

CBP's Special Operations Group Program Cost and Effectiveness are Unknown





DHS OIG HIGHLIGHTS

CBP's Special Operations Group Program Cost and Effectiveness Are Unknown

January 29, 2016

Why We Did This Audit

The mission of U.S. Customs and Border Protection's (CBP) Special Operations Group (SOG) is to train, organize, equip, resource, and deploy tactical and emergency response personnel worldwide to protect America. Based in El Paso, Texas, SOG plans, coordinates, and executes national, regional, and international level operations. We reviewed the SOG program to determine its cost and effectiveness.

What We Recommend

We made one recommendation to CBP to develop and implement a process to determine program costs for the SOG.

For Further Information:

Contact our Office of Public Affairs at (202) 254-4100, or email us at DHS-OIG.OfficePublicAffairs@oig.dhs.gov

What We Found

We determined that CBP does not have formal performance measures for its SOG program and does not track SOG's total program cost.

Federal guidance requires agencies to develop goals and objectives that are outcome oriented and integrated with a strategic plan. Federal managers are also required to establish and maintain internal controls to achieve the objectives of effective and efficient operations.

The incomplete records of SOG and other components of CBP that support SOG limited the determination of the SOG program's total cost. SOG program efficiency and effectiveness cannot be accurately determined without total program costs or formal performance measures. As a result, CBP may be missing opportunities to improve effectiveness and identify potential cost savings in the SOG program.

We made no recommendation regarding the lack of formal performance measures in the SOG program because U.S. Border Patrol is in the process of developing and implementing performance measures.

CBP Response

CBP concurred with our recommendation. The recommendation is resolved and open.



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Department of Homeland Security

Washington, DC 20528 / www.oig.dhs.gov

January 29, 2016

MEMORANDUM FOR: The Honorable R. Gil Kerlikowske
Commissioner
U.S. Customs and Border Protection

Ronald Vitiello
Acting Chief, Border Patrol
U.S. Customs and Border Protection

FROM: John Roth 
Inspector General

SUBJECT: *CBP's Special Operations Group Program Cost and Effectiveness Are Unknown*

For your action is our final report, *CBP's Special Operations Group Program Cost and Effectiveness Are Unknown*. We incorporated the formal comments provided by your office.

The report contains one recommendation aimed at improving identification of CBP's Special Operations Group (SOG) program cost. Your office concurred with this recommendation. We made no recommendation regarding the lack of formal performance measures in the SOG program because U.S. Border Patrol is in the process of developing and implementing performance measures. Based on information provided in your response to the draft report, we consider the recommendation open and resolved. Once your office has fully implemented the recommendation, please submit a formal closeout letter to us within 30 days so that we may close the recommendation. The memorandum should be accompanied by evidence of completion of agreed-upon corrective actions.

Please send your response or closure request to
OIGAuditsFollowup@oig.dhs.gov.

Consistent with our responsibility under the *Inspector General Act*, we will provide copies of our report to congressional committees with oversight and appropriation responsibility over the Department of Homeland Security. We will post the report on our website for public dissemination.

Please call me with any questions, or your staff may contact Mark Bell, Assistant Inspector General for Audits, at (202) 254-4100.



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Background

In 2007, the U.S. Border Patrol (BP)¹ created its Special Operations Group (SOG) to provide a centralized chain of command for its specialty teams and improve BP's ability to react to actionable intelligence, terrorist-related incidents, natural disasters, high-risk operations, and search and rescue missions.

SOG's mission is to train, organize, equip, resource, and deploy tactical and emergency response personnel worldwide to protect the United States. Based in El Paso, TX, SOG plans, coordinates, and executes national-, regional-, and international-level operations.

The operational components of SOG include:

- the Border Patrol Tactical Unit (BORTAC);
- the Border Patrol Search, Trauma, and Rescue Unit (BORSTAR);
- the SOG Intelligence Unit; and
- the Mobile Response Team (MRT).

SOG also administratively supports eight Sector-based Special Operations Detachments with equipment, training, and standardization. Sector-based Special Operations Detachments are BORSTAR and BORTAC teams that are located in designated sectors such as El Paso and Yuma. Sector Chiefs maintain tactical control of the detachments and MRTs for day-to-day operations. Appendix B displays an organizational chart of SOG and its components. Appendix C provides descriptions for these components. As of September 2015, BORTAC and BORSTAR had 473 active personnel.²

Specially trained and equipped teams, capable of rapid response to emergent and uncommon law enforcement situations, respond to situations that require special tactics and techniques, search and rescue, or medical response. Upon request, SOG personnel also conduct international training and capacity building operations for the Department of State and the Department of Defense. The goal of these missions is to enhance the capabilities of foreign border security law enforcement partners.

¹ Border Patrol is a component of U.S. Customs and Border Protection (CBP), as depicted in appendix B.

² Appendix D provides personnel information as of September 2015.



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SOG's annual operational budget in fiscal year (FY) 2014 was \$8.4 million (0.07 percent of CBP's annual budget) as shown in table 1.

Table 1. SOG Budget Comparison

Fiscal Year	2010	2011	2012	2013	2014
SOG Operational Budget	\$6.1M	\$6.3M	\$7.1M	\$3.8M	\$8.4M
CBP Budget*	\$11.5B	\$11.2B	\$11.8B	\$11.7B	\$12.5B
SOG Operational Budget Percentage of CBP Budget	0.05%	0.06%	0.06%	0.03%	0.07%

Source: Department of Homeland Security (DHS) Office of Inspector General (OIG) table created from SOG and Congressional budget information.

*FYs 2010, 2012, 2013, 2014 – Revised Enacted; FY 2011–Enacted.

We conducted a limited review of the effectiveness of CBP's SOG in meeting BP, CBP, and DHS goals and objectives as defined in annual performance and strategic plans. We also assessed SOG's total program cost including the cost of support from other CBP entities, along with its work with the Department of State and the Department of Defense. Because BP is in the process of developing and implementing performance measures, we made no recommendation regarding the lack of formal performance measures in the SOG program.

Results of Review

The SOG program's effectiveness and cost cannot be determined because CBP does not track total program costs and SOG has no formal performance measures. Federal guidance requires agencies to develop goals and objectives that are outcome oriented and integrated with a strategic plan. Federal managers are also required to establish and maintain internal controls to achieve the objectives of effective and efficient operations. The incomplete records of SOG and other CBP components limit the determination of total program cost, and BP has not required SOG to develop or implement formal performance measures for effectiveness. As a result, DHS, CBP, and BP may be missing opportunities to improve effectiveness and identify potential cost savings in the SOG program.

SOG's Program Cost Undetermined

Because CBP does not maintain complete records for the SOG program, its efficiency and effectiveness cannot be determined or assessed. Examples of incomplete cost records include aviation and marine support, personnel salaries, and international mission costs.

Management's Responsibility for Internal Controls (Circular A-123) notes that Federal managers are "... responsible for establishing and maintaining internal control to achieve the objectives of effective and efficient operations...." CBP



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does not track the total cost of the SOG. According to one CBP official, SOG is not a program or a unique organization within CBP but rather a tool to address CBP's mission.

DHS OIG found similar programmatic cost issues in December 2014.³ We reported that CBP does not include all costs in the operating cost of its Unmanned Aircraft System program. By not including all operating costs, CBP could not accurately assess the program's cost effectiveness or make informed decisions about program expansion. DHS recently released a bulletin requiring all DHS components that fund and support aviation capabilities to identify operational costs using a standard DHS model.

CBP maintained incomplete records to support the total cost to operate the SOG program. Appendix E lists OIG-identified cost categories supporting the SOG program, including those with incomplete records. OIG was unable to calculate the total cost of the SOG program because of incomplete records. OIG used available records to calculate a partial cost of the SOG program, as displayed in table 2.

Table 2. SOG Partial Program Costs⁴

Fiscal Year	SOG Program Costs (using identified costs)
2010	\$19,180,154
2011	\$12,790,027
2012	\$26,688,265
2013	\$26,403,978
2014	\$33,627,414

Source: DHS OIG table created with CBP-provided data.

We identified several examples of incomplete or inconsistent cost data that contributed to the SOG program's incomplete cost records, including:

- Air and Marine Operations (AMO)⁵ support costs,
- International mission support costs,
- SOG personnel costs,
- National Training Plan cost data, and
- Asset Forfeiture Fund revenue.

³ *U.S. Customs and Border Protection's Unmanned Aircraft System Program Does Not Achieve Intended Results or Recognize All Costs of Operations*, OIG-15-17

⁴ Appendix E displays specific program cost categories used to determine estimated total SOG program costs identified in table 2.

⁵ On October 1, 2015, CBP's Office of Air and Marine changed its name to Air and Marine Operations to better communicate what they do—interdict, investigate, operate.



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Air and Marine Operations Support

The total cost of air support that CBP's AMO provided to the SOG program during any fiscal year in our scope of FYs 2010–14 was unavailable because of incomplete records. AMO provides air and marine support to CBP, including SOG, and other Federal, state, and local agencies for missions. These missions include anti-terrorism, border protection, and disaster relief. AMO provided the cost per flight hour for specific aircraft, but those costs do not include the salaries for aircrew. AMO officials said they do not specifically track SOG aviation support operations, so they could not confidently provide all of the SOG operations that AMO supported. Therefore, aviation costs were not complete for FYs 2010–14. AMO also provides marine assets to SOG for its missions; AMO funds maintenance expenses; and SOG funds fuel expenses for those missions. AMO did not have vessel maintenance data for assets provided to the SOG prior to FY 2011, but the team was able to obtain costs for FYs 2011–14.

International Mission Support

SOG, BP, and CBP's Office of International Affairs (INA) officials reported that they do not programmatically track SOG costs associated with international mission support. Costs paid by the Department of State or the Department of Defense associated with international mission support agreements, and any CBP funds used to support these missions, could not be determined due to incomplete records. According to an INA official, INA "coordinates and supports all of CBP's foreign initiatives, policies, programs, and activities." SOG conducts Foreign Border Security training and advisory missions in support of INA. According to INA, the Departments of State or Defense fund these missions if an interagency agreement is in place. However, some international missions may use other support agreements, which only reimburse CBP for travel costs and not salary costs.

According to INA, it assigns foreign mission requests related to BP capabilities to BP Headquarters for further assignment to the appropriate element of BP. INA reported that it neither tracks which element within BP completes the mission nor maintains a database or list of all its interagency agreements. INA also reported "... it is virtually impossible for INA to tell ... which interagency agreement that SOG has performed duties to a degree of certainty." If BP assigns the mission to SOG, SOG uses a BP tracking system to record all SOG inter- and intra-agency work. However, according to SOG, it does not track any costs associated with these missions. SOG provided after action reports for 15 international missions in FY 2014. Yet, INA only provided five FY 2014 labeled agreements for potential SOG missions. Due to a lack of identifying information across all data sources, a crossmatch between SOG mission reports and INA agreements was not possible.



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SOG Personnel

Personnel costs for any Sector Special Operations Detachments or MRTs during FYs 2010–14 were unavailable because CBP did not track this data. CBP provided Pay, Salary, and Benefits data for the SOG program, but these costs only included national SOG personnel data. CBP reported that there is no Pay, Salary, and Benefits data prior to FY 2015 for Sector Special Operations Detachments, as CBP had not officially created these detachments until FY 2014. According to BP, the payroll system in effect prior to FY 2015 did not allow allocation of personnel time across projects; therefore, work done by Sector MRTs in support of SOG missions was not available prior to FY 2015.

Inconsistent Data

We also found inconsistencies in the data provided by SOG and other CBP components. For example, CBP's Office of Training and Development (OTD) oversees the National Training Plan and maintains records for training costs incurred by SOG, but SOG's recordkeeping of these costs did not match. OTD officials are responsible for those costs, so we used their cost amounts. SOG also had inconsistencies in its recordkeeping of Asset Forfeiture costs, so we used the numbers that the BP Headquarters provided. Despite follow-up phone calls and correspondence, it is unclear why SOG's numbers do not match either category.

Lack of Formal Performance Measures

CBP has not established formal performance measures to determine the effectiveness of its SOG program. However, it maintains informal measures that, if formalized, could improve SOG's assessment of its mission performance.

The GPRA⁶ Modernization Act of 2010 and Management's Responsibility for Internal Control (OMB Circular A-123 (revised)) provide the framework of requirements for performance management. The 2010 Act requires agencies to develop objectives and goals that are outcome oriented and describe achievements for major functions as well as how they tie into overarching Federal Government priorities. The circular requires managers to establish and maintain internal controls to achieve the objectives of effective and efficient operations.

The *U.S. Department of Homeland Security Annual Performance Reports* present performance measures, applicable results aligned to missions, and planned performance targets for future years. The FYs 2014–16 report provides high level goals for each of the Department's five missions that are identified in the

⁶ *Government Performance and Results Act*
www.oig.dhs.gov



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Department's FYs 2014–2018 strategic plan. These goals comprise performance goals and measures with targets and results that funnel down to specific mission programs, such as CBP. CBP creates its own strategic plan that aligns the component with the Department, while providing specific information for its mission requirements.

Although BP's 2012–2016 strategic plan indicates that it has measureable objectives, it does not meet the Department's *2015 Performance Measurement Verification and Validation Handbook* criteria,⁷ defining adequate performance measurements. The Government Accountability Office (GAO) reported⁸ that BP is developing key elements of its current strategic plan to define and develop performance goals to assess progress toward securing the border. According to BP, these metrics should be implemented in 2017 and included in the 2017–2020 strategic plan. BP currently uses two performance measures that are not included in its strategic plan.

According to BP, it did not establish or provide formal direction to establish any requirements for SOG to institute formal performance measures because BP's focus was on the operational implementation of its new risk-based strategy. Although SOG does not have a formal process to track its performance and effectiveness, it reported that it is developing a process to determine and define metrics. Those metrics should allow SOG to evaluate its performance and better determine its effectiveness. For example, SOG after action reports may contain recommendations based on mission results. According to an SOG official, SOG does not have a process for tracking these recommendations but plans to capture this information in the future.

One potential limiting factor to determining SOG effectiveness is that BP sectors attribute all operational statistics resulting from SOG mission support to the sector. According to SOG, sector personnel enter apprehensions or seizures into a system that tracks sector statistics. In order for SOG to get credit, its personnel would have to arrest and process the individual at the El Paso SOG Headquarters rather than the sector. An accurate accounting of SOG contributions to BP missions is necessary to determine the SOG program's overall effectiveness related to BP's strategic plans.

SOG's strategic plan contains specific objectives and goals that align with BP and CBP strategies, but it does not contain specific measures to determine achievement or effectiveness. SOG's FY 2014 end-of-year report does highlight accomplishments and links its actions to objective and goal achievement, but these are not formally measured. SOG reported that it obtains this information

⁷ The handbook identifies five criteria to determine if performance measures are adequate, timely, valid, complete, consistent, and accurate.

⁸ *Key Elements of New Strategic Plan Not Yet in Place to Inform Border Security Status and Resource Needs* (GAO 13-25)



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by using performance measurements embedded in operational orders directing SOG activities, weekly SOG intelligence reports, and after action report recommendations for operational effectiveness improvements. However, SOG also reported that it does not track or formally use this data, which minimizes SOG's ability to determine its performance and effectiveness. Although SOG has a basic performance measurement system in place, a few modifications could allow the formal use of its current system to measure its performance and effectiveness. We have no recommendation at this time because BP is in the process of developing and implementing performance measures.

Recommendation

We recommend that the Commissioner, U.S. Customs and Border Protection and the Chief, Border Patrol develop and implement policies and procedures for accurately capturing SOG's total program costs including:

- SOG aviation support costs from Air and Marine Operations, including aircraft and aircrew costs;
- SOG international mission costs, including those costs funded by outside entities such as the Department of State; and
- Sector Special Operation Detachment and Mobile Response Team personnel and travel costs.

Management Comments and OIG Analysis

CBP Comments to the Draft Report

CBP concurred with our recommendation. CBP provided comments to the draft report and a copy of those comments are included in their entirety in appendix A. A summary of CBP's response and our analysis follows. CBP also provided technical comments, which we reviewed and incorporated.

CBP Response to Recommendation

CBP reported that, in September 2015, DHS's Aviation Governance Board established a provisional DHS Standard Comparable-Cost-Per-Flight-Hour Reporting Methodology and that CBP AMO is using this effort to more accurately track the costs associated with Air and Marine asset utilization. However, CBP also reported that these missions are only entered into its management information system at the agency or component level and not to the SOG level. According to CBP, BP and AMO will collaborate to determine the most effective way to track SOG missions flown by AMO.



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CBP reported that INA will document international engagements for Special Operations BP deployments. INA will be able to filter these engagements through a new automated temporary duty memorandum form. This form will include an SOG indication field and capture all necessary information related to the temporary duty except for final costs; quarterly reports will capture final costs.

Lastly, according to the CBP response, BP will track MRT personnel time-related expenses as an activity code within the Border Patrol Enforcement Tracking System (BPETS). In addition, Sector Special Operations Detachments will manually track their costs, including MRT-related travel and equipment.

Expected Completion Date: July 29, 2016.

OIG Analysis

CBP's proposed actions meet the intent of the recommendation. The recommendation is resolved and open. The recommendation remains open until CBP provides policies and procedures to:

1. track SOG aviation support from CBP AMO including aircraft and aircrew costs;
2. ensure SOG international deployments and non-final costs are appropriately captured in its new automated temporary duty memorandum form;
3. capture final international deployment costs in quarterly reports;
4. track MRT personnel time-related expenses within BPETs; and
5. track Sector Special Operations Detachment costs including MRT travel and equipment costs.

Objective, Scope, and Methodology

The Department of Homeland Security Office of Inspector General was established by the *Homeland Security Act of 2002* (Public Law 107-296) by amendment to the *Inspector General Act of 1978*.

This report provides the results of our limited review to determine the effectiveness and cost of CBP's SOG for FYs 2010–14. OIG did not complete the planned audit because we determined that BP is still in the process of developing and implementing formal performance measures, and the recordkeeping practices of CBP limited our ability to determine total SOG program costs. Findings and one recommendation from our limited review are included for CBP's action.



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We reviewed criteria including the *GPR Modernization Act of 2010* and *Management's Responsibility for Internal Control* (OMB Circular A-123 (revised)) for Federal Government requirements to develop outcome-oriented goals and objectives and internal controls that must be established and maintained to achieve the objectives of effective and efficient operations. We reviewed laws and regulations pertaining to Border Patrol agent authorities. Additionally, we analyzed SOG policies and procedures, as well as annual performance (DHS, CBP) and strategic plans (CBP, BP, and SOG). We also reviewed and analyzed prior reports from GAO and DHS OIG.

We obtained and analyzed budget and expenditure data from SOG, OTD, Use of Force Center of Excellence, and AMO. We did not verify the provided cost data due to the timeframe and scope of the limited review; rather, we accepted cost data as provided by the various offices of CBP and BP. We interviewed CBP and BP personnel at CBP Headquarters in Washington, DC, and SOG National Headquarters and Sector El Paso in El Paso, TX.

We conducted this performance audit between April and September 2015 pursuant to the *Inspector General Act of 1978*, as amended, and according to generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based upon our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based upon our audit objectives.

The Office of Audits major contributors to this report are Patrick O'Malley, Director; Lorinda Couch, Audit Manager; Falon Newman-Duckworth, Auditor in Charge; Kathleen Hyland, Auditor; Tessa May-Fraser, Program Analyst; Michael Staver, Program Analyst; Sandra Ward-Greer, Auditor; Kevin Dolloson, Communications Analyst; and Ashley Petaccio, Independent Referencer.



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Appendix A
CBP Comments to the Draft Report

JAN 15 2015

1300 Pennsylvania Avenue NW
Washington, DC 20229



**U.S. Customs and
Border Protection**

MEMORANDUM FOR: Mark Bell
Assistant Inspector General for Audits
Office of Inspector General

FROM: Eugene H. Schied
Assistant Commissioner
Office of Administration

SUBJECT: Management's Response to OIG Draft Report, "CBP's Special
Operations Group Program Cost and Effectiveness Are Unknown"
(Project No. 15-004-AUD-CBP)

Thank you for the opportunity to review and comment on this draft report. U.S. Customs and Border Protection (CBP) appreciates the work of the Office of Inspector General (OIG) in planning and conducting its review and issuing this report.

Special Operations Group (SOG) is a critical facet of U.S. Border Patrol (USBP) operations. SOG provides a centralized chain of command for its specialty teams and improves CBP's response capability to react to actionable intelligence, terrorist-related incidents, natural disasters, high-risk operations, and search and rescue missions. SOG is an investment that directly addresses border-mission capability gaps, focusing on emergent and uncommon law enforcement situations.

The draft report contained one recommendation with which CBP concurs. Specifically, the OIG recommended that the Commissioner, CBP and the Chief, USBP develop and implement policies and procedures for accurately capturing the SOG's total program costs including:

- SOG aviation support costs from Air and Marine Operations (AMO) including aircraft and aircrew costs,
- SOG international mission costs including those costs funded by outside entities such as the Department of State, and
- Sector Special Operation Detachment (SSOD) and Mobile Response Team (MRT) personnel and travel costs.

Response: Concur. In response to the recommendation, AMO stated that the Department's Aviation Governance Board (AGB) has chartered a flight hour working group to develop the common approach for Department-level oversight of U. S. Coast Guard (USCG) and CBP flying hour cost reporting. This process is being led by the Chief Readiness Support Office, in collaboration with USCG and CBP AMO. On September 28, 2015, the AGB established a provisional DHS Aviation Comparable-Cost-per-Flight-Hour Reporting Methodology. CBP



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Management's Response to OIG Draft Report, "CBP's Special Operations Group Program Cost and Effectiveness Are Unknown" (Project No. 15-004-AUD-CBP)

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AMO is using this effort to standardize and track the costs associated with Air and Marine asset utilization. CBP AMO Missions are entered into Tasking Operations Management Information System and are categorized to the agency/office level, but not down to the SOG level. However, USBP and AMO will collaborate to determine the most effective way to track SOG missions flown by AMO.

In addition, the Office of International Affairs (INA) will document international engagements for USBP related to the Special Operations deployments outside of the continental United States. INA will filter engagements through a new automated temporary duty (TDY) memorandum form, which will include a SOG indication field and will capture all necessary information related to the TDY except for the final costs. INA will capture the final costs through quarterly reports

Finally, USBP will (1) track MRT personnel time-related expenses as an activity code within the Border Patrol Enforcement Tracking System (BPETS) and (2) SSODs will manually track their costs, including MRT-related travel and equipment. Operational control of SSODs, including MRT personnel and assets, resides with the Chief Patrol Agents in command of the respective sectors.

BPETS is enabled to track the activity code of MRT personnel. SSODs will begin accurately tracking costs, including MRT personnel and assets. In anticipation of the required coordination between SOG, sectors, and the National Border Patrol Council, USBP will implement the courses of action by July 29, 2016. USBP is committed to the recommendation with the outcome of improving effectiveness of capturing costs resulting in potential savings.

Estimated Completion Date: July 29, 2016

Again, thank you for the opportunity to comment on this draft report. Technical comments were previously provided under separate cover. If you have any questions or would like additional information, please contact me at (202) 344-2300, or a member of your staff may contact Ms. Lynn Richardson, CBP Audit Liaison, Management Inspections Division, Office of the Chief Accountability Officer, at (202) 325-7731. We look forward to working with you in the future.

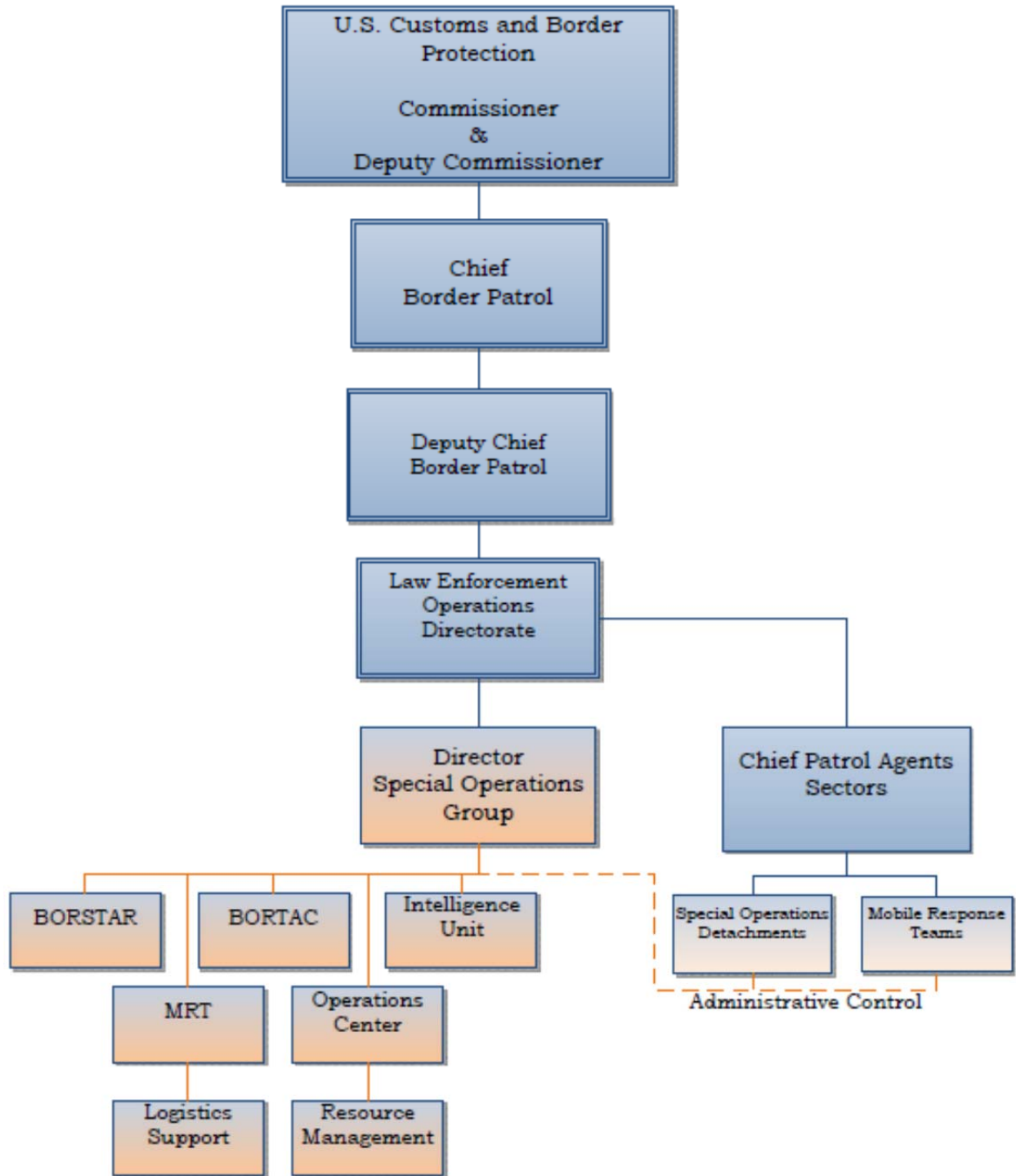


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Appendix B Special Operations Group Organization

Figure 1. DHS OIG created Organization Chart from CBP Sources





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Appendix C

Special Operations Group Branch Descriptions

Border Patrol Tactical Unit (BORTAC)

- Created in 1984
- Provides immediate response capability to emergent and high-risk incidents requiring specialized skills and tactics

Border Patrol Search, Trauma, and Rescue Unit (BORSTAR)

- Created in 1998
- Provides law enforcement, search, rescue, and medical response capabilities and mutual assistance local, county, state, tribal, and Federal entities

Mobile Response Team (MRT)

- Provides a national group of organized, trained, and equipped Border Patrol Agents capable of rapid response to regional and national incidents in support of priority CBP operations

Special Operations Group-Intelligence Unit (SOG-IU)

- Provides direct intelligence support to field operators
- Identifies threats operating across corridors and threats approaching the U.S. border, prioritizes these risks, and supports the missions to mitigate the operational gaps specific to each corridor

Operations Center (OPSCEN)

- Provides SOG deployable and deployed assets with essential information, training, and equipment necessary for mission success

Logistics Support

- Provides operational support for SOG missions by providing logistical, fleet, facilities, wireless service, and procurement support to SOG components and limited support to the Office of Field Operations, Special Response Team

Resource Management

- Provides in-house training, support, continual and specific guidance in proper administrative procedures and processes
- Provides continual and specific guidance, support and assistance in areas such as Retirement and Benefits, Health and Life Insurance, and procurement



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Appendix D
Special Operations Group Personnel

Table 3. Special Operations Group Personnel Totals (September 2015)

Category of SOG Personnel	SOG Component		
	BORSTAR	BORTAC	MRT (October 2015)
Active	253	220	480
Ready Reserve	29	51	0
Inactive	105	75	N/A
Totals	387	346	480

Source: DHS OIG-created table based on SOG-provided data.

Active SOG Personnel Requirements:

- BORSTAR
 - Eligible to participate in BORSTAR Operations
 - Completed BORSTAR basic training
 - Current BORSTAR annual fitness standards certification
- BORTAC
 - Assigned to the National SOG Team or Sector BORTAC teams
 - Fully eligible to participate in all BORTAC operations
 - Certified BORTAC member
 - Current BORTAC annual fitness certification, qualifying firearms scores, and BORTAC Mission Essential Task List items
- MRT
 - Successfully completed MRT training

Ready Reserve SOG Personnel Requirements:

- BORSTAR
 - Eligible to participate in BORSTAR operations in an administrative, instructional, or technical support role
 - Must currently be members of a BORSTAR unit but need not have a current BORSTAR annual fitness standard certification
- BORTAC
 - Not assigned to the National SOG or a Sector team
 - Eligible to participate in BORTAC operations
 - Certified BORTAC member
 - Current BORTAC annual fitness certification, qualifying firearms scores, and BORTAC Mission Essential Task List items

Inactive SOG Personnel Requirements:

- BORSTAR
 - Eligible to participate in advisory roles
 - Past member of a BORSTAR team in good standing
- BORTAC
 - Eligible to participate in advisory or administrative roles
 - Past member of BORTAC in good standing



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Appendix E

Estimated SOG Program Costs Based on Audit Work

Table 4. OIG-identified SOG Program Cost Categories

Incomplete Cost Records in Blue Font					
Fiscal Year					
Cost Category	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Ammunition*	No data available	No data available	\$119,082	\$939,961	\$1,275,572
Asset Forfeiture	\$20,222	\$377,385	\$583,761	\$19,439	\$373,565
National Training Program					
Travel	\$1,971,079	\$4,037	\$1,243,231	\$868,873	\$879,287
Service	\$417,475	\$404,521	\$518,300	\$438,559	\$764,367
Supplies	\$1,680,813	\$1,327,132	\$960,341	\$298,638	\$185,681
Equipment	\$755,976	\$217,986	\$394,844	\$154,286	\$73,312
AMO Aviation**	No data available	No data available	No data available	\$171,354	\$368,706
AMO Vessel Maintenance	No data available	\$6,904	\$19,648	\$22,130	\$20,415
International Missions***	Unable to determine costs	Unable to determine costs	Unable to determine costs	Unable to determine costs	Unable to determine costs
Personnel Pay, Salary, Benefits****	\$8,456,772	\$4,243,468	\$15,726,360	\$19,691,639	\$21,723,108
SOG Operational Costs					
Overtime	\$335,943	\$184,947	\$340,926	\$248,772	\$126,343
Operational Travel	\$1,585,559	\$1,108,584	\$1,355,523	\$911,094	\$1,327,285
Transportation	\$0	\$0	\$0	\$0	\$4,602
Communications	\$139,259	\$172,213	\$231,029	\$258,272	\$199,715
Services	\$1,497,935	\$1,834,416	\$1,883,583	\$812,708	\$1,144,394
Supplies	\$1,271,146	\$1,551,094	\$1,624,786	\$1,378,734	\$1,763,746
Equipment	\$1,047,975	\$1,357,340	\$1,686,851	\$189,519	\$3,397,316
Totals	\$19,180,154	\$12,790,027	\$26,688,265	\$26,403,978	\$33,627,414
*Ammunition purchased for SOG by the Use of Force Center of Excellence					
** Incomplete AMO data provided for FYs 2013–14					
***International mission support through INA					
**** Data for National SOG team members only					

Source: DHS OIG-created table from multiple sources of CBP data.



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