizations (\$000)	
	Count	Agt/Atty	FTE	Personnel	Non-Personnel	Total	FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Current Services	229	98	229	\$60,616	\$9,405	\$70,021	\$0	\$0
Increases	46	42	23	\$14,541	\$6,450	\$20,991	-\$3,107	\$5,318
Grand Total	275	140	252	\$75,157	\$15,855	\$91,012	-\$3,107	\$5,318

6. Affected Crosscuts:

- Counterterrorism
- Cybercrime
- Domestic Terrorism
- Intelligence and Information Sharing
- National Security

Item Name: **Body Worn Cameras (BWC)**

Strategic Goal: 3: Protect Civil Rights

Strategic Objective: 3.3: Reform and Strengthen the Criminal and Juvenile Justice Systems to Ensure Fair and Just Treatment

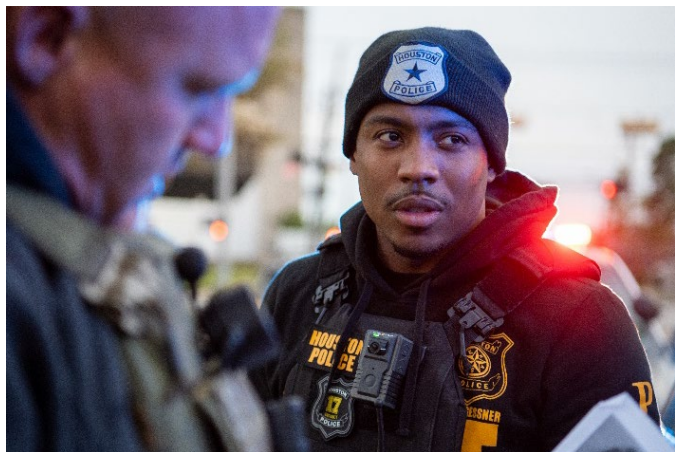
Budget Decision Unit: Fugitive Apprehension

Organizational Program: Body Worn Camera Program Office
Investigative Operations Division
Information Technology Division
Office of General Counsel
Office of Professional Responsibility
Training Division

Program Increase: Positions: 107 Agt/Atty: 77 FTE: 54 Dollars: \$48,565,000

Description of Item

The USMS requests **107 positions (71 DUSMs and 6 attorneys) and \$48,565,000** to support full implementation of the DOJ BWC program. This request will further enhance the funds provided in FY 2023 to support the President’s initiative to reform the Federal Criminal Justice System, by providing body-worn cameras (BWC) to all USMS DUSMs, as well as an impact evaluation to assess the role of BWC in advancing criminal justice reform.



Justification

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

Funding will allow the USMS to enhance an existing video management solution (that is currently in place for the TFO BWC Program) to provide capability to manage Federal BWC recordings as digital data. The funding will deliver a robust end-to-end solution for USMS to access, manage, report data, and make BWC recording disclosures - in response to a request; and perform redaction, video management, and audit capabilities. The requirement impacts multiple USMS Divisions including the Investigative Operations Division (IOD), Office of General

Counsel (OGC), Information Technology Division (ITD), Office of Professional Responsibility (OPR), Training Division (TD), and the District Task Forces.

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

Phase II of the USMS BWC implementation is progressing: as of February 2023, the USMS has trained 643 DUSMs; 242 of those are assigned to the Western District of Texas, District of Minnesota, District of New Hampshire, Northern District of Georgia, Southern District of Georgia, and the Southeast Regional Fugitive Task Force. The USMS has also trained 543 TFOs throughout the country. Phase III implementation is set to begin in the second half of 2023.

BWC Program Office, 39 positions (17 DUSMs) and \$9,779,000

To provide executive-level oversight, management, external reporting, and continuing development for the USMS BWC enterprise program, the USMS requests 39 positions (17 DUSMs). This office centrally manages and oversees all BWC implementation, management, and safeguards within the entire USMS mission set.

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



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

- *Program Management, 17 positions (17 DUSMs) and \$5,685,000*: Fifteen of the requested DUSMs will enhance the management and implementation of the USMS Federal Officer and TFO BWC Program for both arrest operations and the execution of court orders related to search and seizure. These missions are the focus of the existing DOJ Federal Officer BWC guidance. The requested resources are also necessary to

ensure that the USMS meets all crime data reporting requirements and provides timely responses to DOJ and Congressional requests. An additional two DUSM positions are needed for continuous risk management assessments and mitigation.

- *Budget Analyst, 1 position and \$124,000:* One budget analyst will perform all financial-related duties within the program.
- *Management and Program Analysts, 2 position and \$248,000:* Two management analysts will perform additional operational support duties within the BWC program. These positions will support the Business Integration Center (BIC) with technical writing and other support functions.
- *Information Technology (IT) Program Manager, 1 position and \$124,000:* The IT Program Manager will further enhance the full information technology-related implementation of the Federal Officer BWC Program.
- *Information Management Unit Specialists, 11 positions and \$1,364,000:* The Information Management Unit Specialists will provide the USMS headquarters and field support for the technical and functional operations of the Federal Officer BWC and the BWC Video Management System. These specialists will provide supervisors and DUSMs daily support for their documentation and management of BWC recordings and will further track upload issues that must be elevated to Information Technology Division (ITD) support personnel.
- *Data Science Support, 3 positions and \$372,000:* One statistician and two operations research analysts will perform research, data collection, and statistical analysis concerning BWC usage. Research findings and analytics will shape USMS policies and procedures and identify challenges, resource inefficiencies, and areas for improvement. Collecting and releasing statistical information about BWC footage also promotes transparency. These positions will assist in gathering and preparing required statistical or other reports when requested by DOJ, Congress, or other governmental entities. Moreover, these positions will allow BWC to forecast operational needs, analyze and translate evaluations into cost-benefit metrics, and design evaluations/experiments to assess the financial impact of implementing the BWC program for purposes of budget formulation and resource requests
- *Public Affairs Specialists, 2 position and \$248,000:* Two Public Affairs Specialists will be the principal point of contact for the USMS with the news media. The Office of Public Affairs is responsible for ensuring that the public is informed about USMS activities and the priorities and policies of the Director. With introduction of the BWC program, the USMS expects the number of public affairs inquiries to increase.
- *Psychologists, 2 positions and \$248,000:* The USMS requests two psychologists to systematically evaluate the psychological impact of police officers wearing BWCs to ensure their unique needs are adequately addressed. This requires the research skills and

clinical training of a psychologist. The intense scrutiny of BWCs has the potential to negatively impact psychological health and increase already elevated levels of burnout.

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

- Contract Support, \$1,366,000: The USMS requests six contractors to assist the BWC Review Team.

Investigative Operations Division – 40 positions (39 DUSMs) and \$13,165,000

Regional Fugitive Task Forces (RFTFs), 35 DUSMs and \$11,704,000:

The USMS requests 35 Supervisory Inspectors assigned to the RFTF structure to support the additional workload created by the implementation of a BWC program. The Supervisory Inspectors will be distributed within the eight existing RFTFs to manage increased duties at the supervisory level that are a natural evolution of adding BWCs to the many tools utilized by operational personnel. These positions will support 137 USMS Senior Inspectors and more than 1,700 TFOs from more than 600 Federal, State, and local partners in an area that covers 37 Federal judicial district and the District of Columbia Superior Court in 15 States, the District of Columbia, and the U.S. Virgin Islands. These supervisory personnel will perform the increased first line supervision duties that BWC mandates.



Domestic Investigations, 4 DUSMs, 1 Management and Program Analyst, and \$1,461,000: The USMS requests four DUSMs and one Management and Program Analyst to be assigned to the Domestic Investigations Branch (DIB). These positions provide program-level support for the additional workload created by the full implementation of a USMS BWC program with respect to the memorandums of understanding the USMS has with State and local law enforcement. DIB is responsible for reviewing, approving, and managing all Memorandums of Understanding related to BWC authorizations and practices. Implementation and evolution of the BWC program requires frequent updates to enforcement-related forms, policies, and guidance not

specific to the BWC program but impacted by the BWC program. This includes DIB programs such as Confidential Source, 15 Most Wanted, Major Case, and Rapidly Advancing Manhunt. DIB is also responsible for ensuring appropriate documentation of BWC deployment when reporting on significant incidents and significant arrests.

Office of General Counsel – 7 positions (6 attorneys) and \$6,365,000

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

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



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

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

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

Office of Professional Responsibility – 10 positions (10 DUSMs) and \$4,486,000

Internal Affairs, 3 positions (3 DUSM) and \$1,492,000: The OPR Internal Affairs Branch (OPR-IA) will require additional personnel and contractor resources to incorporate the BWC program into the processing and investigation of misconduct complaints involving allegations of excessive force, employee conduct and property damage during arrest endeavors, and civil rights violations. To successfully incorporate BWC analysis into OPR-IA operations, each investigative team requires one Senior Inspector and BWC contract analysts, totaling three Senior Inspectors and four contract analysts.

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

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

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

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

Force Review Branch, 7 positions (7 DUSMs) and \$2,994,000: The Office of Professional Responsibility, Force Review Branch (OPR-FRB) will require additional personnel and contractor resources to incorporate the BWC program into the processing, examination, referral,

and reporting of USMS uses of force during arrest or search endeavors. OPR-FRB must perform these duties for every USMS use of force regardless of the mission under which that force was applied. The addition of BWC footage will allow greater transparency but also an increased set of responsibilities.

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

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

Information Technology Division (ITD) – 3 positions and \$11,371,000

The USMS requests three IT Program Managers, \$372,000, for the IT-related implementation of the Federal Officer BWC program. This request includes \$277,000 in hardware costs to provide DUSMs with basic BWC equipment, including a limited supply of spare devices. IT software costs of \$3,071,000 include licenses for Relativity and FOIA express to support requested staff and data being tracked, network and access control, and reporting. Contract support and equipment for \$3,667,000 is also required. Finally, \$3,984,000 in IT services are needed for network expansions for video upload, installation support, support for IT system documentation, IT cyber security support, IT technical system support for Axon and Relativity, Axon support services, interoperability support for cameras, and travel for IT support team.



Training Division (TD) – 8 positions (5 DUSM) and \$3,399,000

The USMS requests eight positions for BWC training-related resources. As implementing a BWC program will help improve the high-quality public service expected of the USMS, it will also promote the perceived legitimacy and sense of procedural justice that communities demand from law enforcement agencies. To ensure these expectations are successfully met, the implementation of the BWC program must begin with a properly developed and delivered training program. The BWC training curriculum covers topics such as policy, legal considerations, privacy rights, civil liberties, use of force, and force review.

The TD will be responsible for ensuring initial BWC training is delivered to both Basic Deputy U.S. Marshal students and existing operational employees with a subsequent robust sustainment program. The functional training delivery will include scenario-based exercises focusing on equipment operation, downloading recorded data, supervisory review processes, evidentiary procedures, and other relevant topics. The implementation of BWCs will impact numerous TD programs and require



additional resources to ensure a professional training foundation for the BWC program while also allowing for an enhanced training methodology to combine BWC with the fundamentals of policy, tactics, equipment, de-escalation, and use-of-force practices.

- ***Training Management, 7 positions (5 DUSM) and \$1,920,000:*** The USMS requests five DUSM and two Instructional Systems Design Specialist to support the programmatic oversight, management, and implementation of BWC training. All training must be developed, delivered, and sustained in concurrence with legal updates, policy reviews, officer-safety trends, and accreditation mandates. Initial BWC training for new employees will be conducted through the Basic Deputy U.S. Marshal Integrated course taught by the National Training Academy. Initial and sustainment BWC training for existing personnel will fall within the responsibility of the Training Division's Law Enforcement Safety Training Branch (LESTB). Additionally, the LESTB will maintain programmatic oversight to ensure BWC training is integrated with de-escalation, control tactics, and use of force concepts to maximize training for these topics that possess high agency risk.
- ***Administrative Support, 1 position and \$124,000:*** The USMS requests one Management and Program Analyst to oversee the purchase, tracking, repair, and replacement of BWC training equipment, as well as other administrative duties related to the program. Examples include procuring authorized items, assisting with audit-related functions, equipment support, and assisting with reporting and correspondence. In addition, as the USMS Training Academy is accredited through the Federal Law Enforcement Training Accreditation (FLETA) Board, the TD must abide by Instructional System Design (ISD) standards related to the development, delivery, and periodic review of training material.

To ensure compliance and professionalism, the TD requests one curriculum development position to ensure BWC training is developed and maintained in accordance with FLETA and ISD standards.

- **Contract Support, \$1,355,000:** The USMS requests \$1,355,000 to fund seven contractors to support the instructor training team. The implementation and sustainment of BWC training will require a significant amount of field-based instructional time to ensure consistency and compliance. The additional expert contract instructor will improve the delivery of field based BWC instruction and the deployment of equipment.

Impact on Performance

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

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

- **BWC Program:** Without the appropriate staff and funding to manage the program, USMS may be unable to meet certain Federally mandated requirements, produce timely reporting, or provide the support needed for BWC users to utilize the devices effectively. These resources are needed to ensure that the USMS complies with all BWC-related laws, regulations, and DOJ policies and guidance.
- **IOD:** Without the appropriate resources, RFTFs may be unable to accomplish their mission effectively due to the increased workload resulting from the implementation of BWCs. This includes reviewing, approving, and managing all Memorandums of Understanding related to BWC authorizations and practices; updates to enforcement-related forms, policies, and guidance; and ensuring appropriate BWC documentation when reporting on significant incidents and significant arrests.
- **OGC:** The deployment of BWCs nationwide will result in a significant workload increase for OGC and its Freedom of Information/Privacy Act (FOI/PA) unit. Without additional resources to meet the new legal obligations, OGC may be unable to meet their requirements for reviewing and redacting video footage, ensuring application of the correct legal standards when redacting footage for release, and answering legal questions arising from the request for footage in connection with criminal and civil discovery.

- **OPR**: The OPR-FRB is responsible for processing, examination, referral, and reporting of USMS uses-of-force during arrest or search endeavors. This must be done for every USMS use-of-force regardless of the mission under which that force was applied. Without additional resources, OPR may be unable to meet the strict time requirements for conducting reviews and making the appropriate referrals to the Department of Justice's Office of Inspector General and Civil Rights Division. Additionally, there are requirements for the Shooting Review Board and the Less-Than-Lethal Review Board.
- **ITD**: Additional IT-related resources are needed for network expansions for video upload, installation support, support for IT system documentation, IT cyber security support, travel, and video storage services. Without these resources, the USMS may be unable to provide the necessary support needed for the BWC devices to function properly and could run out of space to store videos without upgrading to an unlimited storage option.
- **TD**: Without the appropriate staff, TD may be unable to develop, deliver, and sustain BDUSM BWC training in concurrence with legal updates, policy reviews, officer-safety trends, and accreditation mandates. The requested resources are needed to ensure BWC training is developed and maintained in accordance with FLETA and ISD standards.

Funding

1. Base Funding

FY 2022 Enacted				FY 2023 Enacted				FY 2024 Current Services			
Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)
0	0	0	\$4,400	16	0/7	8	\$17,361	16	0/7	16	\$29,708

2. Personnel Increase Cost Summary

Type of Position/Series	Positions Requested	Annual Costs per Position* (\$000)			FY 2024 Request (\$000)	Annualizations (\$000)	
		1st Year Adjusted	2nd Year Adjusted	3rd Year FPL		FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Clinical Psychologist (0180)	2	\$124	\$161	\$228.5	\$248	\$74	\$135
Clerical and Office Services (0300-0399)	16	\$124	\$161	\$228.5	\$1,984	\$592	\$1,080
Accounting and Budget (0500-0599)	1	\$124	\$161	\$228.5	\$124	\$37	\$67
Attorney (0905)	6	\$170.2	\$237.1	\$261.3	\$1,021	\$401	\$146
Public Affairs Specialist (1035)	2	\$124	\$161	\$228.5	\$248	\$74	\$135
Operations Research Analyst (1515)	2	\$124	\$237.1	\$228.5	\$248	\$74	\$135
Statistician (1530)	1	\$124	\$237.1	\$228.5	\$124	\$37	\$67
Education and Training (1700-1799)	2	\$124	\$237.1	\$228.5	\$248	\$74	\$135
Criminal Investigator (1811)	71	\$334.4	\$256.9	\$377.1	\$23,743	-\$5,502	\$8,534
IT Management (2210-2299)	4	\$124	\$161	\$228.5	\$496	\$148	\$270
Total Personnel	107				\$28,484	-\$3,991	\$10,704

* Annual Costs per Position:

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

3. Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	FY 2024 Request (\$000)	Unit Cost (\$000)	Quantity	Annualizations (\$000)	
				FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Contract Support - BWC Program Office	\$895	\$149	6	\$45	\$0
Contract Support – OGC	\$4,771	\$149	32	\$239	\$0
Contract Support - OPR-IA	\$447	\$149	3	\$22	\$0
Contract Support - OPR-FRB	\$597	\$149	4	\$30	\$0
Contract Support – eDiscovery	\$1,334	\$381	3.5	\$67	\$0
Contract Support - Tech Support	\$983	\$328	3	\$49	\$0
Contract Support - ITD Support	\$687	\$229	3	\$34	\$0
Contract Support - BWC Support	\$502	\$251	2	\$25	\$0
Contract Support – TD	\$1,257	\$180	7	\$63	\$0
Contract Support – Equipment	\$889	\$14	63.5	-\$444	\$0
BWC Travel	\$387	\$387	1	\$0	\$0
BWC Software	\$3,071	\$3,071	1	\$250	\$0
BWC Hardware	\$277	\$277	1	\$0	\$0
BWC ITD Services	\$3,984	\$3,984	1	-\$275	\$0
Total Non-Personnel	\$20,081			\$105	\$0

4. Justification for Non-Personnel Annualizations:

The BWC program will require contract support in multiple areas, including the Body Worn Camera Program Office, Training Division, Office of General Counsel, Office of Professional Responsibility and the Information Technology Division. Sixty-three full time contractors and one part time contractor (63.5 total) are requested. Contractor cost varies on program office and skillset, a total cost of \$11,473,000. This amount recurs with a five percent increase of \$574,000 applied. Each contractor will require new equipment at a cost of \$14,000 each, for a total of \$889,000. This amount recurs annually at \$7,000 each for the 63.5 contractors (a reduction of \$444,000 in year two).

Due to the volume of BWCs implemented, the BWC program requires travel funding necessary for support and servicing of equipment. The USMS will require \$387,000 in travel costs. This amount fully recurs.

The BWC program initiative requires software and licensing purchases of \$3,071,000 as part of the Axon Camera support, including FOIA licensing, Geospatial capability reporting,

Continuity of Operations (COOP) digital workspace support, and network access control and support. This amount recurs with an increase of \$250,000, for a total of \$3,321,000.

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

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

5. Total Request for this Item

Category	Positions			Amount Requested (\$000)			Annualizations (\$000)	
	Count	Agt/Atty	FTE	Personnel	Non-Personnel	Total	FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Current Services	16	0/7	16	\$2,838	\$26,870	\$29,708	-\$1,980	\$0
Increases	107	71/6	54	\$28,484	\$20,081	\$48,565	-\$3,886	\$10,704
Grand Total	123	71/13	70	\$31,322	\$46,951	\$78,283	-\$5,866	\$10,704

6. Affected Crosscuts:

- Civil Rights
- Federal Criminal Justice Reform
- Mass Violence
- State and Local Law Enforcement Support
- Violent Crime

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

Strategic Goal: 2: Keep Our Country Safe

Strategic Objective: 2.3: Combat Violent Crime and Gun Violence

Budget Decision Unit: Fugitive Apprehension

Organizational Program: Technical Operations Group (TOG)

Program Increase: Positions: 0 Agt/Atty: 0 FTE: 0 Dollars: \$6,320,000

Description of Item

The USMS requests **\$6,320,000** for the replacement of electronic surveillance equipment (ELSUR), which provides technological support to USMS and USMS-adopted investigations. This request finalizes the USMS plan first funded in FY 2022 by providing the remainder of the support needed to completely fund replacement of ELSUR equipment.

Justification

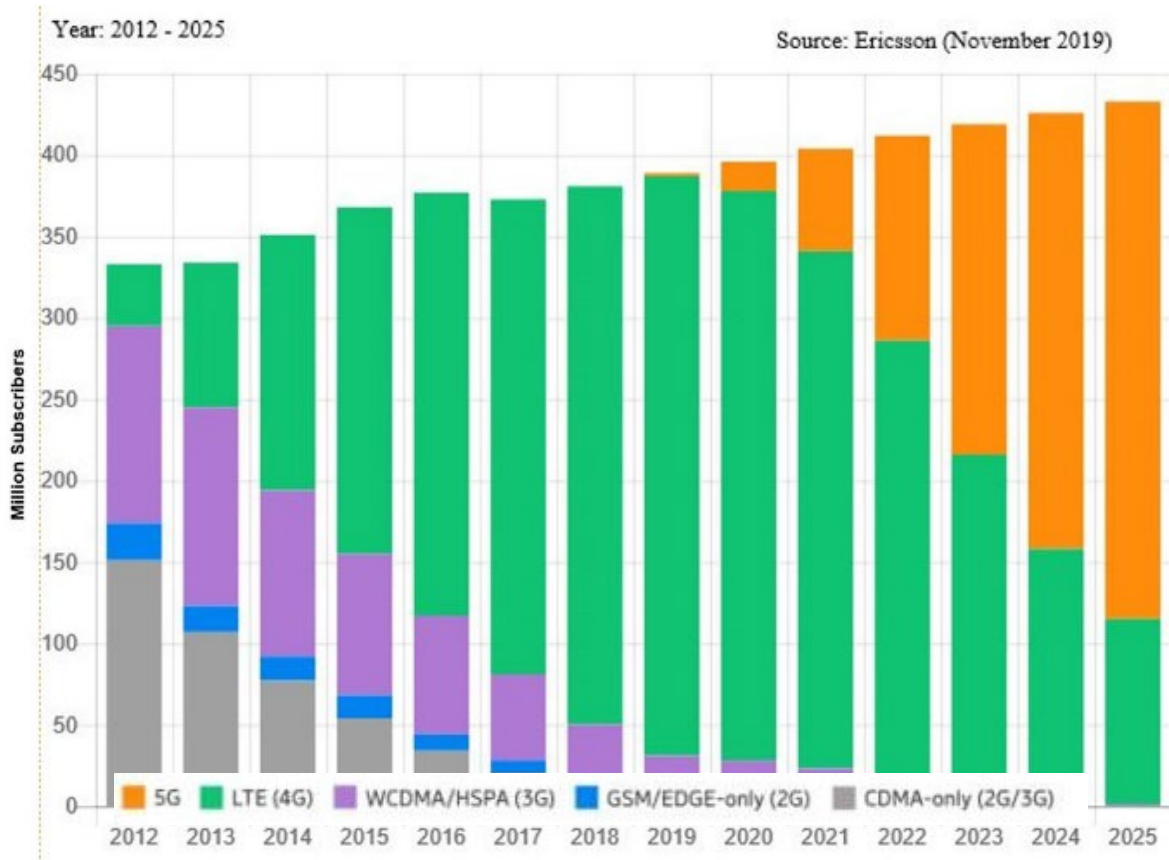
The USMS needs effective and compatible ELSUR capabilities to safely and quickly capture dangerous fugitives. Without adequate funding, current ELSUR equipment becomes obsolete due to technical advancements in the telecommunications industry. This ineffectiveness creates a “going dark” scenario, where law enforcement cannot identify or geo-locate a targeted mobile device. The replacement or upgrade of surveillance equipment is needed to ensure the USMS has uninterrupted capabilities in the wireless arena.

The FY 2021 President’s Budget requested one-time funding for ELSUR equipment specific to devices operating on Band Classes 14, 66, and 71. In FY 2022, the USMS requested \$20,222,000 to upgrade ELSUR equipment over a four-year replacement cycle. To date, the USMS has received \$13,902,000 for this initiative in FY 2022 and FY 2023 enacted appropriations. This request builds on these previous actions by fully funding the initial request to immediately update ELSUR equipment as the telecommunications environment changes and emerging technologies develop.

The immediate critical need is driven primarily by the 4G Long Term Evolution (LTE) to 5G NR migration that began in mid-2019. This migration accelerated as all major U.S. wireless providers are expanding the standalone 5G NR networks that were fielded in numerous population centers beginning in 2020. As wireless carriers repurpose current legacy technology (2G/3G) wireless spectrum, add newly acquired spectrum through government auction and unlicensed frequencies, and utilize more 802.11 wireless protocol (Wi-Fi) access points to offload their growing subscriber bases, USMS wireless surveillance capabilities have degraded markedly.

Industry insiders have predicted more than 200 million customers (half of all projected U.S. wireless users) will be subscribed to standalone 5G by 2023, which translates to a 50 percent

reduction in TOG’s effectiveness to locate and apprehend fugitives utilizing these techniques. FY 2024 will be a pivotal year for upgrading and replacing ELSUR equipment.



USMS also operates portable CSS and passive wireless collection sensors to specifically locate a fugitive’s devices operating on 4G LTE, 5G NR and Wi-Fi networks in cases where vehicular or aerial platforms are ineffective or where the fugitive is believed to be located in multi-dwelling buildings. All of these devices suffer from the same 4G LTE band deficiencies as TOG’s vehicular and aerial-based CSS equipment and have no 5G NR capability. Dedicated funding gives the USMS full 4G LTE, 5G NR and simultaneous Wi-Fi capability to ensure the USMS’ effectiveness in advanced communications technology in a society that is increasingly dependent on that technology.

Without a sound replacement strategy, a large portion of the inventory will remain obsolete as carriers update, modify, or convert their technology, or field new standards. In the absence of sufficient funding to keep pace with the communications environment, the USMS would forfeit its internationally recognized technical investigative expertise and suffer a corresponding degradation to the success of its investigative capabilities. The requested increase will maintain and improve electronic and technical surveillance capabilities within the USMS.

Impact on Performance

This initiative allows the USMS to reduce violent crime and improve risk mitigation by allowing personnel to more safely and effectively arrest violent fugitives and enhance community safety. The USMS uses electronic surveillance equipment in investigations to disrupt drug trafficking organizations, which curb opioid and other illicit drug use.

The USMS captures the most violent fugitives – those accused of murder, rape, kidnapping, drug trafficking, and assault, among other offenses – while maintaining law enforcement and public safety utilizing ELSUR technologies. CSS and the associated support equipment reduce the time to locate these fugitives, reduce the threat to the officers pursuing them, and help those officers conduct apprehensions at a time and place of minimal risk to the public. The precision with which USMS locates fugitives enables officers/agents to plan arrest scenarios, predict dangerous pitfalls, and execute those arrests in the safest manner possible. In FY 2019, the USMS deployed CSS technology in high-profile, time-sensitive investigations more than all other DOJ law enforcement agencies combined. With CSS support, the USMS and its Federal, State, and local partners realize a 95 percent success rate in locating and arresting their fugitive.

According to Pew Research, 99 percent of all U.S. adults between the ages of 18-49 own a mobile communication device. State and local agencies rarely have access to CSS technologies; those that do are losing capability as 5G NR mobile phones become common. Agencies will increasingly look to the USMS to support their fugitive apprehension investigations. The need for interagency support, coupled with increased fugitive transience, mobility, and dependence on wireless communications, will lead to greater reliance on USMS ELSUR capability.

Without the requested funding, the technology gap widens between existing law enforcement ELSUR capabilities and developing next generation technologies. The lifecycle of surveillance equipment is dependent upon technological advances in cellular protocols, particularly those used in the commercial wireless broadband industry. Therefore, technological changes in the industry drive the requirement to update or replace surveillance equipment.

The USMS has steadily lost the ability to conduct surveillances in the 4G LTE and 5G NR environments to a staggeringly low level. The effect on USMS 5G NR capability is stark. ELSUR equipment that is not upgraded will lose cellular wireless surveillance effectiveness for:

- 50 million U.S. subscribers by 2021;
- More than 100 million U.S. subscribers by 2022;
- More than half of all U.S. subscribers by 2023; and
- Nearly all U.S. subscribers by 2025.

Without full funding for this initiative, a substantial portion of USMS ELSUR equipment will have effective wireless capability on less than 31 percent of all U.S. wireless communications in 2023, declining to near zero by 2025.

Funding

1. Base Funding

FY 2022 Enacted				FY 2023 Enacted				FY 2024 Current Services			
Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)
0	0	0	\$5,002	0	0	0	\$15,663	0	0	0	\$15,663

2. Personnel Increase Cost Summary

Type of Position/Series	Positions Requested	Annual Costs per Position (\$000)			FY 2024 Request (\$000)	Annualizations (\$000)	
		1st Year Adjusted Cost	2nd Year Adjusted Cost	3rd Year Full Cost (Modular)		FY 2025 (net change from 2024)	FY 2026 (net change from 2024)
N/A							
Total Personnel	0				\$0	\$0	\$0

3. Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	FY 2024 Request (\$000)	Unit Cost (\$000)	Quantity	Annualizations (\$000)	
				FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Hardware Equipment	\$2,607	\$2,607	1	\$0	\$0
Accessories	\$312	\$312	1	\$0	\$0
Tools	\$1,542	\$1,542	1	\$0	\$0
Software Refresh	\$106	\$106	1	\$0	\$0
Hardware Upgrades	\$1,560	\$1,506	1	\$0	\$0
Annual support	\$28	\$28	1	\$0	\$0
Vehicle Integration	\$165	\$165	1	\$0	\$0
Total Non-Personnel	\$6,320			\$0	\$0

4. Justification for Non-Personnel Annualizations

In FY 2022, it was determined that the USMS needs \$20,222,000 annually to replace essential electronic surveillance equipment as it is phased out to prevent a “dark” scenario. After partial implementation in FY 2022 and FY 2023, \$6,320,000 remains unfunded from the initial estimate.

5. Total Request for this Item

Category	Positions			Amount Requested (\$000)			Annualizations (\$000)	
	Count	Agt/Atty	FTE	Personnel	Non-Personnel	Total	FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Current Services	0	0	0	0	\$15,663	\$15,663	0	0
Increases	0	0	0	0	\$6,320	\$6,320	0	0
Grand Total	0	0	0	0	\$21,983	\$21,983	0	0

6. Affected Crosscuts

Domestic Terrorism
 Mass Violence
 Violent Crime

Item Name: Zero Emission Vehicles

Strategic Goal: 3: Protect Civil Rights

Strategic Objective: 3.5: Advance Environmental Justice and Tackle the Climate Crisis

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

Organizational Program: Management Support Division

Program Increase: Positions: 0 Agt/Atty: 0 FTE: 0 Dollars: \$5,035,000

Description of Item

In support of the President’s goal of transitioning to a fully Zero Emission Vehicle (ZEV) Federal fleet, the Department’s overall budget includes a total of \$46.0 million for zero emission vehicles (ZEV - battery electric, plug-in electric hybrid, and hydrogen fuel cell vehicles) acquisitions and deploying vehicle charging and refueling infrastructure, distributed across major user components. This is part of the Department’s comprehensive plan pursuant to E.O.14008, *Tackling the Climate Crisis at Home and Abroad*. The USMS requests \$5,035,000 for this initiative.

Justification

The Department’s ZEV acquisition strategies include vehicles for both its agency-owned and General Services Administration (GSA)-leased segments of its vehicle fleet, including incremental costs of leased vehicles and lease payments to GSA for conversion of agency-owned vehicles to GSA’s leased fleet where appropriate. To ensure effective and efficient deployment of ZEVs, the Department will undertake preparation and planning for arriving ZEVs at its facilities, properly prioritizing transition to ZEVs where it is simplest, and allow time for additional planning where mission demands pose a challenge to transitioning based on current technologies. Integral to this preparation is growth in the number of agency-accessible vehicle charging stations. In installing this infrastructure on-site to support ZEVs, the Department will take the long-term view to ensure efficiencies and wise infrastructure decisions that limit total expenditures.

These acquisitions are a significant step towards eliminating tailpipe emissions of greenhouse gases from DOJ’s fleet and aligning the Department’s fleet operations for achieving a fully ZEV Federal fleet through the participation of major component organizations that can help implement this strategic objective through a common Departmental goal.

Impact on Performance

To meet the zero-emission vehicle (ZEV) acquisition requirements of Executive Order 14057, the USMS began a phased approach last year with an assessment of ZEV to examine the feasibility of using electric vehicles as USMS operational law enforcement vehicles by analyzing real data from the National Capital Region (NCR). After months of testing, the ZEV performed well in several mission categories that would support immediate implementation into the field where it makes operational sense to do so. With this funding request, the USMS will be able to expand the next phase of testing by reviewing ZEV detainee transport vans in appropriate locations.

Funding

1. Base Funding

FY 2022 Enacted				FY 2023 Enacted				FY 2024 Current Services			
Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)	Pos	Agt/Atty	FTE	Amount (\$000)
0	0	0	\$0	0	0	0	\$0	0	0	0	\$0

2. Personnel Increase Cost Summary

Type of Position/Series	Positions Requested	Annual Costs per Position* (\$000)			FY 2024 Request (\$000)	Annualizations (\$000)	
		1st Year Adjusted	2nd Year Adjusted	3rd Year FPL		FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
N/A							
Total Personnel	0				\$0	\$0	\$0

3. Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	FY 2024 Request (\$000)	Unit Cost (\$000)	Quantity	Annualizations (\$000)	
				FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Vehicles and Charging Equipment	\$5,035	\$5,035	1	\$0	\$0
Total Non-Personnel	\$5,035			\$0	\$0

4. Justification for Non-Personnel Annualizations:

The USMS requests \$5,035,000 to establish a base budget for the Administration's zero emissions vehicle initiative. This funding will provide initial start-up resources and equipment and is expected to fully recur to further expand the program to the 94 Districts and provide maintenance in future years.

5. Total Request for this Item

Category	Positions			Amount Requested (\$000)			Annualizations (\$000)	
	Count	Agt/Atty	FTE	Personnel	Non-Personnel	Total	FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Current Services	0	0	0	\$0	\$0	\$0		
Increases	0	0	0	\$0	\$5,035	\$5,035	\$0	\$0
Grand Total	0	0	0	\$0	\$5,035	\$5,035	\$0	\$0

6. Affected Crosscuts:
N/A