The U.S. Secret Service has grown from a small bureau staffed by a few operatives in 1865 directed to combat the production and passing of counterfeit currency, to a law enforcement organization authorized for over 6,700 employees worldwide. Today, the U.S. Secret Service protects our Nation's highest leaders and fights financial crimes on a global scale through its offices located throughout the United States, Canada, Mexico, South America, Europe, Africa and Asia.

Today's Secret Service is a protection-driven, investigation-based organization. It is in the framework of this integrated mission where our employees meet extraordinary challenges and thrive. The Secret Service's protective mission preserves the continuity of government and ensures the security of national leaders and events of national significance. The investigative operations in the agency's field offices are integral to successfully fulfilling this protective mission. Agents in these field offices are used to support protective visits on a daily basis. The success of an agent in the realm of protection is dependent upon his or her "evolutionary" development conducting investigations.

Prior to an assignment on a permanent protective detail, all special agents begin in a field office as criminal investigators and conduct counterfeit currency, financial, or cyber-crime investigations. This sequence provides agents the opportunity to obtain critically important investigative skills and experience. The expertise, maturity, and judgment special agents develop as criminal investigators are essential to their transition into the next phase of their careers—the extremely critical and demanding position of protecting our nation's highest elected leaders.
Average Secret Service Day

On an average day in the U.S. Secret Service, agency personnel:

- Arrest eight individuals as the result of criminal investigations
- Close 10 financial crime cases (with an average potential loss of $594,000 per case)
- Close three cybercrime cases (with an average potential loss of $795,000 per case)
- Conduct 17 protective travel stops
- Analyze 2.6 terabytes of data during 8.5 forensic exams
- Seize $232,000 in counterfeit
- Provide training in cybercrime and cyber forensics to eight law enforcement officers
- Screen 9,868 members of the public entering venues secured by the U.S. Secret Service

Mission

Protection

The Secret Service protects the President, Vice President, the President-elect, Vice President-elect, and their immediate families; former Presidents and their spouses; visiting heads of foreign states or governments; major Presidential and Vice Presidential candidates and their spouses; and is responsible for the planning, coordination, and implementation of security operations at National Special Security Events (NSSEs). The Secret Service also protects the White House Complex, the Vice-President's residence and other designated buildings within the Washington, D.C. area, as well as temporary protective sites throughout the world.
The Secret Service Office of Protective Operations includes the:

- Presidential Protective Division
- Vice-Presidential Protective Division
- Bush Protective Division
- Carter Protective Division
- Clinton Protective Division
- George W. Bush Protective Division
- Dignitary Protective Division
- Special Operations Division
- Special Services Division
- Uniformed Division

Counter Assault Team Repels an Attack — Photo Credit U.S. Secret Service

Special Agents and Uniformed Division officers use advanced countermeasures to execute security operations that prevent, mitigate, and decisively respond to identified threats and vulnerabilities. The protective environment is enhanced by specialized resources within the Secret Service, including: the Airspace Security Branch; the Counter Sniper Team; the Emergency Response Team; the Counter Surveillance Unit; the Counter Assault Team; the Hazardous Agent Mitigation and Medical Emergency Response Team; and the Magnetometer Operations Unit. Other specialized resources also serve to provide protection from threats, including chemical, biological, radiological and nuclear materials and explosive devices. As sophisticated criminals, terrorist organizations, nation states and ideologically motivated hackers and extremists continue to develop and utilize offensive cyber operations, the U.S. Secret Service proactively deploys Critical Systems Protection (CSP) Teams to conduct assessments and harden the information and communication technology networks that support sites visited by our protectees. Special agents assigned to CSP develop their skills and adversary knowledge bases while conducting criminal investigations focused on network intrusions and data breaches.

Investigations

In 1865, the Secret Service was created to investigate and prevent counterfeiting. Today the agency’s investigative mission has evolved from enforcing counterfeiting laws to safeguarding the payment and financial systems of the United States from a wide range of financial and computer-based crimes. The Secret Service has adopted a proactive approach to combat these crimes using advanced technologies and undercover operations, and capitalizing on the power of federal, state, and local partnerships.

Counterfeit examination — Photo Credit U.S. Secret Service
The U.S. Secret Service has a network of 141 domestic offices and 21 foreign offices. These offices are home to 39 Electronic Crimes Task Forces (ECTFs) and 45 Financial Crimes Task Forces (FCTFs). Through these offices and task forces, the agency maintains a leadership role in the protection of the Nation's critical financial infrastructure by conducting proactive investigations to infiltrate criminal groups. The U.S. Secret Service prioritizes its investigative resources on those cases that have significant economic and community impact, involve organized criminal groups, are multi-district or transnational in nature, and consist of fraud schemes involving new technologies.

Computers, internet connections, and wireless communication devices have saturated today's society. These technologies serve to help our nation as a whole, but in the wrong hands these devices can become weapons used to threaten our national security or destabilize our financial infrastructure. As a result of the increased use of computer technologies by criminals to pursue their illicit endeavors, the Secret Service developed and implemented the Electronic Crimes Special Agent Program (ECSAP). All new Special Agents receive training in the basic investigation of computer and electronic crimes, and ECSAP provides advanced computer and digital media forensics training to Special Agents specializing in electronic crimes on two levels: Network Intrusion Responders (ECSAP-NI) and Computer Forensics (ECSAP-CF). These programs support the agency's integrated mission by developing highly trained and technically proficient special agents to manage the agency's computer forensic assets, high tech crime investigations, and critical system assessments to support protective operations.

The Secret Service also invests in developing the capabilities of its state and local partners. In partnership with the State of Alabama, the Secret Service operates the National Computer Forensic Institute (NCFI) to train state and local law enforcement investigators, prosecutors, and judges in how to conduct computer forensic examinations, respond to network intrusion incidents, and conduct cybercrime investigations. Graduates of NCFI typically join the Secret Service's network of ECTFs, and have frequently made vital contributions to significant Secret Service investigations of transnational cyber criminals.

Equally important in the development of agents, but of greater importance to the protective mission, the Secret Service investigative mission also involves the investigation of threats against the President and other Secret Service protectees. These investigations are essential in supporting the protective mission. Special agents in field offices are available to respond to threats made against a protectee, 24 hours a day, anywhere in the world. Having developed essential skills through the investigation of financial and cybercrimes, Secret Service special agents are equipped with the experience and expertise to investigate and evaluate threats made against protectees.
Training

The James J. Rowley Training Center (RTC), located in Beltsville, MD, serves as the Secret Service’s primary training facility.

In FY 2016 the Secret Service embarked on a historic review and modernization of its hiring, training, and employee development efforts. Director Clancy created the Office of Training as a new directorate within the agency, separating it from the Office of Human Resources.

The mission of RTC is to develop, maintain and advance employee skillsets and enable our workforce to meet the challenges of the ever evolving 21st Century threat environment. In FY16, RTC has conducted 13 basic training classes consisting of 297 newly hired Special Agents and 12 basic training classes consisting of 276 newly hired Uniformed Division Officers. In addition to basic training, RTC has provided advanced and specialized training, firearms requalification, in-service classes, and distance learning to employees across the Secret Service. Furthermore, RTC extends its training capabilities and expertise to several external agencies to include the Department of Defense, federal, state and local law enforcement agencies. In FY16, RTC has conducted 8 large scale joint training exercises for several National Special Security Events such as the United Nations General Assembly, the Republican and Democratic National Conventions, the Nuclear Summit, and the State of the Union.

The Office of Training’s current and long term objectives are to increase interagency training; enhance and expand career development curriculum and course availability; maintain and develop a next-generation training facility that provides realistic and effective operational training; increase and allocate available resources; identify, procure, and strategically plan future budgetary requirements to include those resources which ensure the future of the agency’s operational, training and employee development goals.
U.S. Secret Service

Organization Chart

Key

<table>
<thead>
<tr>
<th>Non-Career</th>
<th>Career</th>
<th>Acting Non-Career</th>
<th>Acting Career</th>
<th>Non-Career or Career Position</th>
</tr>
</thead>
</table>

* Senate Confirmed  ** Reports to OGC  1. Reports to Director in EEO Director capacity

Chief Counsel

Director
Joseph P. Clancy

Chief Operating Officer
George G. Milligan

Office of Integrity
Deputy Assistant Director

Deputy Director

Office of Equity and Employee Support Services
EEO Director

Office of the Chief Financial Officer
Chief Financial Officer

Office of the Chief Information Officer
Chief Information Officer

Office of Human Resources
Assistant Director

Office of Strategic Planning and Policy

Office of Government and Public Affairs
Assistant Director

Office of Investigations
Assistant Director

Office of Professional Responsibility
Assistant Director

Office of Protective Operations
Assistant Director
William J. Callahan

Office of Strategic Intelligence and Information
Assistant Director

Office of Technical Development and Mission Support
Chief Technology Officer

Non-Career or Career Position
Budget

### USSS - Total Budget Authority

<table>
<thead>
<tr>
<th></th>
<th>FY17 President's Budget</th>
<th>FY18 President's Budget</th>
<th>FY19 President's Budget</th>
<th>FY20 President's Budget</th>
<th>FY21 President's Budget</th>
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</thead>
<tbody>
<tr>
<td>Operations and Support, $1,773,123, 82%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement, Construction, and Improvements, $110,627, 5%</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Research and Development, $2,500, 0%</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Federal Assistance, $4,869, 0%</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Retiree Pay and Benefits, $265,000, 13%</td>
<td></td>
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</tbody>
</table>

### FY17 President's Budget

Operations and Support, $1,773,123, 82%

### FY18 President's Budget

Procurement, Construction, and Improvements, $110,627, 5%
Research and Development, $2,500, 0%
Federal Assistance, $4,869, 0%
Retiree Pay and Benefits, $265,000, 13%

### FY19 President's Budget

### FY20 President's Budget

### FY21 President's Budget

### U.S. Secret Service - 5-year Funding Trend

Dollars in thousands

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Budget Authority</th>
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</thead>
<tbody>
<tr>
<td>FY13</td>
<td>$1,808,313</td>
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<tr>
<td>FY14</td>
<td>$1,840,272</td>
</tr>
<tr>
<td>FY15</td>
<td>$2,018,035</td>
</tr>
<tr>
<td>FY16</td>
<td>$2,156,119</td>
</tr>
<tr>
<td>FY17</td>
<td>$2,198,545</td>
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</tbody>
</table>

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**Workforce**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>FTP Funded</td>
<td>6,714</td>
<td>6,404</td>
<td>310 / 4.6%</td>
<td></td>
<td></td>
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<tr>
<td>FTP Onboard</td>
<td>C (6,404 / 6,552)</td>
<td>C (310 / 162)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vacancy</td>
<td>C (310 / 162)</td>
<td>C (310 / 162)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Vacancy</td>
<td>310 / 4.6%</td>
<td>310 / 4.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* FY 2016. Does not include reimbursable, working capital, or revolving account employees.

**United States Secret Service (Totals)**

- FTP Funded: 6,714
- FTP Onboard — C (6,404 / 6,552)
- Vacancy — C (310 / 162)

**Special Agent**

- FTP Onboard — C (3,311 / 3,354)
- Vacancy — C (101 / 58)
- Total Vacancy rate: 3% / 1.7%

**Uniformed Division**

- FTP Onboard — C (1,379 / 1,458)
- Vacancy — C (141 / 62)
- Total Vacancy rate: 9.3% / 4.1%

**Administrative, Professional, Technical**

- FTP Onboard — C (1,714 / 1,740)
- Vacancy — C (69 / 43)
- Total Vacancy rate: 3.9% / 2.4%

All numbers provided reflect current / projected end of 2016.

**U.S. Secret Service - 5-year Workforce Trend**

![Graph showing workforce trend from FY13 to FY17 PB*]
Strategic Priorities

- **Continue to make gains in USSS Workforce Staffing, Retention and Work/Life Balance** - Achieve Special Agent, Uniformed Division, and Administrative Professional and Technical hiring goals in accordance with the FY 2015-2019 Secret Service Human Capital Plan, increase training and professional development opportunities to enhance career progression, and provide opportunities for employees to contribute to organizational effectiveness and efficiency through improved employee communications mechanisms.

- **Continue Protective Mission Enhancements** - Continue to provide security enhancements for the White House Complex (fence, gates/booths, alarms/cameras, audio countermeasures, et al.) and upgrade the National Capital Region Radio System. Implement advanced countermeasures designed to address established and evolving explosive, chemical, biological, radiological, and cyber threats. Respond to shifts in the evolving threat environment to secure Protectees and sites for all 2016 Presidential Campaign events, including the Presidential and Vice-Presidential debates, and National Special Security Events (NSSE) including the United National General Assembly in New York City in September 2016, and the Presidential Inauguration on January 20, 2017.

- **Continue as national-level leader in protection of U.S. Financial Infrastructure, including network intrusion investigations** - Continue to advance our pivotal role in securing the nation’s critical infrastructure, specifically in the areas of cyber, banking and finance. Implement and evaluate prevention and response measures to guard against electronic crimes. Combat transnational organized crime that targets the citizens and financial institutions of the United States.
- Continue improvements to James J. Rowley Training Center to develop it as a world-class, state-of-the-art training facility for USSS personnel - Ensure efficient and effective training of Secret Service personnel through improvements at the Training Center including: the building Defense Facility (White House Mock-Up), upgrades to utilities and physical infrastructure, and improved Weapons Ranges and Dynamic Tactical Training Areas.

- Adjust USSS overall top-line budget to appropriately match current and future mission-based requirements - Work with DHS CFO and OMB using mission-based budgeting to ensure that the FY 2018 and beyond budgets include appropriate resources to achieve the Secret Service’s integrated protective and investigative mission.

### Key Partnerships / Stakeholders

<table>
<thead>
<tr>
<th>Interagency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Defense</td>
<td>Provides support for protective mission.</td>
</tr>
<tr>
<td>State and Local Law Enforcement Agencies</td>
<td>Provide support for protective and investigative mission.</td>
</tr>
<tr>
<td>US Attorneys’ Offices</td>
<td>Provide support for protective and investigative mission.</td>
</tr>
<tr>
<td>Intelligence Community</td>
<td>Provides support for protective mission, protective intelligence (threat) investigations, and cyber protection and investigations.</td>
</tr>
<tr>
<td>Department of the Treasury (Office of the Comptroller of the Currency, FinCEN, Bureau of Printing and Engraving)</td>
<td>Provides support for the investigative mission through regulation of the banking industry, information on money laundering activity, and currency security measures.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry / Public-Private / Academia</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services Sector</td>
<td>Provides support for cyber investigation cases.</td>
</tr>
<tr>
<td>Carnegie Mellon</td>
<td>Provides research and development of cyber technology.</td>
</tr>
<tr>
<td>University of Tulsa</td>
<td>Provides mobile device forensic technology.</td>
</tr>
<tr>
<td>National Cyber Forensics &amp; Training Alliance</td>
<td>Provides support for cyber and financial investigations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>International Engagements</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europol</td>
<td>Provides support for investigative mission.</td>
</tr>
</tbody>
</table>
Legislative Priorities

Restrictions on Employee Compensation (Max-out) - The Secret Service proposes scheduled overtime (SOT) for protective services authorized by 18 U.S.C. § 3056(a) be exempt from the premium pay cap contained in Title 5 of the United States Code. This exemption would allow the Secret Service to administratively control protective overtime and compensate employees for hours worked, without altering the maximum basic pay calculations for retirement purposes.

End-of-year compensation for “use or lose” annual leave - This initiative would authorize the Secret Service to provide day-rate compensation for unused annual leave due to agency-designated prohibited leave periods and extraordinary operational protection requirements. The ability to offer payment for annual leave accrued at the end of the year will have a positive impact on employee morale and retention.

Step compression of salaries toward max pay for Uniformed Division - The Secret Service is losing highly trained Uniformed Division officers who also possess a Top Secret clearance, to higher paying positions. This trend is eroding the experience level in the Uniformed Division, which has the primary responsibility of protecting the White House Complex. The authorizing language in this proposal compresses the current step progression from 22 years to 16 years, targeting officers in their early years for quicker step increases. This proposal would also add an additional step at year 20 (the first year of retirement eligibility for Officers at age 50) in an attempt to help retain advanced experience in the division.

Threats Against Former Vice-Presidents - In 2008, 18 U.S.C. 3056 was amended to give the Secret Service statutory authority to protect former Vice Presidents and their immediate families for a term of six (6) months after they leave office, or for a longer period as determined by the DHS Secretary. However, the 2008 amendment did not include the corollary authority to investigate threats to harm former Vice Presidents and their immediate families during their protection term after leaving office. This initiative will not only correct what the Secret Service believes was an inadvertent error of omission, but will allow the Secret Service to more effectively perform its statutory duty to protect former Vice Presidents and their immediate families.

Security Costs for Secondary Residences - The Presidential Protection Assistance Act of 1976, P.L. 94-524, authorizes each protectee to designate one non-governmental property to be secured by the Secret Service on a permanent basis, and places a limit of $200,000 on expenditures for securing any additional non-governmental properties unless expenditures in excess of that amount are specifically approved by resolutions adopted by the Committee on Appropriations of the House and Senate, respectively. This initiative proposes that the current cap be raised to at least $500,000, which will provide the Secret Service with the necessary authority to expend resources to protect secondary non-Governmental properties.

Authorization for the National Computer Forensics Institute - The National Computer Forensics Institute (NCFI) provides training for State and local investigators, prosecutors, and judges on how to investigate cyber and electronic crimes, conduct computer and mobile device forensic examinations, and respond to network intrusion investigations. This initiative would codify the NCFI, which is operated by the United States Secret Service (USSS). It would also help to facilitate the expansion of the USSS network of Electronic Crimes Task Forces throughout the...
country. The ECTF’s conduct quarterly meetings of law enforcement, industry, academia, and other stakeholders to discuss trends and best practices in information security strategies and cybercrime fighting.

Non-Reimbursable Support for National Special Security Event (NSSE) - This proposed legislative initiative would codify the President’s guidance, included in Presidential Policy Directive 22 (PPD-22), that “other Federal departments and agencies that provide specialized units in support of NSSEs...shall provide support to preparedness efforts and the protection of NSSE venues, attendees, and events without reimbursement, to the extent permitted by law.” The language is critical to providing clarity and codification to existing language that is critical for the successful execution of NSSEs.

<table>
<thead>
<tr>
<th>GAO Audits</th>
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<th>Description</th>
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<tr>
<td><strong>Title</strong></td>
<td><strong>Report Number</strong></td>
<td><strong>Description</strong></td>
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<tr>
<td>Costs Associated with Presidential Travel</td>
<td>GAO 352010</td>
<td>This audit examines Department of Defense and Secret Service costs associated with the President's February 15, 2013, through February 18, 2013 travel. Of the estimated $3.61M total cost, the Secret Service's costs were approximately $180,000. GAO held an exit conference in March 2016, and the draft report is pending.</td>
<td>Exit conference was held in March 2016. Final report due date is unknown.</td>
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<table>
<thead>
<tr>
<th>OIG Audits</th>
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<tbody>
<tr>
<td><strong>Title</strong></td>
<td><strong>Report Number</strong></td>
<td><strong>Description</strong></td>
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</tr>
<tr>
<td>Review of USSS Compliance of the Protective Mission Panel</td>
<td>OIG-16-045-ISP-USSS</td>
<td>This audit is reviewing Secret Service compliance with recommendations made by the Protective Mission Panel and to what extent the Secret Service is addressing the panel's recommendations. Some of the Protective Mission Panel recommendations will take years to fully address.</td>
<td>Exit conference was held in March 2016. Final report due date is unknown.</td>
</tr>
<tr>
<td>Title</td>
<td>Report Number</td>
<td>Description</td>
<td>Final Report Due</td>
</tr>
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</tr>
<tr>
<td>Information Security Assessment of the United States Secret Service's Master Central Index System (MCI)</td>
<td>OIG 15-134-ITA-USSS</td>
<td>This audit seeks to determine the effectiveness of system safeguards to protect the confidentiality, integrity, and availability of sensitive law enforcement and personal information. This audit is a direct result of the disclosure of Rep. Jason Chaffetz’ job application records. While the Master Central Index database does not exist anymore, this technical audit will focus on the details of information technology system security and protection of Personally Identifiable Information.</td>
<td>Unknown</td>
</tr>
<tr>
<td>United States Secret Service Information Technology Effectiveness</td>
<td>OIG 16-017-ITA-USSS</td>
<td>This audit will examine the Secret Service’s Information Technology environment. The projected completion date of this audit and release of the report is unknown.</td>
<td>Unknown</td>
</tr>
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United States Secret Service Staffing History

FY2010: 1,387
FY2011: 1,382
FY2012: 1,322
FY2013: 1,345
FY2014: 1,329
FY2015: 1,329
FY2016: 1,329
FY2017 (proj.):
United States Secret Service Staffing History

**APT Staffing History**

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<thead>
<tr>
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<th>Staffing Level</th>
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<tr>
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<td>2,016</td>
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<td>2011</td>
<td>2,069</td>
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<td>2012</td>
<td>1,942</td>
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<td>2013</td>
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<td>2014</td>
<td>1,745</td>
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<td>2015</td>
<td>1,724</td>
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<tr>
<td>2016</td>
<td>1,753</td>
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<tr>
<td>2017 (proj.)</td>
<td>1,859</td>
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**USSS Staffing History**

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<tr>
<td>2011</td>
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<td>2015</td>
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<tr>
<td>2016</td>
<td>6,502</td>
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<tr>
<td>2017 (proj.)</td>
<td>6,786</td>
</tr>
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</table>
Questions:
1. Policy Issues: Please list and provide details on all major policy decisions that are pending between now and January 20 as well as within the first 100 days of the new administration.

Response: No major policy decisions are currently pending, and none are anticipated within the first 100 days of the new administration. However, routine sustainment and maintenance of agency policy materials (reflecting updates based on seminal DHS-level directives and delegations, external authorities/orders, relevant legislative and judicial issuances, and other routine administrative issuances) will continue during this time frame.

2. Operational Issues: Please list and provide details on all operational issues you will face between now and January 20 as well as within the first 100 days of the new administration.

Response:

58th Presidential Inauguration
The Presidential Inauguration was designated a National Special Security Event (NSSE) by the Secretary of Homeland Security on July 1, 2016. The Secret Service is the lead federal agency responsible for the planning, coordination and implementation of security operations for all NSSEs and will serve as the security lead for all events designated as part of the official Inaugural program.

The Presidential Inauguration is the 56th NSSE led by the Secret Service and the approach developed by the Secret Service for securing NSSEs is a proven model of success.

The official dates for the NSSE designation cover January 19-21, 2017 and, as of this time, will include the following events:

1-19-17 - Wreath Laying at Arlington Cemetery (Begin NSSE)
Welcome Rally/Concert - Lincoln Memorial
Candlelight Dinner (Union Station)
RON – Trump Hotel

1-20-17 - St. John’s Church
White House Tea
US Capitol Ceremonies
Parade/Reviewing Stands
Galas - Washington Convention Center
- National Building Museum
Millennial/Youth Concert – (Verizon Center)

1-21-17 - National Cathedral (End of NSSE)
3. Regulations: Please list and provide details on all regulations that are pending. Please list all regulations that will advance between now and January 20 as well as within the first 100 days of the new administration.

Response:
The Secret Service has no externally-facing regulations/rules (i.e. promulgated via the Federal Register process) planned or pending at this time.

4. Major procurements: Please list and provide details on all major procurements $100M and above that will advance between now and January 20 as well as within the first 100 days of the new administration.

Response:
At this time, the Secret Service has no major procurements greater than or equal to $100 million during the parameters identified. Although the White House fence costs less than $100 million, it is a highly visible procurement.

New White House Fence
In December of 2014, the Protective Mission Panel included as one of its 19 recommendations the need to replace the White House Complex perimeter fence to provide superior protection to the Executive Mansion. The Panel concluded that “The current seven and a half foot fence, not just along Pennsylvania Avenue but around the compound’s entire perimeter, must be replaced as quickly as possible”. Agreeing with the PMP recommendation, the Secret Service has taken significant action to replace the existing fence around the White House grounds with a taller, stronger fence that is configured to deter climbing, withstand explosives, and defend against asymmetric kinetic attacks. In order for the project to move forward two governing bodies, the Commission of Fine Arts (CFA) and the National Capital Planning Commission (NCPC), must approve the design of the new fence. There are two upcoming hearings with these boards (CFA 1/17/17 and NCPC 2/4/17) during which a decision will be made as to the design approval. Without the approval of these bodies the project cannot move forward. The Secret Service, in partnership with the National Park Service, has gone to great lengths to develop a design that meets the security requirements while preserving the aesthetics of the White House as both a national landmark and the residence of the President. In November 2016, the Secret Service presented full scale mockups to the CFA and NCPA on Pennsylvania Avenue so that the true scale and design concept could be inspected by the members of the decision-making bodies.

5. Human capital: Please list and provide details on all major human capital issues you currently face. Please include current staffing numbers as well as growth in the offices over the last four years. Please provide context for any increases or reductions over the last four years.

Response:
In FY 2015, the Secret Service re-tooled and reinvigorated the hiring process by hiring 207 Special Agents (SA), 151 Uniformed Division (UD) Officers, and 142 Administrative, Professional and Technical (APT) staff members. Building on this momentum, in FY 16 the Secret Service hired 327 Special Agents, 309 Uniformed Division Officer Officers and 194 Administrative, Professional and Technical personnel. These gains have allowed the Secret
Service to increase its workforce to 3,302 SAs; 1,429 UD Officers, 1,764 APTs; for a total of 6,495 Secret Service personnel.

The FY 2017 Budget will allow us to maximize our hiring efforts again this year, as we work to keep pace with our five-year Human Capital Plan and fulfill the recommendation made by the Protective Mission Panel to increase the Uniformed Division workforce by 200 officers. In FY17, we plan to hire 283 Special Agents, 288 Uniformed Division Officers, and 242 Administrative, Professional, and Technical staff members.

While the Secret Service has made significant progress on our hiring goals, these achievements have the effect of running in place if attrition is ignored. For FY16, attrition (both external and internal losses to job groups) was as follows: SA — 256; UD — 213; APT — 165; for a total of 634 Secret Service-wide. As such, the retention of our existing workforce is a priority. The agency’s first retention effort was directed at our Uniformed Division workforce, and involved the implementation of the Uniformed Division Retention Bonus Program. So far, over 1,000 uniformed officers have elected to participate in this two-year program and we are beginning to evaluate the effectiveness of this program using actual retention data. The Secret Service has initiated several other retention initiatives in an effort to retain our workforce, to include a Student Loan Repayment program, a Tuition Assistance (Educational Reimbursement) program, a Senior Special Agent/Resident Agent program, and an enhanced Telework program. The agency will continue to research and develop additional programs to address the retention of our workforce.

6. Budget: Please list and provide details on all budget challenges you will face between now and January 20 as well as within the first 100 days of the new administration.

Response:
The current apportionment appropriated through the Continuing Resolution (which expires April 28, 2017) provides adequate funding to sustain Secret Service operations. However, due to unanticipated costs associated with unprecedented protective operational mission demands, the need for robust hiring in this fiscal year, and the recently passed Overtime Pay for Protective Services Act of 2016, there may be emergent budget needs to be addressed within the first 100 days. Also, given that key decisions regarding the construction of the White House Fence are also due within the first 100 days, the Secret Service may require additional resources to meet any new requirements of the NCPC or CFA. The Secret Service continues to work with the Department of Homeland Security leadership team to keep them informed of the emerging fiscal constraints that will impact the agency.

7. Please describe any pending reorganizations.

Response:
The Secret Service has made significant organizational changes over the past two years, including establishing the civilian position of Chief Operating Officer as a position equivalent to the Deputy Director and aligning civilian-led CXO organizations to report to the Chief Operating Officer. Although there are no significant organizational changes presently pending, the Secret Service continuously assesses its organizational structure to identify changes that may lead to greater capabilities and efficiencies for the agency.
Presidential Transition Component Brief:
United States Secret Service
November 1, 2016
The overall classification of this briefing is: UNCLASSIFIED//FOUO
Mission Statement

Unique Mission Characteristics
Protective Operations
Protective Intelligence Investigations
National Special Security Events
Criminal Investigations
Protective Operations

Joint effort between Special Agents and Uniformed Division Officers. Two separate and distinct groups that work together to execute the protective mission. Special Agents are permanently assigned to the details of the President or Vice President. The normal length of the assignment is six years. Uniformed Division Officers patrol exterior of White House and Naval Observatory and diplomatic missions in Washington. Uniformed Division Officers provide 360° coverage of the White House and Naval Observatory. They also hold positions in the interior of the White House; responsible for the Counter Sniper Program and Emergency Response Team; respond to incidents at the outer and middle perimeters of the White House and Naval Observatory; support the details with magnetometer support and K-9 explosive detection teams. Dignitary Protective Division manages National Special Security Events; visits to the United States by foreign heads of government and heads of state; and candidates and nominees seeking the office of the President and Vice Presidential nominees. Former President details are stand alone divisions staffed by Special Agents permanently assigned to those details.
Protective Intelligence Investigations

- Protective intelligence (PI) investigations receive the highest priority of all Secret Service investigations and begin immediately upon receipt of information of any threat, inappropriate interest, or unusual behavior directed toward Secret Service protectees, protected facilities, or events. PID coordinates and leads all PI investigations.

Incidents are reported to the Secret Service through a wide array of mechanisms. These can include:

- Information developed by Secret Service Field Offices
- Detaillees to the Intelligence Community
- Detaillees to Joint Terrorism Task Forces
- State and local law enforcement partners
- Self-reporting by subjects
- Relatives of subjects
- Concerned Citizens
National Special Security Events


“Such events may be designated NSSEs when they warrant the full protective, incident management and counterterrorism capabilities of the Federal Government.”

Request from the governor of the host state

Questionnaire completed by host state

NSSE Working Group review of questionnaire

Working Group recommendation to the DHS Secretary

Designation determination by the DHS Secretary
Criminal Investigations

- Criminal Investigative Division
- Investigative Support Division
- Domestic Filed Offices 3
- Foreign Field Offices 6
- Domestic Re
- Offices 26
- Domestic Domiciles 2
- Foreign Domiciles 46
- Financial Crimes Task Forces
- (Domestic) 39
- Electronic Crimes Task Forces

National Computer Forensics Institute (NCFI)
Partnership between the United States Secret Service, the Department of Homeland Security, and the State of Alabama. NCFI has trained more than 5,500 local and state law enforcement officers, prosecutors, and judges annually.
Current Events

- The 58th Presidential Inauguration – Friday, January 20, 2017
- The Establishment of the Former President Obama Detail
- The President’s State of the Union – National Special Security Event
- New White House Fence
DHS Missions:
Securing Cyberspace and Protection of Critical Infrastructure

- Established the National Computer Forensics Institute, through a partnership between the Secret Service and State of Alabama, and trained over 5,700 state and local law enforcement officers, prosecutors, and judges, in cyber crime investigations. Expanded the Secret Service Critical Systems Protection (CSP) Program, which conducted over 1,300 CSP Advances to secure critical systems from cyber threats to ensure the security of the President, Vice President, National Special Security Events, and other designated events and officials. Secret Service, arrested over 7,000 individuals for cyber crime violations, which collectively were responsible for over $1.5 billion in losses to US financial and payment systems and preventing over $15 billion in fraud losses. Countered and disrupted major transnational cyber crime organizations, including: Dismantling Liberty Reserve, a centralized digital currency and the largest money laundering case ever prosecuted—totaling over $6 billion in financial transactions; Apprehended and convicted a Russian cyber criminal responsible for causing 3,700 financial institutions more than $169 million in losses through his cyber crime activities.
Other Areas of Focus

- Staffing White House Fence
- James J. Rowley Training Center
- Enhancements
USSS LEADERSHIP CHALLENGES

- Increase USSS top line budget
- Continue to increase overall staffing levels
- Infrastructure enhancements to the James J. Rowley Training Center (JJRTC)
- White House Fence Project