

U.S. DEPARTMENT OF JUSTICE

# UNITED STATES MARSHALS SERVICE



## STRATEGIC PLAN: 2012 - 2018

ONLINE EDITION

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## MESSAGE FROM THE DIRECTOR

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When crafting my “Message from the Director” as the introduction to our 2012-2016 *Strategic Plan*, I wrote that the plan was a living document. As such, we have found it very helpful to keep a constant pulse on the direction and all vitals involved in our Agency-wide operations. Over the last 3 years, we have gathered much data, analyzed, adjusted, and continued to improve services and business acumen across the board.

The intent when first published was to continue to build upon our world-renowned mission capabilities while transforming the United States Marshals Service (USMS) into a data-driven, cost efficient, and agile organization. This roadmap for improvement was well-structured and effective, driving our business functions and resource investment. The inroads made have been remarkable, as demonstrated in our first USMS Annual Report. This report will attest to the power of goal setting and performance tracking, as well as to the commitment and dedication of our workforce.

Due to the success of the 2012 plan and in order to align with the Department of Justice 2014-2018 *Strategic Plan*, the Deputy Director and I decided to extend the current plan to 2018. In this extended plan, the themes are the same as in the original: mission execution, transformation, technology, and new ways of doing business. This extension allows us to build on the work we have already accomplished while moving the Agency forward by adding detailed objectives and strategies.

This *Strategic Plan* is part of a larger and highly successful performance-based management system I established to advance the Agency. This robust system ensures all of our major program performance, whether operational or administrative, can be measured against the *Strategic Plan*. It incorporates measures and projects into senior management’s Performance Work Plans and includes vigorous quarterly performance reviews for all divisions resulting in a yearly published annual report.

Because of the work the Agency has accomplished over the last few years, the United States Marshals Service’s Strategic Performance Management System has become one of the most sophisticated in the Department of Justice. We should all take great pride in how far we have come and have an increased confidence in the Marshals Service’s bright future. We are headed in the right direction and must maintain our momentum. Let us work together to continue our transformation of this great Agency.

A handwritten signature in black ink, reading "Stacia A. Hylton". The signature is written in a cursive, flowing style.

Stacia A. Hylton,  
Director, United States Marshals Service

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# STRATEGIC PLAN: 2012 - 2018



## EXECUTIVE SUMMARY

# EXECUTIVE SUMMARY

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## Introduction

As America's first federal law enforcement agency, the United States Marshals Service (USMS) is considered the nation's police force. The USMS protects the judicial process; the cornerstone of American democracy. Providing federal judicial security; apprehending fugitives and non-compliant sex offenders; securing and transporting federal prisoners from arrest to incarceration; executing federal court orders; seizing and managing assets acquired through illegal means; and assuring the safety of endangered government witnesses and their families is our mission. The USMS uses this 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 2012-2016 *Strategic Plan* has been extended to 2018 to align with the United States Department of Justice (DOJ) 2014-2018 *Strategic Plan*. The USMS plan identifies mission challenges and the strategies to mitigate these challenges and provides a road map to guide resource investment, establish the steps to improve operational performance, and position the Agency to meet future challenges. Over the past few years, while successfully executing our broad mission authority, executive mandates and congressional legislation have resulted in dynamic growth across the USMS program areas often without the corresponding support infrastructure. To successfully implement this plan while continuing to excel in executing the mission, transformational change is required. Therefore, this strategic plan addresses our workforce and infrastructure in addition to our mission areas. There are four mission areas and two non-mission goals summarized below.

## GOAL 1 – PROTECT THE JUDICIAL PROCESS THROUGH THE MOST EFFECTIVE AND EFFICIENT MEANS.

### Protection

Personal protection is a responsibility that permits no errors. Our judicial process, the court family, and witnesses require cutting edge approaches to deliver the most effective security possible. This includes having the very best intelligence, behavioral and threat analysis, risk assessment methodologies, and solutions to combat the challenges resulting from advances in social media and technological enhancements such as geo-tagging. To address these challenges, the USMS will enhance training to all law enforcement personnel as well as our protectees. By increasing the capacity to conduct predictive and trend analysis, the Agency will create risk assessments that define the appropriate levels of security. The USMS will

### Mission

To protect, defend and enforce the American justice system.

### Vision

A world class law enforcement agency—unified in our mission and workforce; professional and agile, with modernized tools and capabilities; strategically building upon our status as a trusted partner by achieving the highest levels of effectiveness, efficiency, safety and security.

ensure consistent, appropriate responses by formalizing the parameters for protection, addressing the management challenges of extended protection details, and addressing the growth and complexity of long term protection.

### **Protective Intelligence**

The USMS will maximize the benefit of intelligence related to protection by establishing a more centralized court family and witness intelligence capability with particular focus on behavioral analysis. The Agency will capture and evaluate additional critical information through existing national threat data collection systems; establishing a method to capture and review historical and interagency information that could inform risk assessments and threat management. The USMS will use internal and shared law enforcement and intelligence databases to electronically harvest and analyze data. An integrated, enterprise-wide law enforcement protective intelligence strategy will be developed to support Headquarters divisions and districts. This will include implementing district-level protective intelligence meetings.

### **Courthouse Security**

To ensure security of the court family, protect those involved in the judicial process, and continually seek to improve the effectiveness of facility security operations, the USMS will assess contract guard staffing levels along with the performance and service goals necessary to carry out mission requirements. The USMS will conduct a business process re-engineering effort and leverage available technologies to improve program, financial, and administrative management and continue to promote good stewardship of federal court building security funding. Courthouse security program workloads, processes, and standard operating procedures (SOPs) will be evaluated and improved to gain greater efficiency. The USMS will provide physical security training to judicial facility security and key district personnel to develop knowledge and skills consistent with industry standards.

## **GOAL 2 - STRENGTHEN THE EFFECTIVENESS OF DOMESTIC AND INTERNATIONAL INVESTIGATIONS.**

### **Fugitive Apprehension**

Fugitive apprehension is one of the Agency's prime missions; one which has the greatest effect on public safety. An average of 67,000 federal fugitive cases are maintained by the USMS each fiscal year, including many whom have fled outside the borders of the United States. The USMS arrests approximately 35,000 federal absconders annually in addition to apprehending approximately 85,000 state and local fugitives through its vast network of fugitive task forces. The USMS task forces serve as force multipliers for state and local law enforcement, ensuring the greatest protection to the public by focusing on the most egregious fugitives and maximizing limited resources. As these partnerships continue and the numbers of cases increase, it will require the judicious application of a state case selection process along with a prudent resource allocation strategy. The USMS will also develop a set of national SOPs to enhance the effectiveness of all fugitive apprehensions. The Agency will also develop a plan to increase the breadth of foreign fugitive apprehension relationships, provide training on personnel recovery for Outside the Continental United States (OCONUS) missions, and explore more effective cost-saving measures.

### **Protecting America's Children**

One of the most important and gratifying missions of the USMS is maintaining the safety and security of America's children; accomplished through enforcing the provisions of the Adam Walsh Child Protection and Safety Act of 2006 (AWA). The AWA is designed to protect children from exploitation and violent crime, prevent child abuse

and pornography, promote internet safety, and honor the memory of Adam Walsh and other helpless victims. There are approximately 750,000 registered sex offenders nationwide, of which, more than 100,000 are estimated to be non-compliant with registration requirements. In response, the USMS has taken an aggressive approach toward protecting society from these violent offenders and child predators. At the onset of this plan, the USMS arrested more than 55,000 fugitive sex offenders, assisted in the conduct of more than 120,000 compliance checks, opened more than 11,500 AWA investigations, and issued more than 2,500 federal warrants for failure to register. Continuing this fight against non-compliance, the USMS will promote effective communication between law enforcement and personnel involved in the regulatory registration process to define the issues for each jurisdiction. Additionally, the USMS will continue to conduct specialized training for state and local law enforcement partners, task force officers, and USMS personnel dedicated to this mission. The USMS will also continue to develop its critically-important partnership with the National Center for Missing and Exploited Children (NCMEC) and promote other programs that are directly responsible for the successful recovery of missing children.

### **Asset Forfeiture Program**

While the USMS has been quite instrumental in the achievement of the DOJ Asset Forfeiture Program (AFP) goal of disrupting and dismantling criminal organizations, targeted assets are becoming more complex requiring even greater expertise and collaboration. To maintain and improve upon our success, the USMS will increase pre-seizure planning and training, and expand collaboration with our international law enforcement partners. Through the use of modern business intelligence practices and the implementation of a more robust inventory tracking system, the USMS will create a comprehensive information platform in order to improve decision making. The USMS will continue to concentrate on efforts to ensure the maximum returns are generated to make reparations to victims of crime.

## **GOAL 3 - OPTIMIZE NATIONAL DETENTION OPERATIONS WITH WELL-ESTABLISHED BUSINESS PRACTICES THAT ACHIEVE COST EFFECTIVE, SAFE, SECURE, AND HUMANE CONFINEMENT AND TRANSPORTATION.**

### **Detention Confinement and Care**

Recent events and constrained budgets have increased focus on detention management and costs. The USMS will improve detention management at the local level by significantly enhancing data systems, creating business rules, management tools, parameters of performance, and district-level planning capabilities to achieve better business management and foster cost savings. To further contain costs, the USMS will collaborate with the Federal Bureau of Prisons (BOP) to create a common operating system to optimize detainee placement into the 12,500 BOP federal detention beds allocated for use by the USMS. Confinement and care will be addressed through the assessment of the redundancies in the scope and breadth of facility reviews conducted by federal, state, and local authorities. Specifically, the Quality Assurance Reviews (QAR) and the USMS detention Intergovernmental Agreement (IGA) monitoring will be refined to address the appropriate scope and level of review for each, eliminate redundancy, and create the opportunity to merge data and analyze trends. Medical care will be advanced through the improved automation of the National Medical Care Program, the identification of additional medical providers for chronically ill detainees, and streamlining medical requests to increase responsiveness and reduce district workload and costs.

### **Prisoner Transportation**

Districts accomplish in-district transportation of prisoners utilizing the USMS law enforcement personnel, contract guards, transportation agreements with local jails, or a variation of all three. The type and volume of transportation varies widely across districts. The Justice Prisoner and Alien Transportation System (JPATS),



is responsible for coordinating and accomplishing out-of-district transportation utilizing JPATS air assets and the BOP Bus System. These varied transportation systems create less than optimal use of resources and result in periods of underutilized space within BOP operated facilities. The USMS will assess current roles and responsibilities and define appropriate centralization of transportation management that will enable more efficient use of JPATS air assets, the BOP Bus System, and private USMS ground transportation assets. The Prisoner Operations Division (POD) and JPATS will work in concert to assess the viability of converting strategically located Regional Transfer Centers (RTCs) into regional reception centers to free up court city detention bed space and reduce district workload. JPATS will continue efforts to optimize JPATS transportation operations, including scheduling, air-lift security and transfer operations, and interagency structure. In addition, JPATS will leverage automation to reduce and/or eliminate paper-based processes. Working with its partners to create data linkages necessary to automate and streamline various aspects of detainee transportation future generations of JPATS' information systems will enable more efficient transport of DOJ prisoners, maintain administrative accountability during transit, and facilitate efficient transfer between agencies.

## **GOAL 4 - PROMOTE OFFICER SAFETY AND PROVIDE EFFECTIVE SUPPORT DURING DOMESTIC AND INTERNATIONAL EMERGENCIES.**

### **Safety**

As USMS deputies apprehend violent fugitives, protect the judicial family, witnesses, and the public from the “worst of the worst,” and secure dangerous criminals as they await due process under the law, the USMS is committed to the priority of officer safety. Our deputies are on the front lines everyday doing their part to substantially reduce violent crime and make our communities safer; however, as society and technology evolve even “routine” interactions with the criminal element become inherently dangerous. As such, the USMS must mitigate risk to its personnel and law enforcement partners by conducting a review of existing policies, procedures, and training, and subsequently implement a clear and consistent standardized approach to apprehension in all types of scenarios. Additionally, the USMS will establish a comprehensive strategy to ensure its personnel have the proper equipment to protect themselves, are able to communicate effectively during mission-related activities, and are well prepared, trained, and ready to respond to any emergencies or crises that arise.

## **GOAL 5 - ENSURE PROFESSIONALISM, ACCOUNTABILITY, AND PROMOTE INNOVATION.**

### **Workforce**

The increased program responsibilities required to meet today's USMS mission are greater in number, more varied, more complex, and global in scope. Changes in the breadth and volume of USMS program responsibilities demand that the USMS expand its capabilities and explore realigning organizational and business structures to meet current and future mission requirements. USMS districts and divisions must have the right workforce composition with the right numbers of staff in the right locations. Core competencies will be identified for our mission and administrative personnel. Skill gaps and developmental requirements will be identified and mitigated via a comprehensive Agency-wide training plan. In addition, the USMS Academy will evolve into a recognized center of excellence through the pursuit of accreditation. Experts at the Academy will create training opportunities to advance Agency core competencies and promote career and managerial development. Moreover, the USMS will improve its system of accountability by transitioning to a risk-based compliance review process, refining the self-assessment guide, enabling trend analysis of deficiencies, and refining the discipline process.

## **GOAL 6 - DEVELOP A STRONG AND EFFICIENT OPERATING INFRASTRUCTURE BY MODERNIZING BUSINESS PROCESSES AND SYSTEMS.**

### **Infrastructure**

The USMS operates with legacy systems and business structures that impede efficiency. The USMS must build an infrastructure that includes efficient business practices, modern information technology (IT) systems, compliant financial systems, adequate facilities, and effective programs for physical, personal, and data security. In the area of human resources, the Agency will update classification and merit promotion policies, and design and implement IT solutions for aged manually intensive systems. USMS will acquire IT solutions that allow data sharing among our law enforcement partners, expand data management and analysis, enable efficient business processes, meet regulatory requirements, support a location-independent work force, and contribute to a comprehensive and flexible IT environment. To improve financial management and audit results, the Agency will re-engineer and standardize our business processes and transition to the DOJ Unified Financial Management System (UFMS). The USMS will revise budget and procurement processes to better support mission objectives. Throughout our business practices, we will maximize protection of information and people. Collectively, the Agency will implement critical changes in business methods to demonstrate environmental stewardship.

## **LINKING THE STRATEGIC PLAN, PERFORMANCE, AND BUDGET**

The USMS Strategic Plan outlines strategic goals, objectives, and strategies for accomplishment. It is prepared pursuant to the Government Performance and Results Act (GPRA) Modernization Act of 2010 and is aligned within the DOJ goals and objectives. Performance goals are identified for each strategic goal. Together, the strategic goals, objectives, strategies, and performance goals provide the foundation for internal operations as identified in the USMS project and business action plans developed for major initiatives. Performance metrics will be developed to drive Agency program improvement and ensure the impacts of our strategic efforts are quantified. The USMS budget will display major program activities and their high-level performance metrics with associated resources to clearly communicate results based on investment. Additionally, performance goals and metrics will be utilized to align individual performance with the Agency strategic objectives through performance work plans.

## **EXTERNAL FACTORS AFFECTING MISSION**

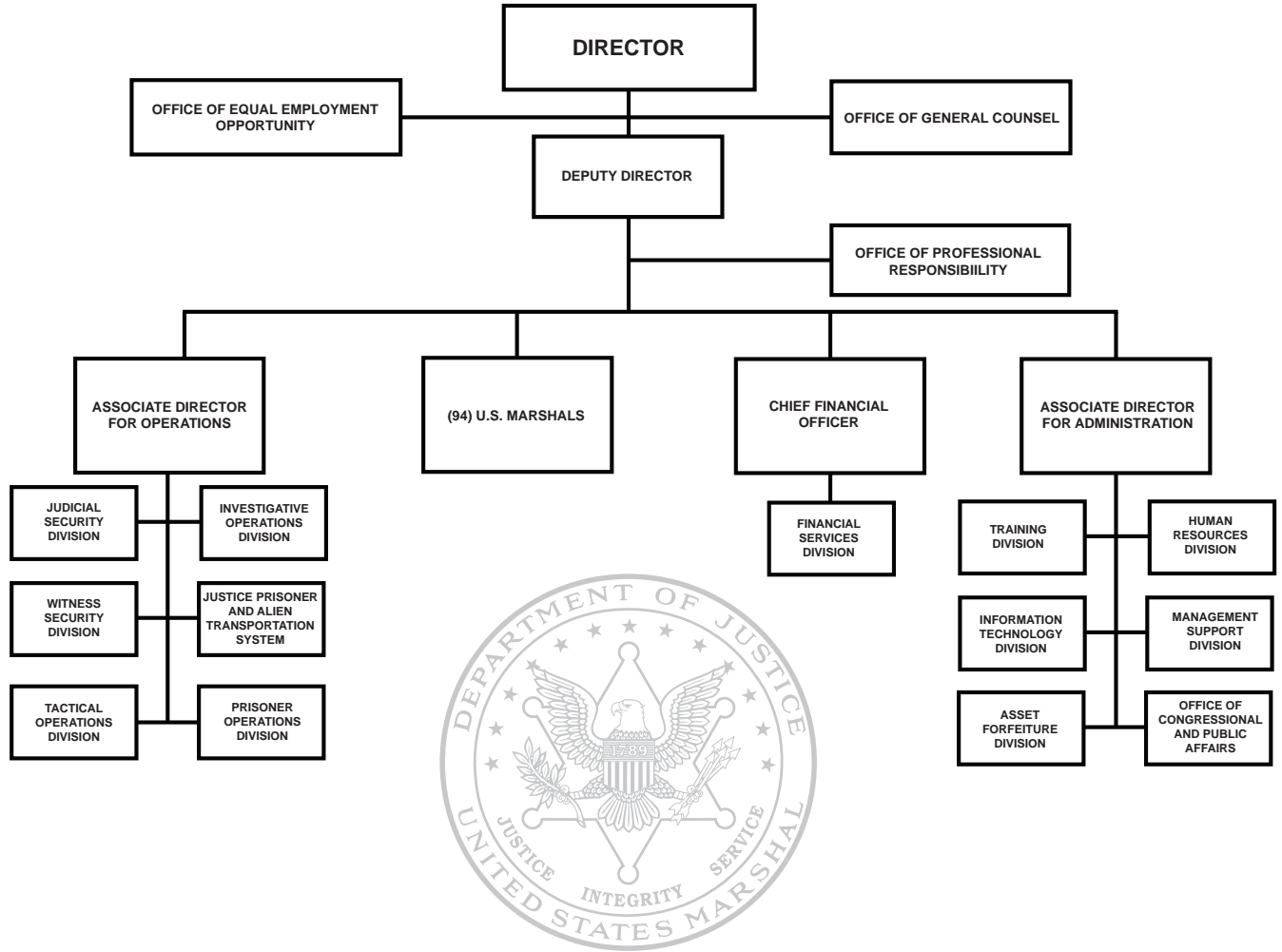
Unforeseen law enforcement initiatives may impact the execution of portions of the Strategic Plan. When major new initiatives are introduced, especially without corresponding resources, the USMS may be required to shift focus and resources, resulting in delays or adjustments in accomplishing the goals of the Strategic Plan as originally intended.

## **PROGRAM EVALUATION**

The USMS will use program evaluations in combination with performance measures to assess our effectiveness in meeting the goals and objectives outlined in this Strategic Plan. Program evaluations will be accomplished through various means such as internal (USMS Compliance Reviews) and external (DOJ audits) reviews. In addition, the Plan identifies various program assessments to be conducted to refine business processes and drive program improvement. Additionally, the USMS will consult with DOJ and the Office of Management and Budget (OMB) as it continues to refine performance measures displayed in the budget to communicate program accomplishment.

# ORGANIZATIONAL CHART

## UNITED STATES MARSHALS SERVICE



# GOAL 1:



## PROTECTION OF THE JUDICIAL PROCESS

# STRATEGIC GOALS, OBJECTIVES, STRATEGIES, AND PERFORMANCE GOALS: GOAL I

## GOAL 1: PROTECTION OF THE JUDICIAL PROCESS

**DOJ Strategic Objective 1.1: Prevent, disrupt, and defeat terrorist operations before they occur.**

**DOJ Strategic Objective 3.2: Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence.**

### 1. PROTECT THE JUDICIAL PROCESS THROUGH THE MOST EFFECTIVE AND EFFICIENT MEANS.

The USMS must remain diligent in the implementation of the most effective protection methods. This requires advanced behavioral, intelligence, and threat analysis to create standardized protocols for protection. To maximize effectiveness, the USMS will ensure adequate training of protectees as well as law enforcement. Risk assessments will be conducted using relevant intelligence. Threat assessments and threat management will be strengthened with behavioral analysis. The USMS will meet the challenges associated with long-term protection of witnesses and new technological realities such as increased use of social media, geo-tagging, and global positioning communication equipment. Resources will be systematically applied to gain the maximum benefit of our protective efforts. Moreover, the USMS will continue to leverage partnerships for research to address current and future operational demands.

#### 1.1. Reduce the potential for harm to protectees through preventive security measures and implementation of a threat-based protective methodology.

The USMS faces a fundamental challenge in evolving from a reactionary to a preventive approach to protection. The continued development of effective preventive measures and implementation of enhanced threat-based protective methodologies will improve operational efficiencies and reduce the impact of threats to USMS protectees. Implementing effective preventive measures is also necessary for the efficient utilization of valuable resources as opposed to costly reactive protective measures. The USMS must utilize resources within the law enforcement and intelligence communities to overcome past institutional independencies. Implementing threat-based protective methodology protocols, wherein a protective investigation triggers corresponding protective measures, will enable systematic delivery of a coordinated protective posture commensurate to the existing threat picture. This methodology will promote consistency in the USMS application of protective resources.

#### Performance Goal:

Ensure that protected witnesses and members of the judicial family remain unharmed and the judicial process is unimpeded

*Measure: Assaults against protected court family members*

*Measure: Security breaches mitigated*





### ***Strategies:***

#### ***1.1.1. Develop standardized training programs on personal security awareness for the court family and protectees.***

The USMS will develop a comprehensive standardized personal security awareness training based on environmental considerations for the workplace, home, off-site, and for USMS protectees. This will be accomplished by summarizing current policies and procedures in a presentation format accompanied by hands-on instruction. The Judicial Security Division (JSD) will continue to provide initial judicial security awareness briefings to prospective incoming federal judges during the confirmation process through coordination with the Administrative Office of the United States Courts (AOUSC). At the district level, personal security awareness training will be provided when residential security surveys are conducted. Additionally, training will be offered to the court family at least once a year. Personal security awareness refresher briefings and circumstance-specific training will continue to be conducted at the onset of each protective detail and some protective investigations for the protectee and his or her family.

#### ***1.1.2. Develop a continuing education strategy for all protectees on protective capabilities and procedures.***

The USMS will implement a multi-tiered educational forum to address security for protectees utilizing technological and collaborative resources. Technological pursuits will include a web-based series involving security procedures which will be accessible to

protectees at the federal, state, county, local, and tribal levels. Comprehensive research into threats and inappropriate communication trends against federal judges will be conducted and combined with behavioral analysis research and case studies to develop educational products that will continually increase security awareness of protectees. Stakeholder collaboration and active outreach to those in the law enforcement community with judicial security responsibilities will allow for the greatest impact of such programs. A comprehensive communications plan directed toward protectees will promote security products and programs in an effort to fully educate those at the federal, state, county, local and tribal levels. International, national and regional court and judicial security training symposiums will provide a forum for Subject Matter Experts (SMEs) to deliver a comprehensive court and judicial security message to a diverse audience of judicial and law enforcement officials.

#### ***1.1.3. Improve predictive and trend analysis capabilities.***

Enhancing the USMS capability for collection, exploitation, and analysis of standardized, accurate data will enable the production of increasingly relevant trend analysis. Expansion of the Protective Intelligence Investigator (PII) program, increased USMS representation on the local FBI Joint Terrorism Task Force (JTTF) programs, increased representation at the State Fusion Centers, and participation in existing and future regional threat task forces will enhance information collection capabilities. The creation of the USMS Field Intelligence Teams comprised of district and division

personnel, including Judicial Security Inspectors, PIIs, Intelligence Research Specialists, JTTF and State Fusion Center representatives, and the Circuit Office of Protective Operations (OPO) Inspectors will also serve to assist in synthesizing intelligence collection and analysis by coordinating with districts and Headquarters investigative and intelligence components. At Headquarters, information collection and intelligence analysis will be improved through codified use of existing threat and suspicious activity databases. Standardized use of available databases and other technological solutions will be employed to support the collection, search, review, sorting, and analysis of information to support field judicial security missions and proactively identify subjects that may pose a threat to USMS protectees.

***1.1.4. Explore the development of a risk-based protection program for the Supreme Court Judiciary.***

The USMS will pursue a risk-based protection program to ensure standardization and continuity of a comprehensive protection program for Supreme Court Justices similar to that provided to like-federal protectees. A review of current protection practices will be conducted to identify and validate requirements and to ensure appropriate resources are allocated for the security of the Justices. Only by providing risk-based protection (rather than threat-based protection or as-requested security assistance) can the USMS sufficiently align protection practices to government and industry best practices for high-profile and high-value protectees. Formalization of interagency coordination and delineation of authorities and responsibilities between interagency partners as well as improved information sharing, cooperation, and collaboration between the USMS, Supreme Court Police Department, and Supreme Court Chambers is required to ensure the delivery of the most effective protection to Supreme Court Justices.

***1.1.5. Partner with other agencies for protective intelligence and protective operations research and development needs.***

The USMS will continue to expand existing government resources through enhanced formal liaison relationships with other law enforcement and

intelligence agencies, as well as local and national judicial associations. Established reciprocal information-sharing relationships with law enforcement and intelligence partners allow the USMS to remain abreast of advancements in technology, changes to the threat landscape, and government and industry best practices to better address cross-jurisdictional security needs. To enhance protective intelligence and protective operations acquisitions needs, the USMS will place full-time liaisons in other agencies with protective, investigative, and intelligence responsibilities. By developing enhanced relationships via embedded liaisons at partner agencies in the law enforcement and intelligence communities, the USMS can further develop a capability to operate more effectively across domains (to include online media and forums).

***1.1.6. Formalize our protection parameters for levels of protection based on mitigation of threat.***

The USMS will formalize protection parameters and provide guidance regarding triggering events, initiation, execution, transitional phases, and termination of the detail. The protection parameters offered will depend upon the incident and environmental considerations, such as demonstrated threats, known risks, and the ability to confirm or measure that a threat has been mitigated. Consistency within those parameters will aid in managing protectees' security during extended details. Training of USMS Headquarters, district personnel, and protectees will ensure clear understanding of policy and procedures for receipt of an inappropriate communication, protective investigations, and threat management, with an emphasis on effective writing, reviewing, and closure of investigative reports. The Agency will assess current procedures for classification of subjects of protective investigations to ensure compliance with the Freedom of Information Act (FOIA) without jeopardizing the security of protectees or thorough investigative techniques.

**1.2. Increase the effectiveness of USMS intelligence capabilities.**

Formalized and increased intelligence support activities can be leveraged as a force-multiplier for investigative, operational, and administrative USMS mission sets.

USMS has significant intelligence infrastructure and institutional knowledge resulting from a strong historical protective intelligence program in support of protective investigations. The USMS intelligence program is rapidly expanding to include increased and formalized support beyond investigations to judicial security operations and services; sharing intelligence resources and historical knowledge with other divisions. However, the lack of a centralized USMS-wide intelligence capability and related policy limits the most efficient application of comprehensive benefits of intelligence to support broader mission sets. To overcome these challenges and increase mission effectiveness, relevant USMS divisions will work to centralize intelligence information through increased cooperation via routine working group meetings and the development of an easily-accessible knowledge management repository.

**Strategies:**

***1.2.1. Review the results of the USMS Intelligence Assessment to determine applicable and approved intelligence and informational process recommendations which can be applied.***

Building upon the recommendations of the Intelligence Assessment, the USMS will develop an integrated, enterprise-wide law enforcement intelligence strategy supporting Headquarters divisions and district offices by identifying related policy, information, and intelligence as key enablers in the pursuit of strategic operational goals. The USMS will take an incremental approach to enhance and expand intelligence capabilities and explore the feasibility of creating an Intelligence Division to support the Agency's investigative and protective components, along with other mission areas. In support of this effort, the USMS will develop technology to allow for centralized requirements management and feedback processes, improved collaboration, document sharing, and targeted dissemination of law enforcement intelligence products supporting investigations and protective risk assessments. The USMS will continue technological development to capture key intelligence data; particularly, raw criminal intelligence, suspicious activities, and/or incidents, as well as information reported by confidential informants. Similarly, the USMS will develop an Agency-wide deployment plan for classified information systems to improve the exchange of classified information across USMS mission areas and with federal, state, and local law

enforcement organizations. These activities will help to grow this capability in a collaborative way.

***1.2.2. Assess the current USMS behavioral analysis capabilities to determine the required increase in staffing levels needed to support additional USMS responsibilities.***

The USMS will assess the current capabilities to conduct behavioral analysis and the potential requirements to support protective and other USMS missions. The current Behavioral Analysis Unit (BAU) is located within the National Sex Offender Targeting Center (NSOTC) and exclusively focuses on sex offender behavior; however, duplicating the success of the BAU to protective and other mission areas could benefit the USMS as a whole. With over 16,000 protective investigations in the USMS historical database, behavioral studies of these cases and case consultation on ongoing investigative efforts involving protectees will tremendously enhance the Agency's ability to effectively provide protection.

**1.3. Manage the complexities of long-term protection.**

Providing long-term protection and security for witnesses entering into the program has become very challenging and complex. As the number of foreign national protectees increases, the USMS must work more closely with agencies such as the U.S. Citizenship and Immigration Services (USCIS) and the U.S. Immigration and Customs Enforcement (ICE). The program must be flexible to address the changing prosecutorial objectives of DOJ. Other complexities involved with managing long-term protection for all witnesses include the use of social media and technological enhancements such as geo-tagging and global positioning communications equipment. The USMS Witness Security Division (WSD) strategic plan provides various strategies to address and mitigate these challenges and the complexities of managing long-term protection for witnesses including documentation and other services.

**Strategies:**

***1.3.1. Identify and address problems impeding successful relocation and employment.***

New methodologies will be developed and implemented to obtain federal and state



identification to counter the widespread use of biometrics. A uniform protocol will also be developed for program orientation that communicates program standards of conduct to minimize security breaches. Furthermore, the USMS will establish an employment services initiative such as vocational training and career development planning.

***1.3.2. Define levels of service, potential growth, and impact to resources.***

The USMS will customize the level of program services to the threat level by developing a risk matrix. New or improved methodologies will be identified to address the impacts of technology and the manner in which program services are delivered in the future. The USMS will also encourage the United States Attorneys and Courts to engage in more widespread use of videoconferencing technology for less critical appearances. The USMS will evaluate the impact of external drivers on existing financial and human resources, and identify potential areas for focus. This may include assistance to states in developing and implementing their programs.

**1.4. Strengthen the Judicial Facility Security Program (JFSP) to ensure efficient and effective court security.**

To enhance the level of service provided by the JFSP, a staffing analysis of program personnel will be conducted to ensure efficient utilization of personnel resources in processing and delivering mission requirements. Physical security training will be provided to educate personnel with the essential knowledge and skills consistent with industry standards. Additionally, technology solutions will be explored to provide more efficient financial and administrative business practices.

***Strategies:***

***1.4.1. Conduct a staffing analysis of JFSP federal employees and contractors to determine how to more efficiently allocate resources.***

The USMS will conduct a staffing analysis to develop an effective staffing plan framed around adequate levels, performance, and service



goals necessary to efficiently carry out mission requirements. Program tasks, workloads, processes, SOPs, and deliverables will be evaluated as part of this analysis. Process and procedural refinements will be implemented to promote continual improvement of the court security mission.

***1.4.2. Develop a long-term strategy to ensure the USMS has the capabilities to address complex physical security issues.***

An exploration of contemporary government and industry advancements in physical security methodology will be conducted in order to develop an accredited, standardized physical security training program, workforce structure, and long-term program

strategy to ensure the USMS remains abreast of emerging techniques and trains to develop organic physical security expertise. This program will provide formal instruction to develop skill sets necessary to conduct vulnerability assessments, threat surveys, design integrated security systems (including technical requirements of equipment and procedures), and install, operate, and maintain those systems. A key component of this training program will be incorporating risk analysis as the basis for future funding allocations and prioritization. USMS expertise will be augmented with expert security systems consultants, leveraging private industry resources and relationships to ensure the USMS remains forward leaning in training and methodologies and abreast of rapid advancements in security technologies.

***1.4.3. Conduct a business process re-engineering initiative that leverages technology to improve program management including financial and administrative practices.***

The USMS will implement a business process re-engineering initiative that includes the use of Judicial Security Management and Resource Tool (JSMART) and other software solutions to standardize facility security profiles and subsequent requests for additional resources. The process will evaluate operational situations and conditions against a budget module and staffing matrix to accurately and uniformly calculate project costs associated with security modifications. Regularly scheduled judicial security budget reviews will be conducted utilizing the UFMS, audits, and quality assurance reviews to identify financial weaknesses related to Court Security Officer (CSO) and security systems contract services. The USMS will improve program management by implementing a data validation process for all information received via JSMART from district offices.

***1.4.4. Leverage and/or partner with other agencies for physical security research and development needs.***

The USMS will pursue opportunities to obtain industry recognized certifications and professional development by partnering with other agencies and industry leaders in physical security. As part of this strategy, physical security personnel will attend

accredited courses applicable to physical security, participate in interagency working groups and committees, attend industry conferences, and seek agreements with physical security vendors to test new technologies in an effort to remain ahead of emerging threats to court facilities.

***1.4.5. Assess the CSO workforce and hiring practices to ensure mission needs are being met.***

The USMS will conduct an analysis of the current hiring practices to identify areas for greater efficiency in validating CSO suitability in both background investigations and medical clearances in order to timely address field staffing requirements. Internal Office of Court Security (OCS) processes, interagency dependencies, and contract stipulations will be reviewed to make informed recommendations. Follow-on process and procedural refinements and contract modifications may be implemented to promote continual improvement of the court security mission.

***1.4.6. Modernize the Physical Security Access Control System (PACS).***

The USMS will systematically work to modernize the PACS for federal court facilities nationwide. A comprehensive PACS risk assessment process will provide the foundation for facility prioritization, resource planning, existing equipment lifecycle and maintenance issues, and protection of all who work, visit or utilize the federal court facilities. Additionally, modernization efforts will explore opportunities for efficiencies and cost savings through phased implementation of networked regional PACS servers.

**1.5. Manage the effective utilization of special assignment resources.**

Threat-based protective operations, high-threat trials, and events resulting from terrorist threats are often extremely expensive and impossible to predict ahead of the budget cycle. Special Assignment funding exists to assist in staffing and funding of extraordinary events that a district alone would find difficult, if not impossible, to support. In order to address unpredictable funding requests, with variances in quantity and financial expenditures within limited budgets, the USMS must apply



consistent funding criteria to achieve equity and to optimize mission effectiveness.

**Strategy:**

***1.5.1. Create a shared automated system to effectively manage special assignment funding.***

Headquarters divisions will collaborate to create a streamlined system to manage all special assignment funding requests. A single vehicle to facilitate this process will provide standardization and promote efficiency and transparency for the divisions and districts. This system will reside on collaboration software, allowing divisions and districts to track allocation of resources, ensure there is no duplication of effort, and provide the modernization and adaptability needed for effective processing. This collaboration will eliminate the need for multiple requesting documents, provide standardization, and promote accountability. Streamlining the submission and review/approval process will enhance divisions' ability to effectively manage these resources.

**1.6. Improve the management and structure of the judicial security mission set.**

The USMS will support and enhance district operations across the entire judicial security mission through outreach efforts including training, operational coordination, and delivery of assets and resources. Increased engagement, collaboration, and cooperation between JSD and district management will enhance standardization and improved execution of operations across the judicial security mission set and delivery of related services to USMS stakeholders.

**Strategies:**

***1.6.1. Evaluate district management practices to establish a strategy to improve oversight of the Judicial Security mission.***

The USMS will establish the tools, structure, and mechanisms which will allow for a unified management strategy between districts and Headquarters for judicial security missions. A formalized communications strategy and robust training and education program will reinforce this plan. Regional judicial security management training programs will be offered to allow dialogue on

resource availability and management, including best practices and lessons learned case studies. Further development of dashboards and scorecards will aid in the day-to-day judicial security oversight and allow for transparency between geographically dispersed judicial security management entities.

***1.6.2. Re-evaluate offsite security requirements, asset costs, and protocols to address current and future needs.***

A comprehensive program review of the two primary offsite judicial security programs, the Home Intrusion Detection System (HIDS) and Judicial Duress Alarm Response (JDAR), will be conducted in order to evaluate the effectiveness of current policies, processes, procedures, and equipment. The results of the review will inform recommendations for these programs and technologies across several fiscal years. A targeted survey of district feedback will inform updates to policy and current security contract support. Via a thorough assessment, the USMS will identify best practices for collaboration between judicial security program offices, the Communications Center, districts, and program participants. This assessment will also review and identify IT infrastructure and equipment lifecycle requirements to guarantee uninterrupted program support and inform budget forecasting and related acquisitions processes. Training for district representatives who interface directly with offsite security program participants will be updated and educational and reference materials for the judicial family will be developed.

***1.6.3. Overhaul the data system for security management and ensure that real-time information can be shared with district management.***

The USMS will improve how security data are stored, secured, consolidated, and standardized along the security management lines of business. The USMS will increase the ability to search, reliably report critical information, and conduct valuable data analyses to inform Headquarters and district leadership within a greater Enterprise Data Strategy. Via new technologies such as upgrades to USMS-wide knowledge management systems and new capabilities such as the implementation of a

cyber program, the USMS will be able to facilitate a more comprehensive, effective, and efficient flow of information. This will ensure a common operating picture between geographically dispersed judicial security management elements.

# GOAL 2:



INVESTIGATIONS

## GOAL 2: INVESTIGATIONS

**DOJ Strategic Objective 2.1: Combat the threat, incidence, and prevalence of violent crime.**

**DOJ Strategic Objective 2.2: Prevent and intervene in crimes against vulnerable populations; uphold the rights of, and improve services to America's crime victims.**

**DOJ Strategic Objective 2.3: Disrupt and dismantle major drug trafficking organizations to combat the threat, trafficking, and use of illegal drugs and the diversion of licit drugs.**

**DOJ Strategic Objective 3.1: Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders through innovative leadership and programs.**

**DOJ Strategic Objective 3.5: Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement.**

### 2. STRENGTHEN THE EFFECTIVENESS OF DOMESTIC AND INTERNATIONAL INVESTIGATIONS.

Moving forward, the USMS must manage its investigative resources and invest in strategies to achieve the greatest programmatic gain in order to increase public protection. This extends within and beyond our borders to bring the most violent, most egregious federal and state fugitives back into the system of justice. It also includes our dedication to protecting America's children through our aggressive approach to non-compliant sex offenders. Furthermore, our Asset Forfeiture Program has matured to not only ensure continued success, but to serve as the international experts in asset forfeiture activities.

#### 2.1. Maximize the efficiency of fugitive apprehensions.

One of the challenges facing the fugitive apprehension program is the volume of program responsibility and the corresponding limited resources. The breadth of responsibility has expanded from federal fugitives to include the USMS assistance in the apprehension of state and local fugitives. To affect the greatest public protection, the fugitive program focuses on the most egregious federal, state, and local offenders. This requires strategic selection of state and local fugitive cases.

##### *Strategies:*

##### ***2.1.1. Allocate resources efficiently to maximize effectiveness in state and local fugitive apprehension.***

The USMS will refine its resource allocation strategy to equitably distribute funding received through the Joint Law Enforcement Officer Program with

##### **Performance Goals:**

Increase non-compliant sex offender investigations

Increase the percent of felony USMS federal fugitives apprehended or cleared

Increase egregious state and local case adoption

Maximize net proceeds to the Assets Forfeiture Fund

the understanding that this funding is not guaranteed each year. Current vacancies within task forces and at Headquarters will be examined to determine which positions should be filled to maximize the effectiveness of state and local fugitive arrests. Critical positions will be filled as resources permit. A national SOP will be developed which will provide a framework for USMS task forces to reference when conducting state and local fugitive investigations. This SOP, along with enforcement operations training, will be used to share best practices, more efficiently allocate resources, and enhance the effectiveness of state and local fugitive apprehensions.

***2.1.2. Clearly define and communicate standard requirements and procedures regarding state and local case adoption.***

The national SOP, once completed and approved, will clearly define the standard requirements and procedures regarding state and local case adoptions. Training and procedural support will be provided to task force supervisors and chiefs regarding proper protocol for state and local case adoptions. In addition, form USM-560, Delegation of Apprehension Responsibility/Case Referral, will be modified to apply to any type of fugitive investigation, whether federal, state, or local, in which the USMS is requested to be the lead Agency.

***2.1.3. Instill program accountability through the implementation of a fugitive case adoption validation process.***

The national SOP will define and implement a fugitive case adoption validation process. A determination will be made whether this validation process should be tested during routine audits at the field level where cases originate. A validation process also will be developed to monitor cases in JDIS to ensure that only cases within the SOP guidelines are worked by the USMS.

***2.1.4. Formalize the roles and responsibilities for the support and oversight of domestic investigations.***

The USMS will work to formalize the roles and responsibilities of domestic investigations by

establishing oversight through SME support and policy enforcement. To achieve success in this regard, an effective business process must be developed and executed. This requires the ability to determine the appropriate Regional Fugitive Task Force (RFTF) placement and selection criteria while ensuring maximum coverage. These actions will help to ensure a reasonable span of control. Extensive review is critical to the process and will include an assessment to determine the optimal RFTF structure. By providing continued district outreach, communication, and oversight, the USMS will be able to establish a system that ensures continuity and sustainability for future investigative operations.

***2.1.5. Increase investigative capability and agility through non-traditional methods.***

Through reimbursable agreements with the Organized Crime Drug Enforcement Task Force (OCDETF) program, the USMS will integrate resources from within its investigative operations to permit flexible program decisions and the ability to quickly move assets and resources in response to ever-changing actionable intelligence. This will provide an agile and innovative platform to enhance our ability to apprehend fugitives domestically and internationally.

***2.2. Ensure the stability and safety of USMS international investigative missions and strategically expand the USMS footprint and capabilities around the globe.***

The USMS will conduct annual assessments of current OCONUS funding and staffing levels to ensure that sufficient resources are allocated to fulfill mission requirements and mandatory financial obligations. In addition, the USMS will prioritize additional regional office locations based on a business case analysis of current and potential workload, political stability, transit viability for the region, and other investigative factors. The USMS will continue to coordinate with representatives from the DOJ Office of International Affairs, Department of State Diplomatic Security Service, and foreign officials to effectively facilitate international investigations in countries lacking a USMS presence.





### *Strategies:*

#### ***2.2.1. Develop a strategy to increase the breadth of foreign fugitive cooperative relationships.***

The USMS will assess where to make strategic investments in law enforcement partners based on capacity, capabilities and requirements of the USMS for extraditions, international and foreign fugitive investigations. Requirements and implementation for the expansion of foreign field offices will be data driven and subject to congressional approval.

#### ***2.2.2. Establish a formal Personnel Recovery Program.***

The USMS will develop Agency-wide policy relating to personnel recovery. The Agency will continue to refine and focus procedures for USMS employees and dependents regarding personnel safety during international missions. These procedures will be accomplished through ongoing training, technical applications, personnel tracking, and intelligence updates. These initiatives will be conducted in collaboration with other U.S. Government Agencies as well as the Department of Defense (DOD). The USMS will continue its liaison activities and participation in Interagency Working Groups to strengthen the USMS as a viable partner within the personnel recovery community.

#### ***2.2.3. Research and develop solutions to accurately track activities and cost of international fugitive removals.***

The USMS will develop improved technological solutions for tracking and cost management of the international fugitive removal process by consolidating data currently maintained across various databases. Specifically, the technology will enhance the process workflow and allow for the aggregation and reporting of USMS data.

#### ***2.2.4. Formalize funding, staffing, and technical support to OCONUS missions.***

The USMS will analyze current and potential workloads to create a staffing and allocation methodology to ensure that existing or additional Foreign Field Offices (FFOs) are adequately staffed, funded, and strategically located. An enhanced FFO cost model will be developed utilizing standardized employee benefits and entitlements. The current deployment and reintegration processes will be revised to ensure staff is fully prepared to deploy and reintegrate into the domestic workforce as needed. It will further provide relevant data to assist in reorganization of the current management and staffing resources that will ensure maximum effectiveness in program oversight and resource allocation. The USMS will analyze historical OCONUS investigations in which technical support was utilized or would have been valuable during the investigative process. The USMS will collaborate with other U.S. government entities, including OCDETF, to gather additional investigative, intelligence, and technical data to ensure maximum effectiveness and allocation of resources which will facilitate USMS international investigations



in countries that lack necessary technical and/or investigative resources.

### **2.3. Invest in cutting-edge investigative technology and modern infrastructure.**

Ever-changing technology remains a challenge for the entire law enforcement community. It is extremely difficult to keep pace with rapidly emerging technology and expansion of capabilities within constrained resources. Through collaborative efforts, the USMS has been able to supplement its equipment inventory and regularly test and evaluate emerging technologies while also engaging in research and development. Biometrics and computer IT challenges remain the key priorities to be addressed.

#### ***Strategies:***

#### ***2.3.1. Leverage and/or partner with other agencies for research and development investigation needs.***

The USMS will formally partner with the DOD. This will give recognition to the USMS as a program of record within DOD and solidify a partnership that is currently responsible for a significant amount of shared assets along with access to DOD's research and development efforts.

#### ***2.3.2. Pursue offensive and defensive capabilities to combat emerging technologies.***

The USMS will enhance existing partnerships and develop new collaborative relationships with law enforcement, the DOD, the Intelligence Community, and other governmental agencies

in order to create innovative solutions to current and emerging technical challenges. A strategic collaborative approach will enhance the USMS ability to develop technical capabilities and achieve both short-term and long-term technical goals with a resilient, agile, and sustainable technical investigative infrastructure. Development of a robust offensive and defensive "non-attributable" internet network will provide USMS investigators with the ability to conduct autonomous investigations to further the USMS investigative missions.

#### ***2.3.3. Develop the resources to address expanding technological investigative capabilities.***

Technological advancements require law enforcement to update and develop new electronic surveillance techniques and technologies on a frequent and recurring basis. In order to meet these technology resource challenges, the USMS will establish cyclical replacement timelines that encompass existing technologies and anticipate emerging technical advances across various technologic disciplines and will continue to leverage relationships and expand collaborative partnerships.

#### ***2.3.4. Build the capability for agile strategic and tactical intelligence.***

The USMS will continue to build platforms that share law enforcement information between agencies. The USMS will leverage web-based platforms and extend its abilities in mobile identification and biometrics to transmit important identifying information to the FBI's Criminal

Justice Information Services (CJIS) Division and other law enforcement platforms. The USMS will develop new investigative and information sharing tools that leverage state, local, and federal agency data to be utilized on an enterprise basis by field investigators and analysts. The Agency will also assess the need to build data-sharing platforms with state and local agencies to allow access to law enforcement information across the law enforcement community. The USMS will advance tactical and strategic criminal intelligence functions by researching and leveraging emerging non-traditional information collection methods, while assessing program needs to establish the requirements to support criminal investigations using financial surveillance techniques.

#### **2.4. Protect our children and communities through the rigorous investigation and arrest of non-compliant sex offenders.**

The USMS is faced with several challenges in fulfilling its missions under the AWA. One challenge is the sheer volume of cases. The NCMEC estimates that more than 100,000 sex offenders are classified as non-compliant or unregistered. To address this workload, the USMS must ensure that all participants including federal, state, and local law enforcement partners are adequately trained. Two other significant challenges in the battle against non-compliance are defining the issues for each specific jurisdiction and ensuring communication between all levels of law enforcement and public sector entities overseeing the regulatory process of registration. Some communities lack specialized sex offender law enforcement resources, particularly tribal communities. While the USMS has successfully engaged in operations specifically targeted in tribal lands, more needs to be accomplished.

##### ***Strategies:***

##### ***2.4.1. Strengthen USMS investigators' and state and local task force investigators' acumen through innovative training and communication.***

The USMS will continue its training program related to state and local sex offenders focusing on investigating and prosecuting federal criminal

violations of the AWA. The USMS-established National Sex Offender Targeting Center (NSOTC) will continue to centralize communications as the interagency intelligence and operations center supporting all levels of law enforcement with the identification, investigation, location, apprehension, and prosecution of non-compliant sex offenders. The USMS will establish policy and procedures regarding requests to assist in the location and recovery of children in missing child cases by state, local and federal law enforcement agencies.

##### ***2.4.2. Focus on communities lacking specialized sex offender law enforcement resources to include tribal lands and Department of Defense populations.***

In furtherance of DOJ's Vulnerable People initiative, Sex Offender Investigation Coordinators (SOICs) in tribal regions will continue to strengthen relationships and improve outreach with tribes and tribal law enforcement, including coordinating and assisting with tribal-specific operations. The NSOTC will coordinate with the SMART Office and the Office of Tribal Justice on tribal issues. USMS will formalize a customizable approach to assess and mitigate gaps in education, tracking, and enforcement to assist in managing the sex offender population. The NSOTC and SOICs will also expand collaboration efforts with the DOD to assist in identifying and managing their sex offender populations. The USMS will support the DOD with identifying and locating convicted sex offenders who fail to comply with registration requirements following discharge from the US Armed Forces. The USMS will provide guidance and direction to law enforcement, sex offender registries, and DOD personnel in support of the Adam Walsh Act.

##### ***2.4.3. Implement accountability-based performance requirements for Sex Offender Investigators.***

Accountability-based performance requirements are part of the position description for SOICs and are critical to achieving program goals. Annually, SOICs are required to open 15 AWA cases, present five cases to the U.S. Attorney's Office for prosecution, and conduct two sex offender compliance and enforcement operations. SOICs work in



accordance with established directives and national programmatic goals to fulfill USMS missions.

***2.4.4. Conduct program knowledge oversight training for USMS senior management.***

The USMS will maximize training resources to implement all program components according to established policies and procedures. Leadership training will be provided in program planning, implementation, and evaluation. This training will be accomplished by leading, facilitating, and ensuring the evaluation of efficient and effective program activities. Senior management training will also be provided to include participation in Supervisory Development Leadership and Chief Development Leadership training. Training will be provided within 18 months of selection.

***2.4.5. Implement effective administrative subpoena authority.***

The USMS will ensure that the SOIB and the districts comply with all aspects of the USMS Policy Directive 8.27, Administrative Subpoenas, and the Administrative Subpoena Standard Operating Procedures when requesting, serving, and reporting on the use of administrative subpoenas in the investigation of non-compliant sex offenders. Utilizing a multi-tiered request, review, and approval process with oversight by the Office of General Counsel, the USMS will verify that the use of administrative subpoenas conforms to policy, procedures, and applicable statutory requirements. The USMS will continue to provide training on administrative subpoenas, including programmatic and legal updates, to investigators and senior management.

***2.4.6. Improve the communication and coordination with federal, state, and local partners regarding international traveling sex offenders.***

The USMS will pursue expanding its collaborative partnership with U.S. National Central Bureau-INTERPOL, Customs and Border Protection, and Immigration and Customs Enforcement to address sex offenders traveling abroad. USMS will further define policy, procedures and assess requirements for technology and other assets as needed.

**2.5. Ensure effective financial investigation, management, and disposal of seized and forfeited assets to assist in the achievement of the DOJ AFP goal to disrupt and dismantle criminal organizations.**

There are a number of challenges facing the AFP. Assets targeted for forfeiture are becoming increasingly complex, creating the need for greater collaboration at all phases of a case. In recent years, the Department has made the return of forfeited property to victims a high priority, placing an increased emphasis on the efficient and effective post forfeiture disposition of assets. In addition, there is an increasing demand for AFP expertise in the international community. To meet these challenges, the USMS will develop a cadre of trained individuals with specialized skills who are able to deploy quickly when notified of an impending complex case. The USMS will also increase its international presence. In addition, the AFP will invest in data collection and analysis improvements, staffing structures and development, and lifecycle management.

***Strategies:***

***2.5.1. Increase success by leveraging collaboration between USMS AFP and domestic law enforcement partners to include pre-seizure planning and training.***

The USMS will have representatives on high-level departmental asset forfeiture and financial investigation working groups. There will be a full integration of Asset Forfeiture Financial Investigators into the program, including ongoing financial investigations and advanced forfeiture and financial training. The USMS will expand resources at the Fusion Center and Financial Crimes Enforcement Network (FinCEN), and deploy representation to Federal Law Enforcement Training Center (FLETC) to raise awareness of the Asset Forfeiture mission early in law enforcement training, and during advanced training classes. The USMS will further enhance participation and increase presentations at various venues including the International Association of Chiefs of Police, Drug Enforcement Administration (DEA), National Sheriffs Association, Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF),

Federal Bureau of Investigation (FBI) Management Conferences, and Chief and Experts Conferences.

***2.5.2. Develop data-driven tools to facilitate improved AFP oversight and management.***

In addition to upgrading the current manual inventory process, the USMS will conduct a technological assessment of the existing systems and Asset Forfeiture support functions to ensure all are appropriately leveraged in support of the AFP business processes. A new data strategy will be pursued to leverage modern technology to combine multiple streams of information into a robust business intelligence platform. This will serve as the foundation for the development of a more comprehensive data review structure to expand the scope of AFP's business intelligence program, as well as internal and external dashboard capabilities. It will also enhance overall AFP reporting.

***2.5.3. Improve the efficiency and effectiveness of AFP lifecycle management to maximize returns supporting victims, law enforcement, and communities.***

The USMS will evaluate the business processes supporting each stage in the asset forfeiture lifecycle which includes the custody, management and disposition phases, the Agency will concentrate on the identification of opportunities for business process improvement, standardization, quality assurance, and automation. AFP will reengineer business processes where appropriate to ensure efficient, effective management and disposition of assets in order to maximize returns to the Assets Forfeiture Fund.

***2.5.4. Expand collaboration between AFP and international law enforcement partners.***

The USMS will increase recognition and effectiveness within DOJ as the international experts in asset forfeiture activities by maintaining an Investigative Liaison position with the International Unit, Asset Forfeiture and Money Laundering Section, Criminal Division. The USMS will increase its international presence through close collaboration with INTERPOL,

Office of Overseas Prosecutorial Development Assistance and Training, Office of International Affairs, and the Department of State. Program experts will provide training, assessments, and implementation strategies to foreign governments requesting assistance in the implementation or strengthening of Asset Forfeiture Programs. Training will also be provided to visiting foreign dignitaries as requested.

***2.5.5. Assess and refine the AFP staffing structure, levels, and development across the Agency.***

Ensuring adequate staffing and trained personnel are available to execute the asset forfeiture mission is essential for continued success. In response to the rapid growth and expansion of asset forfeiture within the USMS, AFP will devise a multi-tiered, comprehensive approach to review district asset forfeiture unit structure and management, programmatic staffing levels, supervisory roles, and continued development of AF personnel. AFP will develop a mentoring/leadership program, assess workforce capacity, and concentrate on integrating the Asset Forfeiture Financial Investigator into the District Asset Forfeiture Unit.

***2.5.6 Assist the DOJ component agencies to transform the AFP and civil asset forfeiture.***

Recognizing the changing political climate related to civil asset forfeiture, the USMS will lead the effort to identify Program vulnerabilities within the AFP and develop meaningful recommendations for senior Departmental decision-maker consideration. Recommendations will focus on ensuring the longevity of the DOJ AFP by suggesting refinements to organization structural, policy modifications, and changes to current processes and procedures. There are considerable challenges and significant hurdles to overcome Department wide that must be identified and subsequently prioritized to effect meaningful change. By organizing this effort, the USMS can coordinate congruent actions within the AF Community that will strengthen the efficiency and effectiveness of the overall program.



# GOAL 3:



## NATIONAL DETENTION OPERATIONS

## GOAL 3: NATIONAL DETENTION OPERATIONS

**DOJ Strategic Objective 3.3:** Provide for the safe, secure, humane, and cost-effective confinement of detainees awaiting trial and/or sentencing, and those in the custody of the federal prison system.

### 3. OPTIMIZE NATIONAL DETENTION OPERATIONS WITH WELL-ESTABLISHED BUSINESS PRACTICES THAT ACHIEVE COST EFFECTIVE, SAFE, SECURE, AND HUMANE CONFINEMENT AND TRANSPORTATION.

The USMS will work with federal, state, local and industry partners to preserve the integrity of the federal judicial process to ensure effective and efficient administration of the Federal Detention Management System. The USMS will optimize national detention and transportation operations to contain increasing detention costs, ensure adequate bed space within a reasonable distance from the court, efficiently process prisoners, safely and securely transport prisoners, produce prisoners for court appearances, and maintain adequate conditions of confinement. Ensuring safe and secure confinement will require judicious oversight, comprehensive interagency planning, and the development of tools to effectively manage detainee housing, transportation, confinement, and care. To manage costs, the USMS will find creative, efficient, and safe solutions that minimize prisoner time in detention. Interagency cooperation when processing prisoners and interfacing systems to share prisoner data is essential to achieving an efficient and effective Federal Detention Management System. In addition, the USMS will continue to optimize flexible prisoner transportation in the most cost effective, reliable, and timely manner possible. Finally, the USMS will formalize and codify its expertise as the largest transporter of prisoners and establish JPATS as the center of expertise for DOJ aviation standardization, maintenance, and safety.

#### 3.1. Enable districts to resolve detention issues by improving data collection and creating performance measurement tools.

Districts are challenged with managing complex detention problems at the local level, often without access to assessment and planning data or automated tools. Consequently, issues have the potential to grow beyond a district's capabilities, thus impacting other districts and the national program with little warning. Systems must be designed to collect and display real-time, accurate information on detention costs and available local, state, and federal bed space to resolve potential problem areas swiftly and at the lowest level. These systems must present a common operating picture between the districts and the national program office to enable collaboration, share solutions, and identify trends as well as produce local, regional, and national performance management reports. With reports and other tools, district management can partner with local forums of detention stakeholders to implement integrated

#### Performance Goal:

Hold detention and transportation costs at or below inflation

*Measure: Average Detention Cost*

*Measure: Transportation Unit Cost*

best practices, solve issues, and plan for future detention needs at the community level.

**Strategies:**

***3.1.1. Define and develop the requirements to transition to a National Detention Operations Information Network.***

The USMS will develop the requirements to expand upon its existing Detention Services Network (DSNet) by moving toward a National Detention Operations and Information Network service providing a secure portal for a single repository for national detention information and services. This will allow prisoner processing, threat information management, detention housing, transportation, guard services, and information collaboration across the law enforcement and judicial community. The National Detention Operations and Information Network will provide the following:

- Shared Common Operational Picture of the Detention Life-cycle. This single display of relevant data for decision makers of the detention life-cycle will facilitate common understanding, collaborative decision making, and single source data representation.
- Shared Prisoner Information Record System. This will enable a single source location of all relevant data pertaining to an individual prisoner (e.g. attributes, activities, histories, location, movements, appointments, detainers, writs.)
- Automated Detention Housing Tool. This detention decision making tool will assist managers in the efficient and effective selection of detention space. The tool will improve accountability, improve business processes, and support out-year requirements determination, budget formulation processes, automated billing and reconciliation.
- Real-time prisoner tracking. This automated capability to “tag” prisoner location on a day-to-day basis will provide support to prisoner production scheduling, billing and reconciliation, and transportation.
- Detention Knowledge Management Portal. This knowledge management tool is the forum for prisoner operations knowledge sharing. The portal

would provide centralized access to tools, templates, historical reports, best practices, academic studies, operating procedures, and other key resources to assist USMS personnel in the operations and support of prisoner management. This portal will be an encyclopedia of federal detention management information with an enterprise search capability to enable organized retrieval of data and knowledge via a global search engine. Lastly, the portal will index data and documents from a variety of sources to enable the user to quickly access critical resources.

***3.1.2. Develop an automated district detention management report that captures each stage of detention from time of arrest to the time of release.***

Various prisoner court actions have minimal time requirements under the Speedy Trial Act. Utilizing these time lines as a baseline, the USMS will establish benchmarks for prisoner time at different stages of detention. The corresponding performance measures will be incorporated into management reports. Similar to eDesignate reports, the metrics will assist the districts in identifying problem areas leading to increased time in detention. Districts will then work with the local detention forum or specific court offices for resolution and to manage the prisoner population in a more cost-effective manner.

***3.1.3. Develop defined business practices with BOP to better track, manage, and utilize federal detention space within BOP.***

The USMS will work with BOP to create a common operating system to optimize detainee placement into the approximately 12,500 BOP Federal Detention beds allocated for the USMS. Maximizing utilization of BOP allocated federal beds is critical to containing detention costs. Currently, the USMS and BOP track populations in federal beds separately, often leading to conflicting counts; requiring constant manpower to resolve the discrepancies. Developing a common operating picture through a defined allocation at each facility and tracking that utilization within a single shared system will reduce workload and assist in managing bed space, thus achieving optimum usage. In addition to creating an automated tracking mechanism, the USMS will partner with the BOP to



identify potential problem areas where local procedures negatively impact utilization, daily court operations, and transportation. BOP Wardens' participation in local detention forums will result in better utilization.

#### ***3.1.4. Develop a district-level detention planning capability.***

The USMS will further develop district-level planning groups. In 2009, the Office of the Federal Detention Trustee (OFDT) and the USMS worked jointly with the Judiciary on "Housing Prisoners within a Reasonable Distance from the Courthouse." This project established the concept of creating interagency district detention committees consisting of the Courts, United States Attorneys, and BOP (for those districts with BOP detention facilities) to resolve detention issues and create strategic plans to effectively manage detention at the district level. The USMS will partner with district detention stakeholders to bring this concept to reality. Additionally, the USMS will further assess the need for technology to support interagency collaboration and long-term detention planning. The USMS will also assess committee membership to determine which additional detention partners could add value and produce increased problem resolution. Formalizing a district level group to resolve issues and tactically plan future needs will help to prevent bed space and transportation cost issues in the future.

### **3.2. Implement innovative business practices to streamline detention operations.**

While significant improvements have been realized through automating the post-sentence processing of detainees, there are still considerable challenges

in sharing data across agencies to improve prisoner processing time and reduce redundancy. There are multiple agencies involved in the arrest-to-release prisoner lifecycle; each collecting and compiling information pertinent to their agency's requirements. A significant amount of the information required by these agencies is duplicative which creates unnecessary workload and adds time to the process. The limited ability to share data, resulting from agency-exclusive systems and agency resistance to transition to completely paperless processes, inhibits the ability to create electronic solutions for the arrest-to-commitment lifecycle.

#### ***Strategies:***

##### ***3.2.1. Transition to the Justice Automated Booking System (JABS).***

The USMS will work with DOJ to assess program ownership and continue refinement of JABS. The USMS will work with Agency partners to establish a single entry system that eliminates duplicative work within the booking process. The USMS will also identify and refine core booking data essential to all agencies to permit booking data sharing between federal law enforcement agencies in an easily accessible manner. The USMS will fully integrate JABS into the National Detention Operations Information Network as the foundation for the Shared Prisoner Information Record System.

##### ***3.2.2. Assess the feasibility of automated prisoner billing and reconciliation.***

The USMS will assess the feasibility of implementing an automated detention billing system to convert





a decentralized and non-standardized manual billing approach into a time and cost effective, automated, web-based system. Automating the billing and payment systems using a secure web-based Internet application will significantly reduce the labor associated with the current manual or semi-automated system. It will also result in a more efficient accounting system and provide additional automated analytical capability for future projections.

### ***3.2.3. Assess the feasibility and cost effectiveness of implementing strategically sourced detention services.***

Strategic sourcing is the collaborative and structured process of critically analyzing an organization's spending and using this information to make business decisions about acquiring commodities and services more effectively and efficiently. The USMS will continue to work with the BOP and ICE to take advantage of economies of scale when purchasing services related to detention operations. Additionally, the USMS will assess expanding the use of Section 119 authority for detention service contracts of longer duration for the services being acquired. Longer duration contracts provide for better pricing and continuity of services related to the detention of prisoners.

### ***3.2.4. Assess the feasibility of establishing regional post-sentencing receiving centers.***

In the past, the USMS, OFDT, and JPATS established RTCs and a Federal Transfer Center (FTC) to facilitate movement of prisoners to their designated BOP facility. Working with other federal detention agencies, the USMS will study the viability

of a regional post-sentencing receiving center model where prisoners are removed from the district upon sentencing and placed within a regional reception center for further processing and disposition. This effort focuses on prisoners within the sentence-to-release phase of the federal detention management system life-cycle. Moving sentenced prisoners to receiving centers will free up much needed in-district court city detention beds, improve the centralized positioning of prisoners for further disposition, support targeted designations, and centralize prisoner movement by JPATS. In addition, these efforts will address the current bifurcated roles and responsibilities between the USMS and JPATS with regard to out-of district and in-district transportation of sentenced prisoners to BOP custody. These facilities may be strategically sourced and joint interagency use to take advantage of economies scale with allocated space for other agencies, thereby increasing the overall coordination and integration of prisoner handling post sentence phase of the life-cycle. The USMS will assess the feasibility of converting current RTC model into a regional reception center model and identify existing gaps.

### **3.3. Fully integrate and automate detention monitoring with the Quality Assurance Program (QAP).**

The QAP established by the OFDT included two separate processes to review facilities housing detainees; the QAR reviews of performance-based detention contracts and the USMS reviews of IGA jails. There are distinctions between the two approaches. The QAR process is a very detailed review conducted by outsourced detention SMEs,



while the USMS reviews are conducted by Deputy United States Marshals (DUSMs) on IGA jails utilizing Form USM-218, Detention Facility Monitoring Report. The performance-based detention contracts, monitored through the QAR process, establish government requirements which must be met to receive payment. Conversely, the very nature of an IGA is that of a mutually beneficial relationship between state, local, and federal government entities. As such, the USMS has little input on the day to day operation and management of the jail. To eliminate redundancy and enable trend analysis, jail review and QAR review standards will be assessed and updated. The USMS will develop essential detention standards as part of this effort.

***Strategies:***

***3.3.1. Establish the parameters of IGA reviews.***

The USMS will improve oversight of detainees focusing on risk mitigation areas such as suicide prevention, rape elimination, humane conditions, civil rights, and public safety. The USMS will reengineer detention monitoring of IGAs within the QAP and define the standards used for QARs and detention IGA monitoring reviews. This will address the appropriate level of detainee safety and care information for discussions with our state and local detention partners.

***3.3.2. Automate the IGA review process to increase standardization, meet applicable regulations and laws, and target areas for improvement.***

The USMS will generate an improved Form USM-218, Detention Facility Monitoring Report, to reflect these newly defined categories and automate the monitoring instrument. This will establish a comprehensive database for inspection data. Eliminating redundancies in the review process will drive efficiencies. Consolidated data collection will enable development of management reports and trend analysis. The USMS will implement an educational strategy at both the district and national level, and across detention stakeholders to develop a more in-depth knowledge of the QAP. Training courses will be updated to include current policies and procedures.

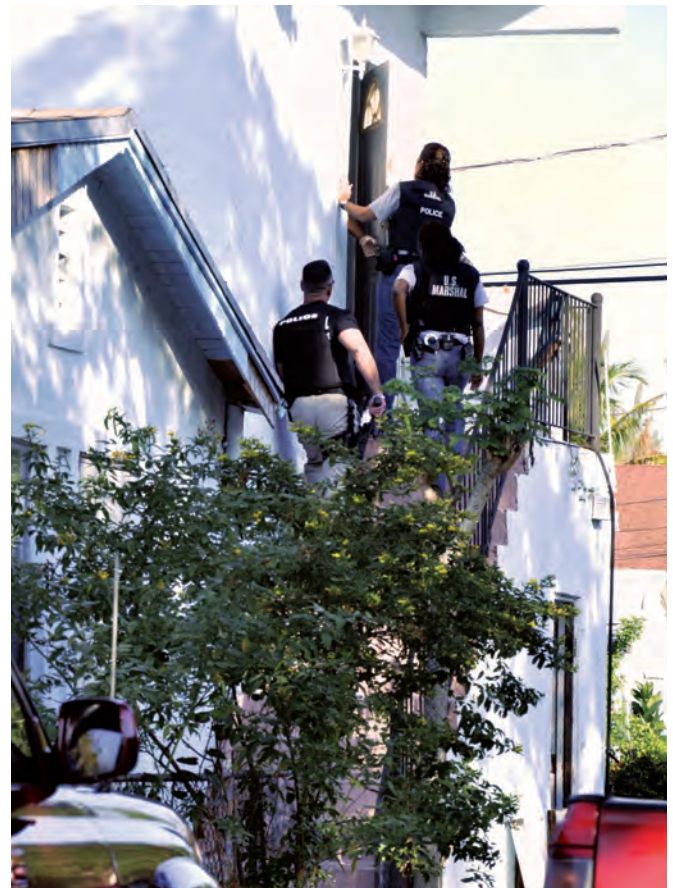
**3.4. Provide adequate medical care in the most cost effective manner.**

The USMS district personnel, most of whom have no formal medical training, manually review and approve requests for USMS prisoners to receive medical care outside of the jail. This results in a significant workload for districts and a risk to the USMS. An electronic system to support the various aspects of the National Medical Care Program is needed to alleviate workload and improve efficiencies. Chronically ill prisoners present a further challenge in that they either need treatment in hospitals requiring added guard services or must be placed in secure contract infirmaries which are expensive and limited in number.

***Strategies:***

***3.4.1. Develop cost effective solutions for the care of chronically ill USMS prisoners.***

The USMS will continue to expand its medical resource database to identify medical resources at jails that house USMS prisoners which can be used



in lieu of placing chronically ill prisoners in hospitals and incurring associated guard costs. The USMS will also establish agreements with hospitals that have secure medical wards. Placing chronically ill USMS prisoners into these types of facilities will reduce or eliminate the need for medical guard services.

#### ***3.4.2. Extend ePMR to the jails.***

The USMS will pursue extending its Electronic Prisoner Medical Request (ePMR) directly to the facilities housing USMS prisoners. This will eliminate the paper-based prisoner medical approval process and shift the responsibility for prisoner medical approvals from the district to USMS medical staff at Headquarters. If ePMR is extended to the jail, it will shorten processing time for review and approval of prisoner medical requests, relieve district personnel from the prisoner care approval workload, and ensure USMS prisoners only receive care that is medically necessary.

### **3.5. Optimize the prisoner transportation network.**

Two categories of transportation make up the USMS system: In-District moves accomplished by DUSMs, contract guards, and transportation agreements with local jails; and Out-of-District moves accomplished by JPATS. In-District moves comprise the majority of detainee transportation and require further study to develop a model for budget formulation and a methodology for equitable allocation of resources across the districts. Both transportation categories have inefficiencies resulting from the lack of data system integration and require additional business rules to ensure the efficient use of ground and air transportation.

#### ***Strategies:***

#### ***3.5.1. Define and categorize current transportation methods and related costs.***

The USMS will baseline current transportation practices to develop a flexible yet standardized methodology to formulate a transportation budget. Creating a transportation formulation methodology is challenging as districts must utilize several different resources, such as DUSMs, contract guards, and transportation agreements with local jails, in varied

combinations to accomplish daily prisoner movement. Adding to the complexity, the type and volume of transportation varies dramatically between districts.

#### ***3.5.2. Develop and implement a methodology to enable more effective and equitable district transportation resource allocation and management.***

Business rules for movement practices and outsourcing of In-District prisoner transportation will be established. Districts will be required to advise and coordinate with USMS Headquarters new transportation agreements resulting in increased transportation spending. In addition, business rules will be established to ensure ground and air transportation is maximized for JPATS and In-District moves.

#### ***3.5.3. Extend JPATS automation and data transfer to further streamline transportation.***

JPATS has made significant investment in the successful automation of scheduling and other prisoner transportation operations. The USMS will continue to reap the benefits of that investment by leveraging automation to reduce and/or eliminate paper-based processes. Future generations of JPATS information systems, along with shared USMS/BOP prisoner data, will enable JPATS to more effectively transport DOJ prisoners, maintain administrative accountability during transit, and facilitate efficient transfer between agencies. This will reduce workload associated with preparation and manual processing of paper-based transportation packets, increase awareness and planning time for in-transit prisoner security and health issues, and ultimately lessen transportation time and associated costs.

#### ***3.5.4. Optimize JPATS transportation operations, including scheduling, air-lift security and transfer operations, and interagency structure.***

JPATS will invest in mission support infrastructure to meet the USMS and BOP immediate and future prisoner transportation needs, optimize operations, and professionalize its workforce. JPATS will continue partner collaboration and establish a stakeholder outreach program to meet critical judicial

deadlines, address BOP facility capacity constraints, expedite movement of sentenced prisoners from USMS to BOP custody, and minimize risk associated with the quality and timeliness of prisoner security and medical attributes. JPATS will analyze opportunities to enhance its prisoner scheduling technology and assess strategies to maximize aircraft utilization and readiness. Finally, JPATS will establish Intelligence Research Specialist positions to collaborate with BOP prisoner intelligence communities on programs, training, and information to acquire accurate and timely security information. These initiatives will optimize JPATS transportation operations ensuring the program remains focused on providing cost effective, reliable, timely, and flexible prisoner movement and support.

***3.5.5. Develop a strategy to reduce “choke points” during in-transit prisoner moves to include an assessment of ground transportation hubs.***

As addressed in 3.2.4, RTCs and an FTC were created to free up court city detention bed space by transferring prisoners from the districts to in-transit housing near JPATS transportation and airlift locations. Many of the RTCs remain in place today as a result of their success in maintaining a fluid transportation environment. JPATS will conduct a comprehensive airlift assessment of current and potential sites to rapidly establish viable airlift and ground transfer points thus reducing backlogs.

**3.6. Transition to a National Detention Program.**

To align detention resources and operations and streamline financial processes, the Office of the Federal Detention Trustee (OFDT) will merge with the USMS creating a more robust POD. Using a systematic method to conduct a business reengineering of detention management processes, this effort will result in an organization with business processes that preserve the integrity of the federal judicial process by administering the Federal Detention Management System and establishing national detention policy. While the USMS establishes detention policy and oversees the Federal Detention Management System, it will actively participate in interagency initiatives and working groups to support the advancement of initiatives where the Federal Detention Management System may be impacted.

***Strategies:***

***3.6.1. Establish a USMS National Detention Operations Program Office.***

The USMS will merge POD and OFDT into a single program office responsible for management and oversight of the Federal Detention Management System national detention policy. The merger will ensure that the rapid response capabilities of legacy OFDT are maintained. This includes the ability to be nimble and innovative in areas such as budget, procurement, and information technology, while also respecting the needs of other divisions. The USMS will accomplish this reorganization in four phases: Director’s strategic guidance, mission development, organizational design, and internal business process development.

***3.6.2. Enhance detention management and forecasting capabilities.***

The USMS will continue to expand upon its long-range predictive workload modeling and simulation capability. This will be accomplished by bringing districts and appropriate agencies into an integrated Agency modeling and simulation capability providing for a range of projection and requirements modeling from the district through the national level.

***3.6.3. Develop a national emergency response framework.***

The USMS will integrate planning and execution of National Detention System responses to terrorist attacks, natural disasters, and other catastrophic events into the Agency’s National Response Framework. The USMS will develop roles, responsibilities, and off-the-shelf contingency plans to respond to regional/national disasters which may impact detention capabilities on a regional or national level.

***3.6.4. Expand prisoner intelligence data collection, sharing, analysis, and management.***

As the USMS houses and transports more than 50,000 prisoners nationwide on any given day, timely communication and access to protective information remains a critical challenge. Currently, efforts to garner prisoner intelligence to protect employees and defendants are disjointed across all



levels of government. BOP, POD, JPATS, and state and local law enforcement assess and manage threat information and intelligence independently. Reliable and accurate prisoner intelligence is dependent upon a cadre of intelligence professionals and a strategy to accomplish data sharing and analysis. In order to ensure USMS districts, partner agencies, and state and local authorities have complete, real-time, situational awareness of risk associated with high risk prisoners or their affiliated organizations, the USMS will assess current prisoner threat information practices and develop a methodology which provides for an effective and coordinated enterprise-wide prisoner intelligence information system capability. This will ensure the systematic collection, analysis, and dissemination of vital prisoner intelligence in support of the USMS National Detention Management System.

### **3.7. Conduct an assessment to determine the potential value of JPATS expanding government transportation requirements and formalizing expanded services.**

JPATS will continue to focus on its mission of prisoner transport; however, support to other federal aviation missions could be of value to the Department and the American taxpayer and should be assessed. As the largest transporter of prisoners in the United States, JPATS successfully meets its mission in support of the federal judiciary, BOP, and the USMS. With well-established business processes and fixed aviation operations and sustainment capabilities, JPATS has the potential to provide additional taxpayer value to DOJ, other federal agencies, and/or state and local governments. To determine the viability and potential scope, JPATS will conduct an aviation operations needs assessment - internally across the DOJ and possibly later, across the government.

#### ***Strategies:***

#### ***3.7.1. Conduct an assessment to determine JPATS role in non-federal transportation and extraditions.***

JPATS has a history of providing transportation on a case-by-case basis to non-federal government including state and local law enforcement and DOD partners. Additionally, its long history with Department of Homeland Security, DOJ, and other

entities that conduct removals and extraditions make JPATS a viable candidate as a potential mission partner. In order to determine potential roles, responsibilities, and mission feasibility; JPATS will develop a plan to reach out to potential partners to identify requirements, determine if JPATS can offer resources to meet their needs, and assess the cost, benefits, and risks associated with expanded services.

#### ***3.7.2. Formalize a standardized training program that addresses the unique requirements of the JPATS mission.***

JPATS created a robust organization to address the unique aviation and security requirements associated with prisoner air transportation. On any given mission, the JPATS aircraft carries front and backend crew consisting of pilots, aviation law enforcement officers, aviation security guards, paramedics, BOP Correctional Services Officers, and aircraft mechanics. Ground support personnel include aviation operations dispatch personnel, aviation safety and standardization officers, and aircraft logistical support personnel. Although JPATS has established the standardization, training, and safety program addressing all skillsets, more is required to codify and mature its existence. To accomplish that, JPATS will formalize its standardization, safety and training program and successfully achieve International Standard for Business Aircraft Operations (IS-BAO) level three. Additionally, the uniqueness of aviation law enforcement will require curriculum review with TD and specialized training development to further professionalize the career path.

#### ***3.7.3. Establish JPATS as the center of expertise for DOJ aviation standardization, maintenance, and safety.***

As stated above, JPATS has established sound policy, a unique training program, comprehensive standard operating procedures, and the highest aviation standards for public aircraft. As such, it is aligned with best practices across the aviation community and has established a measured baseline for flight operations and planning systems. JPATS will continue to enhance safety and reduce operational risk through predictive and proactive methods and automation. As an active member of the Interagency Committee for Aviation Policy (ICAP), JPATS will

continue to contribute to issues involving aviation policy, regulations, and practices as they impact public use aircraft. Having established itself as an aviation operation, standardization, and safety leader among its peers, JPATS will provide peer support for aviation initiatives and engage aviation counterparts within DOJ by increasing interagency collaboration and sharing best practices.



# GOAL 4:



SAFETY OF LAW ENFORCEMENT PERSONNEL

## GOAL 4: SAFETY OF LAW ENFORCEMENT PERSONNEL

### 4. PROMOTE OFFICER SAFETY AND PROVIDE EFFECTIVE SUPPORT DURING DOMESTIC AND INTERNATIONAL EMERGENCIES.

Officer safety is one of the highest priorities of the USMS. Every effort will be made to ensure our personnel are adequately trained and equipped. In the event of a crisis or emergency, the USMS must be expedient and effective. This requires consistency in policies, standards, and training, and an investment strategy that ensures the availability of critical resources to create and preserve the capabilities necessary for life safety.

#### 4.1. Mitigate the risk to DUSMs and ensure the level of readiness for the mission.

Mitigating risk to our DUSMs is an on-going challenge. With ever changing and unique program requirements, inconsistencies can develop over time. To maximize risk reduction, the USMS must ensure consistency in communicating standardized approaches to apprehension in all scenarios. This message must be reinforced throughout all aspects of communication to include policies, procedures, and tactical training.

##### *Strategies:*

##### ***4.1.1. Review existing policy and procedures and identify gaps and actions to address officer safety.***

The USMS will undertake a comprehensive review of all policies and procedures related to operational missions. This action was identified in the proposals outlined by the Fugitive Apprehension Risk Mitigation Assessment Team (FARMAT) to ensure consistent comprehensive guidance geared toward minimizing risk. The USMS Shooting Review Board (SRB) will provide continual review of policy and recommend enhancements to training based on lessons learned from the careful review and analysis of each incident.

##### ***4.1.2. Establish a process to sustain standardization and equity of training and equipment while continually improving efforts to maximize risk reduction.***

A cadre of instructors representing districts and relevant divisions will be developed in conjunction with the High Risk Fugitive Apprehension training (HRFA) program to ensure standardization in training. The HRFA program provides safe methods to apprehend fugitives in dwellings, vehicles, and open areas. It will be offered to all DUSMs involved in the fugitive apprehension mission and implemented using a regional based approach reaching more than 1,000 DUSMs over a 15-month period. Procedures will be implemented to ensure that the training and equipment remain state-of-the-art and fit the changing needs of the Agency. Standardization of all training assets will help maximize risk reduction and maintain continued improvement. In addition to

##### **Performance Goal:**

Develop and administer a self-sustaining district safety training program by 2018



standardization, training will be centralized to ensure consistent course development and design in alignment with accreditation standards including risk assessments. This will ensure that all training has been adequately reviewed and includes safety briefs and equipment checks to deter risk to personnel. In addition, procedures will be developed to ensure resources such as instructors, equipment, and training locations are shared and utilized as needed. Furthermore, processes will be implemented to strategically and equitably disburse equipment to meet Agency mission needs. Upon completion of this effort, long term sustainability will be ensured through the Tactical Training Officer (TTO) program discussed below.

***4.1.3. Conduct a performance assessment to mitigate risks to law enforcement personnel with an eye toward officer safety across USMS missions.***

The USMS will conduct an assessment of operational policies, procedures, and current tactical training to

identify the inherent risks associated with operational missions, as well as the means for mitigating those risks. All course content and lesson plans will be reviewed to ensure compliant, standardized training. Training courses will include an identified risk level to further mitigate risks and comply with training standards recognized within federal law enforcement. The USMS will develop a model for districts and divisions to create training plans for operational employees that require completion on a regularly scheduled basis. The model will establish minimum standards and offer training goals. An assessment of the Special Response Teams (SRT) will also be conducted addressing need and utilization, placement criteria, policy standardization, training, and equipment requirements. Subsequent to Agency implementation, the training plan will be introduced to state and local partners.

***4.1.4. Establish a formalized long-term safety training program.***

The USMS will establish and implement a long-term safety training program to address



the ongoing safety training requirements of USMS law enforcement personnel across USMS mission areas. This program will utilize the recently implemented HRFA training program as a foundation and create advanced level courses to address continued and new threats to law enforcement personnel. Programs will be created at both the national and district levels utilizing the Agency's TTO program to ensure all personnel receive the training required on a regular basis. The Training Advisory Committee, Law Enforcement Safety Working Group, and Curriculum Development Conferences will be utilized to identify safety training needs and develop courses. In addition, the USMS will identify ways to enhance firearms training and practice for operational personnel.

***4.1.5. Expand the Agency's medical response capability and ensure adequate medical support for the USMS mission.***

The USMS will assess resource requirements to train, certify, equip, and maintain a proficient medical support unit and will develop a plan to ensure adequate medical resources are available to support the USMS mission. The importance of these trained experts to enhance officer safety will be stressed throughout the USMS. The unit will be integrated into Agency operations in order to mitigate risk to DUSMs involved in high risk operations and training. A long-term budget strategy will be developed to guarantee adequate funding to conduct mandatory specialty and re-certification training to ensure Operational Medical Support Unit (OMSU) members remain prepared both medically and legally to deploy.

**4.2. Develop a communication strategy to provide all operational personnel with the ability to communicate during mission related activities.**

The USMS must provide operational personnel with critical tactical communication capabilities. In addition, tactical communication must permit interoperability with federal, state, and local law enforcement partners. A long-term strategy to support a recurring budget for systematic updates of

interoperable equipment and training is needed to meet this challenge. Additionally, the USMS will assess the workforce providing these critical services and develop a plan to provide effective support. This strategy is critical to effectively provide life safety communication that will support all USMS missions.

***Strategies:***

***4.2.1. Conduct an assessment of current communication capabilities and assess interface abilities with other law enforcement components.***

Current communications capabilities will be surveyed to develop a plan to ensure dual-band radios are available to operational USMS personnel. The addition of dual-band radios to the USMS communications suite will provide interoperability with other federal, state, and/or local partners, while maintaining the Very High Frequency spectrum that the USMS is required to utilize for primary tactical communications. Secondary spectrum requirements of each local USMS district will be identified and each DUSM will be provided with a radio that will be capable of operating on local frequency spectrums.

***4.2.2. Develop and implement a plan to educate and equip operational personnel in optimal tactical communications capabilities.***

A survey of communications capabilities will be conducted to develop a plan to provide dual-band radios to each operational employee. Concurrent with the deployment of new radios, a curriculum will be developed to train operational employees in the effective and tactical use of issued communications equipment. In addition, a Collateral Communications Deputy training program will be developed to ensure a higher level of proficiency and enable the collateral duty to be utilized more effectively Agency-wide. A portion of the training curriculum will be dedicated to train the trainer which will enable each district to have a communications training resource available at all times. Finally, the USMS will ensure that up-to-date, relevant tactical communications training is incorporated in all aspects of operational training including basic and advanced DUSM training, and special training initiatives.



***4.2.3. Assess the benefit of requiring each operational employee to demonstrate proficiency with issued communication equipment on a semi-annual basis.***

A working group consisting of USMS district and division personnel will assess whether a communications qualification requirement is necessary or whether refresher training is more appropriate or beneficial. The goal is to ensure that all operational employees are properly trained in the effective use of communication equipment.

***4.2.4. Ensure sustainable tactical communication and network functionality and delivery of services.***

The USMS will assess the tactical communications and technical protective operations programs and develop a plan for long-term sustainability.

The workforce will be analyzed to determine staffing levels and related decisions required to maintain a highly effective workforce. Additionally, an assessment of the Marshals Service Communications Applications Network (MSCAN) and the Asset Tracking Location and Surveillance System (ATLASS) will be completed. This assessment will be utilized to determine what, if any, steps should be undertaken to modernize these networks. This strategy will ensure that the USMS is providing continued support to critical, life-safety USMS mission areas.

**4.3. Ensure effective rapid response to emergencies and crises.**

Ensuring resources, procedures, and systems are in place to allow for rapid response presents several challenges. Adequate, trained personnel must be available. Currently, the Critical Incident Response



Team (CIRT) consists of 60 collateral duty members from various districts and divisions across the country. When CIRT is activated for a response, those collateral members must be released by their management to travel, resulting in frequent delays and impeding the team's ability to provide rapid assistance to our employees involved in the underlying event. These personnel must be adequately equipped and the Mobile Command Center (MCC) vehicles must be strategically located to allow for a rapid response. The responding USMS personnel should be able to quickly gain awareness of the nature and scope of the crisis, gather information necessary to respond to the crisis, deliver relevant information to all Agency staff, and respond to any ongoing changes throughout the event.

***Strategies:***

***4.3.1. Assess the feasibility of identifying potential CIRT members to transition to CIRT Team Leaders through the Agency's realignment efforts.***

The feasibility of obtaining additional full-time employee (FTE) positions for CIRT will be assessed. If additional resources are obtained, these FTEs will be assigned as Team Leaders for the four existing response teams located throughout the country and will ensure a more effective and rapid response to significant incidents.

***4.3.2. Develop a strategy to enable a rapid response of the Mobile Command Centers (MCC).***

MCC vehicles will be staged regionally in the eastern, central, and western states. These vehicles provide a full office environment and communications system on a mobile platform and are designed to support district and Headquarters emergencies and critical incidents. Regional placement will ensure effective and rapid response to emergencies and/or crises. The USMS will recruit, train, and fully equip 15 operational personnel to serve in the capacity of collateral duty MCC driver/operator. These additional positions will be located within close proximity to each of the three MCC staging areas and will broaden the capabilities of the MCC program by improving the quality of support that is provided to USMS districts.

***4.3.3. Leverage Special Operations Group (SOG) capabilities and ensure rapid deployment to all USMS missions as required.***

The USMS will assess resource requirements to train, certify, equip, and maintain a proficient and tactically sound unit and will develop a plan to ensure adequate resources are available. The importance of these trained experts in high risk situations will be stressed throughout the USMS. A long-term budget strategy will be developed to guarantee adequate funding to conduct mandatory specialty and re-certification training to ensure SOG members remain prepared both tactically and legally to deploy.

# GOAL 5:



## PROFESSIONAL WORKFORCE

## GOAL 5: PROFESSIONAL WORKFORCE

### 5. ENSURE PROFESSIONALISM AND ACCOUNTABILITY, AND PROMOTE INNOVATION.

The program responsibilities required to meet today's USMS mission are greater in number, more varied, complex, and global than ever. To successfully operate in today's environment and ensure the USMS is well positioned to meet tomorrow's challenges, the USMS must review its program capabilities, including business structure, support units, workforce competencies, equipment, and technology; identify gaps; and transform or realign as necessary. Regulatory and statutory requirements have driven USMS programs to expand over time, often without the requisite technical competencies or business structures necessary to sustain long term effectiveness. As such, the USMS must look to align organizational and business structures and potentially alter our workforce composition to ensure the right numbers of people with the required skill sets are in the right locations. In this process, USMS will build a cadre of law enforcement professionals functioning within well-defined reporting lines, supported by the appropriate administrative professionals to accomplish the mission, meet regulatory and statutory requirements, and adhere to internal controls. Finally, the USMS will monitor employee productivity through an efficient employee performance management system and ensure compliance through a review system with enhanced analytical capability.

#### 5.1. Pursue innovative solutions to redesign USMS positions and structure to meet current and future mission requirements.

Dynamic growth, functional changes in USMS programs, and ever-increasing regulatory requirements have created the need for innovative solutions and transformational change within the Agency. The USMS has a broad law enforcement imperative paired with finite human resources and so must remain flexible enough to meet a wide variety of current and yet undefined mission requirements, ranging from sex offender investigations to protective details and the care and transportation of prisoners to the security of witnesses. Specifically, the USMS must explore innovative human resource solutions to allow for the future growth and flexibility of its workforce.

##### *Strategies:*

##### ***5.1.1. Formally redefine Agency positions to meet current and future mission requirements.***

Given the nature and volume of program responsibilities that the Agency has inherited over time, the USMS must formally redefine the positions and career paths necessary to meet current and future mission challenges, to include seeking a change to the enabling legislation and classification of key positions. Collateral duties assigned to our law enforcement personnel have grown significantly to meet ever changing and increasing regulatory requirements.

##### **Performance Goals:**

Implement career development programs by 2018

Redefine Agency positions to more closely align with mission requirements by 2018

Implement an automated risk-based review process by 2018



Consequently, DUSMs today often have a myriad of duties assigned to them with additional knowledge requirements relative to those required of their law enforcement predecessors. Operational and administrative personnel assigned to the Agency have increased disproportionately over time. To resolve these issues, the USMS will develop a transformational solution. Looking across all mission areas, the USMS will determine if it has formulated its law enforcement and administrative positions to operate successfully today and tomorrow and will seek innovative solutions and enabling legislation to pave the way for future flexibility and success.

***5.1.2. Determine the type and location of operational and administrative personnel and the business structure in which they operate.***

The USMS will analyze key functions to determine the appropriate structure for alignment and optimization of resources. A detailed solution is required to determine the appropriate business structure, type, and location of personnel necessary to expand USMS capabilities, ensure effective internal controls, and address regulatory requirements. For example, will creating business centers of operation for financial or procurement functions be more

effective or efficient? Are certain business functions more effectively centralized or decentralized? The USMS will strive to achieve a more balanced number and ratio of administrative and operational personnel. This will ensure the programs are effectively supported with the necessary resources to address critical shortages.

**5.2. Develop the workforce competencies that meet the current and future needs of the Agency.**

One key component of any Agency capability is workforce competencies. Inherent in the process of refining the Agency's capabilities, the USMS will determine both the specialist and generalist competencies and the resultant career paths necessary to ensure that Agency personnel can meet current and future mission requirements. The USMS must ensure the process is in place to select and promote the most qualified candidates. Achieving these objectives will provide the foundation to transform and formalize our training programs. Finally, in order to ensure the long-term viability of competency management, the USMS will establish a continuous means of assessing and addressing changes in workforce competencies.



**Strategies:****5.2.1. Identify competencies for USMS operational and administrative personnel.**

The USMS will create a formal list of competencies specific to program and Agency requirements to ensure the necessary expertise is available to meet current and future Agency demands. The effort will ensure the development of Agency expertise to address increased mission responsibilities and regulatory requirements. Operational competencies will incorporate officer safety and fitness, and address current and anticipated shifts in domestic and international programs. The USMS will continually assess future challenges to ensure we have the skilled staff to achieve peak performance in varying situations. Establishing critical competencies will form the foundation for career development and progression.

**5.2.2. Identify and mitigate existing and potential skills gaps to meet refined competency requirements.**

The USMS will conduct an assessment to identify skill gaps impeding the Agency from accomplishing program performance goals and objectives as well as positions requiring specific certification training consistent with qualification standards. These skills and certifications will relate directly to the competencies identified above. Once identified, a needs assessment will be conducted to determine training required to close those skill gaps, to lead to required certification, and to address other developmental training requirements. This will form the basis of a comprehensive Agency-wide training plan. Program evaluation will be conducted to ensure courses are developed to meet identified skill gaps and are reviewed through appropriate curriculum review conferences. Programs requiring certifications and qualifications will be offered on a recurring basis ensuring equitable availability and content. Future training needs will be developed utilizing the expertise of the Training Advisory Committee (TAC). The TAC will conduct program reviews and provide recommendations for training initiatives.

**5.2.3. Define career development requirements within primary USMS mission job series.**

The USMS will define developmental requirements to meet the competencies identified above. The USMS will leverage other career development plans and customize applicable requirements. A professional development pilot program for primary mission administrative and operational district and Headquarters positions will be initiated that is geared toward progressive skill advancement in accordance with the type of position. This program will involve mentoring, developmental assignments, and include evaluations and assessments.

**5.2.4. Implement innovative hiring tools and assess and refine the selection and promotion processes to ensure positions are filled with the most qualified candidates.**

The USMS will evaluate the operational merit promotion processes to align with the USMS transformation structures and key capabilities and ensure the process identifies applicants who best meet the needs of the Agency. Recruiting strategies will be developed to strengthen the pool of best-qualified candidates. Strategies will also be developed to address skills gaps when hiring and involve SMEs in the development of hiring announcements and the selection process. Efforts to target new hires with advanced skill sets will include outreach to diverse communities with lower than expected participation rates in the USMS workforce, including persons with targeted disabilities.

**5.2.5. Develop a physical readiness program.**

The USMS will revamp the current fitness program into a physical readiness program that will ensure personnel are physically prepared to address the increasing threats against law enforcement officers. To accomplish this, a validation study will be conducted to identify the current requirements through a job task analysis. The study will assess DUSM responsibilities, then research and identify the physical abilities necessary to do the job safely. Utilizing data developed through the study and subsequent pilot testing, the Agency will develop new fitness requirements that are directly related to the physical duties and challenges of a DUSM.

The program will address the requirements for new applicants prior to completing basic deputy training and the on-going physical requirements of incumbents.

### **5.3. Establish the Training Division (TD) as a Training Center of Excellence to further the advancement and standardization of USMS core competencies through a unified learning architecture.**

The USMS training must be centralized to effectively implement the Agency's strategic approach to develop workforce competencies necessary to meet changing mission requirements and responsibilities. As core competencies and skill gaps are identified, the USMS will need the expertise of a Training Academy to ensure training fully supports identified career competencies and current and future program requirements. To maximize effectiveness, training must be accomplished in a standardized manner with the involvement and oversight of professional and certified employees. Moving toward Academy accreditation will ensure that training development and implementation adheres to the highest standards. To minimize training costs, all possible content deliverables must be considered for courses and programs, with particular emphasis on distance learning.

#### ***Strategies:***

#### ***5.3.1. Establish the process to determine Agency training needs, centralize oversight, and coordinate all Agency training and utilization of assets.***

The USMS will assess the current business structure to determine how to realign resources to shift with the training priorities of the Agency. Increased centralization of Agency training through the development of a comprehensive training plan is critical. This will involve multiple components. An assessment will be conducted to identify existing programs and requirements outside of the TD. Procedural guidance will be implemented to ensure the TD is the center of all training development and approval. This will ensure that training meets accreditation and safety standards as well as ensure that USMS assets and equipment are shared to adequately support training demands.

#### ***5.3.2. Increase timely, cost-effective training opportunities for all employees.***

The USMS will consider all possible methods of content delivery for courses and programs to ensure training is delivered timely and cost effectively. In order to meet the demands of a well-trained workforce in a timely and cost-effective manner, the USMS will optimize distance learning programs when appropriate. The USMS Academy will create an automated training venue leveraging the LearnDOJ platform and expanding available USMS training opportunities. This will maximize the number of personnel trained, increase the timeliness of training, ensure standardization, and minimize cost. The USMS will partner with diverse professional associations and organizations to broaden employee access to relevant training and development opportunities.

#### ***5.3.3. Create leadership and management developmental training for administrative and operational personnel.***

Leadership and management developmental training will be created using the results of the Training Needs Assessment, known developmental training requirements, research on management and leadership courses, mentoring programs, and programs offering rotational opportunities. Required courses will be developed accordingly. Once developed, a phased approach will be utilized to ensure courses are properly tested and reviewed prior to release.

#### ***5.3.4. Enhance and formalize educational services.***

The educational program will be expanded to include various degree opportunities. Program determination will be based upon financial and geographic considerations. Academic alliances will be developed with accredited higher education institutions for operational and administrative personnel seeking undergraduate and advanced degrees. Opportunities for online degree programs will also be pursued and DOJ programs will be reviewed to further enhance employee development through education.



### ***5.3.5. Obtain full accreditation for the USMS Academy.***

The USMS Academy accreditation will be obtained when the USMS Academy has complied with all applicable Federal Law Enforcement Training Accreditation (FLETA) Board's academy standards and required training programs have received FLETA accreditation. To accomplish this objective, all Academy training must be analyzed, designed, developed, implemented, and evaluated according to a recognized instructional system design process.

### ***5.3.6. Enhance the TD organizational structure and functionality to support sustainment of an accredited training academy.***

TD will undertake a review of the division to determine the most appropriate organizational and functional structure to fully support the centralization of training and management of accredited training programs. The review will be used to identify gaps in program areas and best practices based on industry standards for law enforcement training academies. It will also address additional

requirements such as research and development to identify new threats to our law enforcement personnel and review and recommend new equipment, training programs, and changing law enforcement officer safety measures. Through this strategy, TD will develop a recommended structure addressing the competencies and positions required to enable the sustainment of training programs, development of on-going risk reduction strategies to keep our personnel safe, and remain the USMS center of excellence for training.

### ***5.3.7. Enhance partnerships and standardize international training.***

Requests to assist with foreign capacity building and training continue to increase for the USMS. These requests span across the Agency's operational programs, utilizing SMEs to assist the Department of State, DOJ, and foreign governments addressing law enforcement training gaps world-wide. To effectively support these critical training requirements, the USMS must formalize the Agency's international training program. The program will be centrally managed to maximize the use of SMEs and will include procedures to



ensure content consistency and compliance with all foreign training requirements. To accomplish this, the Agency will identify and implement the appropriate management structure and assemble a cadre of international adjunct instructors that can be trained and ready to travel to support these programs.

#### **5.4. Increase productivity, accountability, and compliance by refining employee management practices.**

To maximize productivity, performance expectations must be clearly communicated and assessed. This requires an efficient employee performance management system including clear performance work plans, a comprehensive and effective compliance review process, and an equitably administered disciplinary process. Refined employee management business practices combined with current, comprehensive programmatic policies and standards, create an optimal system to maximize employee and Agency performance.

##### ***Strategies:***

##### ***5.4.1. Refine the discipline process to ensure timely resolution and equitable implementation of disciplinary measures.***

The policy, processes, and technology encompassing the disciplinary process will be revamped to clearly outline adjudication activities and outcomes. Policy will be reshaped formalizing changes in procedures to refer misconduct allegations of a minor nature to district and division management, enabling enhanced reactivity and streamlined discipline adjudication. The disciplinary staff model will be evaluated and modified to ensure that reasonable workloads for discipline specialists precipitate timely adjudication. Recurrent education of employees through various training courses and presentations on the disciplinary process will continue. The Table of Offenses and Penalties will be reviewed and updated as necessary to ensure consistency and fairness in disciplinary action.

##### ***5.4.2. Shift from a comprehensive compliance review process to a risk-based review process and automate the business process.***

The USMS will perform an environmental and organizational assessment to develop an approach which maximizes the testing of key risk areas. A methodology will be developed to identify high-risk areas in order to prioritize on-site reviews and follow-up inspections. Existing resources, technology, and tools will be assessed to optimize the use of existing personnel and determine additional support required. The review process will incorporate remote testing via automated databases with new emphasis on report preparation to display trends, highlight areas of risk, and enable testing of key processes and internal controls.

##### ***5.4.3. Refine the Self-Assessment Guide (SAG) and Compliance Inspections processes to effectively assess physical security.***

The USMS will update the SAG as policy changes occur. In addition, specific coordination will be orchestrated within relevant USMS program offices to ensure SAG and compliance inspections include additional and appropriate testing of the USMS physical security within allocated facility space.

##### ***5.4.4. Conduct compliance review trend analysis and coordinate the results with the appropriate offices to effect change.***

The USMS will identify commonly reported or identified deficiencies and demonstrate the increases or decreases in defined areas via a consolidated reporting process. This will be accomplished by a thorough analysis of SAG submissions, USMS Compliance Reviews, and External Agency Audits. Trends will be communicated to the appropriate division program manager(s) to ensure that proper corrective actions and Agency internal controls are initiated and strengthened. Follow-up measures will be implemented to ensure implementation and testing of the corrective actions and internal controls.



#### ***5.4.5. Enhance employee performance management and evaluation systems.***

Performance is a key business process that reflects mission priorities in the expectations for individual performance. Annually, the USMS formally links Senior Executive Service individual performance plans with execution of key initiatives in the strategic plan. The USMS will continue to refine and update the performance management process to include providing guidance to managers and employees, automating the performance management system, and improving Agency performance reporting.

### **5.5. Adopt a comprehensive technology solution to manage Internal Affairs and Discipline Management information across data systems with analytical, automated and reporting capabilities.**

The USMS will implement case management software for Internal Affairs and Discipline Management that will provide consistency in format, data entry, document creation, and retention. This will enhance data mining and eliminate manual processes that presently hamper the efficiency of the investigative and adjudication lifecycle.

#### ***Strategies:***

#### ***5.5.1. Expand trend analysis to influence positive change.***

Bolstered by improved technology tools, emerging patterns will be identified for detailed analysis of influential factors, pre-existing conditions, or behavioral traits precipitating habitual activities. Identified patterns will be utilized to update recurrent training to ensure it remains effective in mitigating risk.

#### ***5.5.2. Leverage automation to maximize efficiency in case processing across Internal Affairs and Discipline Management.***

A unified case management system will reduce data entry (intake) and data mining (integrity checks,

etc.) by an estimated 50 percent. This reduction in manual data entry will free up more time for case management and data analysis. Automated reporting features will replace hand-crafted ad hoc reports. Statistical and historical data will be readily available and will eliminate down time currently experienced as data is compiled.

#### ***5.5.3. Improve management awareness of lost property, use-of-force and misconduct reports submitted by districts and divisions.***

The USMS will pursue a technology solution that will permit routine, district, and division-specific reports summarizing incidents falling within the purview of the Office of Professional Responsibility (OPR). These reports will include a macro-level summary of all items impacting a district or division. Micro-level reports will also be available to examine specific sub-categories in greater detail, allowing management to quickly and easily identify emerging patterns involving employees who may require counseling or additional training.

# GOAL 6:



## INFRASTRUCTURE DEVELOPMENT

# GOAL 6: INFRASTRUCTURE DEVELOPMENT

## 6. DEVELOP A STRONG AND EFFICIENT OPERATING INFRASTRUCTURE BY MODERNIZING BUSINESS PROCESSES AND SYSTEMS.

The broad mission of the USMS and its personnel must be supported by a solid infrastructure. This includes responsive human resources, efficient business practices, state-of-the-art IT systems, strong internal controls, compliant financial systems, effective security programs, and adequate facilities. In addition, the USMS must demonstrate environmental stewardship in the execution of its mission.

### 6.1. Address the complexities of Human Resource (HR) management in the federal environment.

The USMS Human Resources Division (HRD) will be structured and staffed to meet the demands of managing the complexities of human capital in today's federal government. This includes addressing operating procedures, updating existing policies, modernizing automation systems, and developing comprehensive planning documents for the human resource function. Business processes must be re-engineered and automated to eliminate processing backlogs present in many service areas and an assessment must be conducted to move from stand alone, tracking databases to a comprehensive end-to-end automated system. Finally, determining the appropriate staffing level and skill sets necessary is required and is further addressed in Goal 5.

#### *Strategies:*

#### ***6.1.1. Assess current HR functions and practices and implement new approaches.***

Over time, practices and requirements in the management of federal HR have significantly changed with increasing regulatory requirements and complexity. As a result, the processes and skills needed to function effectively and efficiently in that environment requires change. The USMS will evaluate its current HR functions, environmental and customer demands, and future requirements to develop new work processes and products that serve the USMS workforce and help the Agency meet the objectives of the strategic plan. Involving districts, divisions, and offices in workforce planning efforts will ensure that the changes fully address Agency requirements.

#### ***6.1.2. Update staffing, classification, and merit promotion policies and develop SOPs.***

The USMS will identify potential gaps in staffing and classification policies and procedures. The applicable staffing and classification policies will be revised.

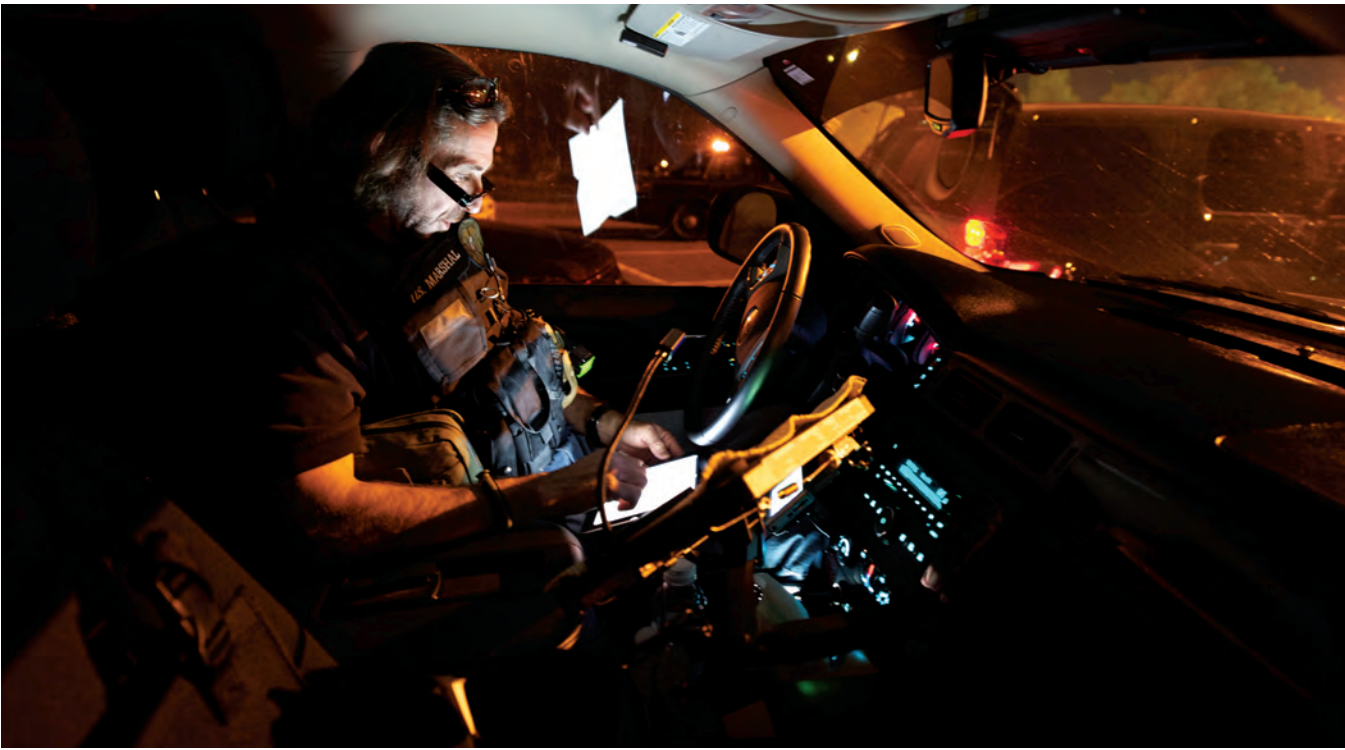
#### **Performance Goals:**

Upgrade or replace outdated USMS applications by 2018

Mobilize response to Agency operational emergencies within 24 hours

Complete Headquarters relocation and realize cost savings through a smaller footprint by 2017

Maintain an Unqualified Audit Opinion with No Material Weaknesses or Significant Deficiencies



### ***6.1.3. Evaluate HR operating procedures and develop innovative service delivery methods.***

As a service delivery organization, the HRD partners with USMS management and employees to accomplish its functions. The USMS will seek means of improving program performance and transparency and managerial and/or employee autonomy in HR processes to include the design and development of technology solutions. The USMS will gather requirements and complete analyses of alternatives to recommend the best approach to achieve a fully automated and integrated solution. Where possible, the USMS will automate HR processes and work flow to better support the organization's mission, eliminate redundancy, and improve performance.

### ***6.1.4. Mitigate the mental and emotional trauma of various distressing work force environments.***

The USMS will increase awareness of the Employee Resiliency Program (ERP) which prepares employees at risk of traumatic exposure during the execution of their duties. ERP will be designed as an educational program to assist management, deputies, employees, and families with the appropriate emotional tools to overcome the internal assaults they experience

over the course of their careers. ERP is designed to help employees to not only emotionally survive, but to succeed and thrive in their law enforcement careers. Additionally, the USMS will conduct research on secondary traumatic stress in order to create safeguarding programs for personnel exposed to disturbing material.

## **6.2. Leverage technology, modernize business processes, and drive Agency performance.**

The USMS will improve data capabilities so that timely, integrated information is available for USMS, federal, state, and local law enforcement. We will develop and strengthen partnerships with DOJ components, other agencies, and state and local law enforcement in order to identify and develop solutions beneficial to the Agency. These efforts will improve the USMS access to reliable, relevant data.

### ***Strategies:***

#### ***6.2.1. Strengthen the Agency's capability to capture, manage, and share knowledge USMS-wide and with various law enforcement partners.***

The USMS will improve data capabilities so that timely, integrated information is available for USMS,



federal, state, and local law enforcement. The USMS will develop and strengthen partnerships with DOJ components, other agencies, and state and local law enforcement in order to identify and develop solutions beneficial to the Agency. These efforts will improve the USMS ability to discover information, generate knowledge, and move the USMS toward systems that provide integrated, seamless, reliable, and readily available access to relevant data.

***6.2.2. Enhance or replace outdated USMS legacy systems with modern, compliant solutions that better enable effective business processes.***

The USMS will address its challenge of supporting aged and/or non-compliant legacy systems and technology that do not provide all the capabilities necessary to support the USMS mission by acquiring and/or reusing IT solutions that more efficiently and effectively meet user needs while ensuring compliance with federal mandates. We will engage our key personnel to fully understand and address user requirements and ensure that technology solutions align with best practices.

***6.2.3. Proactively identify, research, and integrate innovative technology to enable an efficient workforce.***

The USMS will research innovative and emerging technologies to enable the mission and enhance business capabilities. The increased variety and advancements in IT technologies, biometrics, analytics, etc., that if proven viable, will improve the effectiveness and efficiency of the USMS workforce. These efforts will also improve integration and interoperability with law enforcement partners.

***6.2.4. Improve IT operating cost efficiency through technology, procurement practices, and strategic sourcing.***

The operations and maintenance of the USMS enterprise IT environment requires significant financial resources. The USMS will analyze its existing IT contracts and services delivery approach to identify opportunities for cost savings and/or avoidance. To the extent the Agency can minimize the cost of providing core IT services, those dollars will be reinvested in bringing new

mission capabilities to our administrative and operational personnel.

**6.3. Enhance our ability to obtain and manage resources supporting the USMS strategic mission requirements and strengthen audit processes to comply with budgetary and financial management requirements.**

The span of the USMS mission requires the capacity to manage financial responsibilities with significant complexities and accountability. The USMS receives and manages approximately \$3.5 billion annually and disburses these funds through hundreds of thousands of transactions across 94 judicial districts, Headquarters divisions and staff offices. Conversion to the UFMS will enable compliance with federal financial management system requirements and applicable federal accounting standards required by the Federal Financial Management Improvement Act of 1996. The USMS will re-engineer the budget and financial business structure and practices to support the successful migration to the UFMS, transforming the way it does business. The successful transition and change in business practices will provide the infrastructure or baseline for the USMS to achieve an unqualified opinion without material weaknesses or significant deficiencies. The USMS will continue to take steps to further compliance with a systematic approach to meet evolving resource management requirements and federal financial management standards.

***Strategies:***

***6.3.1. Establish a business structure and standardized processes.***

The USMS budget will be developed to support the Agency's strategic plan and mission requirements. The USMS will link the appropriated budget to a defined execution process that follows established sound financial practices and ensures effective resource management.

***6.3.2. Baseline and update processes across formulation, execution, accounting, and procurement.***

The USMS will baseline current budget and financial management processes and perform a gap analysis

to identify corrective actions necessary to reach full compliance with federal financial management standards and enhance our budget request methodologies. Based upon this analysis, revised standardized policies and processes will be developed and issued to form an overall Business Operating Model. Implementing the Business Operating Model will result in a defined budget formulation through execution management cycle and the re-engineered business practices will mitigate audit and procurement weaknesses, and enable the successful transition to DOJ's UFMS discussed in 6.3.6.

***6.3.3. Reengineer formulation processes to align out-year budgets with Strategic Plan objectives and changes in the environment.***

The USMS formulation process will address resources required to advance mission objectives in accordance with the Strategic Plan. Semi-Annual Strategic Planning sessions will be implemented to refine a multi-year investment strategy in accordance with estimated resource availability and program readiness. The goal will be to link resources with results that will inform leadership, the Department, the OMB, and the Congress on the cost of a given level of performance. The financial system will be used to identify costs specific to a program activity and the related resources received, eventually mapping to Decision Units. This will provide the ability to build solid justification tools when proposing enhancement of prior enacted initiatives or existing programs and will assist senior leadership in prioritizing programs for the Spring Call Budget preparation and out-year budgets.

***6.3.4. Reengineer execution and accounting structures and processes to improve management and oversight.***

The USMS will conduct a formalized assessment to determine if realigning the financial business structure, resources, and practices would result in achieving greater success in financial audits. At a minimum, the USMS will develop, publish, implement, and train personnel on revised budget policies and SOPs in alignment with the new Business Operating Model to ensure improved compliance with federal financial management requirements. The USMS will also

implement regular quality control, management oversight programs, and training to improve internal controls. Training will be accomplished through a combination of in-person and on-line training and job aids. The USMS will institute a quarterly spend plan review process to ensure budget execution conforms to approved spending plans, identify deficiencies and financial weaknesses, reduce errors on undelivered orders, and address the lack of documentation to support obligations and accruals. Random samplings of transactions will also be conducted to ensure compliance with new policies and SOPs to strengthen internal controls.

***6.3.5. Reengineer procurement structure and processes to better support the USMS mission and improve audits, realize cost savings, and streamline business processes.***

With a focus on supporting the various procurement activities within the USMS to the greatest advantage for the Agency, an annual acquisition strategy will lead the way in outlining the specific areas for concentration and targets for improvement. The strategy will incorporate the need for compliance with the various rules, regulations and policies, improved processes, expanded use of innovative approaches, integrated quality control, and enriched support for all customers within the USMS acquisition community, as well as in support of the Department. Emphasis will be placed on developing creative approaches to streamlining procurement structures and processes, while seeking efficiencies and cost savings through the incorporation of standardization approaches, improved work flows, focused concentration on advancing individual and group skill sets, improved processes for audit readiness, and a blended resource approach for supporting all of the USMS acquisition requirements. Further, the USMS will continue its work to improve the overall procurement infrastructure in support of better quality controls, enhanced management oversight, and greater training efforts for procurement and procurement-related activities.

***6.3.6. Successfully transition to the DOJ's UFMS.***

UFMS will be deployed across the Agency. This robust system will require mapping the new



financial business practices. A successful migration is a key component in the Agency's vision for sound financial practices. The USMS will complete the migration while ensuring continuity of operations. This will require standardized business practices with clear policy, procedures, and training. The USMS will conduct testing prior to migration and will determine if running dual systems will be required to ensure no points of failure. Financial management reports for daily resource management, program oversight, and audit reporting requirements will be developed and in place prior to implementation. A communication strategy for personnel will also be developed. A financial support Help Desk will be established to respond to questions, provide ad-hoc training, and to evaluate the success of initial training materials. The USMS will also develop long term supplemental training and revise quality control efforts as needed to ensure optimal system usage and continued compliance with federal financial management standards.

***6.3.7. Establish financial processes and systems to address evolving requirements and reporting needs.***

The USMS will be proactive in addressing emerging external financial requirements by actively participating in the Department's UFMS Executive Board discussions and working groups as well as the Momentum User Group meetings that drive changes to the underlying software of the UFMS. This will enable the USMS to help drive technology solutions resulting from evolving external requirements from all entities including the OMB and the U.S. Department of the

Treasury. In addition, the USMS will establish robust internal reporting capabilities so that financial data can be used for decision making.

***6.3.8. Establish a cyclical equipment replacement program with recurring funding.***

The USMS has realized diminishing base resources due to budget cuts, increasing pay/rent ratio to other expenditures, unfunded mandates, and other requirements. As a result, the USMS must establish base funding for recurring mission critical needs. This includes a cyclical replacement program for essential equipment including items such as body armor, ballistic shields, Tasers, radios, vehicles, surveillance equipment, and information technology. This effort will require synchronization of the budget development and procurement action lead times with program office responsibilities and management to ensure resources are identified and available to support the mission of the Agency. Annual replacement schedules will be developed based on the workforce, officer safety concerns, the inventory of items, industry replacement standards, warranties, estimated useful life, and cost benefit analysis as inventory ages.

**6.4. Integrate Operational Security (OPSEC) into all aspects of USMS business practices.**

Effective execution of the OPSEC program requires continual training and due diligence to protect critical information from release. The USMS' challenge is integrating OPSEC into all aspects of everyday business practices.



**Strategies:****6.4.1. Complete the identification and compilation of USMS critical information.**

The USMS will develop a Critical Information List (CIL) to identify the core information that must be protected. The USMS CIL will serve as the basis for Agency training, district and division program assessments, and threat mitigation strategies. Each district and division will maintain a local CIL based on the USMS CIL. These steps will ensure that all Agency personnel are aware of the information needs to be protected.

**6.4.2. Integrate OPSEC into USMS policies.**

OPSEC guidance will be integrated into existing policy rather than creating a completely separate policy. The policy review process will ensure OPSEC is addressed in new policy and changes to existing policy to identify risks and countermeasures as appropriate. Specialized training will be provided to personnel with oversight of policy development to aid them in determining when a proposed policy may have OPSEC issues that have not been addressed.

**6.4.3. Ensure USMS employees are adequately trained in OPSEC.**

The USMS will provide basic OPSEC training to USMS employees. Specialized training will be developed for Agency managers to enable them to utilize the five step OPSEC process to make informed security decisions. An advanced training program will be provided to employees assigned to District or Division OPSEC Coordinator (DOC) collateral duty. DOCs will also receive in-service training in the form of notices, newsletters, briefings, and videos, and conduct annual refresher training to other USMS personnel. The USMS will ensure that training encompasses the steps necessary to protect our Witness Security Division (WSD) employees and operations.

**6.5. Elevate the secure environment of USMS facilities while ensuring equitable distribution of resources.**

The USMS occupies hundreds of courthouse facilities across the country. Based on the

increasing age of courthouses, high prisoner traffic, and the lack of construction funds available, many USMS facilities do not meet minimum security requirements. Renovation and alterations of USMS-controlled space and replacement of electronic security devices must be completed to meet security standards in order to maintain the safety and security of judicial officials, courtroom participants, the public, USMS personnel, and prisoners.

**Strategies:****6.5.1. Refine the methodology to establish the priority projects for funding allocation and request, merging need, risk, utilization, safety and conditions of the facility.**

The USMS will develop a baseline matrix to identify facilities with deficiencies. A subsequent prioritization of those deficiencies will be developed to apply limited Agency resources for facility improvements. It will also provide a comprehensive security analysis that addresses risk associated with facility deficiencies and the need for continual assessment of overall Agency requirements. Results will be utilized to develop cyclical replacements and form the basis of USMS resource investment.

**6.5.2. Assess the Agency skill set necessary for effective management of facilities to include internal and external coordination.**

The USMS will identify comprehensive project management training programs to improve facility management and enhance project management skills of both administrative and operational managers; particularly those overseeing construction or security equipment projects in district offices. Training programs will concentrate on construction and security equipment project management and the ability of personnel to cost, schedule, engage in risk awareness, and monitor projects. Training will be designed and shared with Judicial Security Inspectors and other operational personnel to improve communication and project management compliance in the districts and at Headquarters.



### ***6.5.3. Develop and implement a plan to reduce the Agency's space footprint.***

The USMS will develop and implement a standardized office space utilization plan across Headquarters and field real property assets. To accomplish this task, the USMS will assess space currently held by the Agency to ensure it is required and utilized to the maximum extent possible, identify unneeded or underutilized space for release, and limit acquisition of new space to mission critical needs.

### ***6.5.4. Refine the business processes to create an integrated, transparent, and proactive comprehensive USMS security program.***

The USMS will develop a comprehensive security program that integrates physical security, information and document security, identification security, communications security, and emergency planning into a unified security strategy that complies with all mandates and standards. The USMS will create a security management board, led by the Agency Security Program Manager (SPM) to review and approve USMS security equipment and policy to ensure that assets and policy are consistent across all protective environments. The unified security policy will apply to all space that is owned, leased, or protected by the USMS. All internal and external review findings will be analyzed to determine trends requiring realignment of existing policy and procedures. The USMS will develop a comprehensive Insider Threat Prevention and Detection Program (ITPDP) in compliance with Executive Order 13587 and DOJ Order 0901. The ITPDP will deter, detect, and mitigate insider threats through a process of monitoring and analysis as well as partnering with other programs to educate the workforce.

## **6.6. Establish and implement environmental programs to achieve long-term targets.**

The USMS must implement programs and processes to protect the environment and act as good stewards of our natural resources. The USMS must adhere to laws protecting the environment, integrate environmental stewardship into day-to-day operations, establish a framework to identify and address environmental

impacts of our activities, and provide opportunities for continual improvement. The USMS must identify and invest resources to establish an environmental program that demonstrates compliance and contributes to long-term DOJ goals to improve air quality, manage hazardous materials, and/or address climate change risks.

### ***Strategy:***

### ***6.6.1. Assess and develop environmental program requirements to include greenhouse gas, energy, climate change and environmental management.***

The USMS will develop and implement programs to reduce greenhouse gas emission to ensure compliance with regulatory requirements. Annual reports will be prepared on the reduction in greenhouse gas emission from all forms of travel including fleet, personal, and commuter; waste water treatment; and municipal solid waste disposal. The USMS will work closely with JPATS aviation SMEs to establish an Environmental Management System for fleet and air operations. The USMS will develop an Agency-wide policy to integrate climate change (natural and manmade disasters) adaptation into operational and program execution. Policy integration will be based upon the evaluation of climate-change risks and resulting vulnerabilities to mission execution.

## **6.7. Enable the transition to a mobile workforce to maintain efficiency and effectiveness from anywhere.**

The USMS will address the requirement for supporting a location independent work force to meet the needs of our highly mobile workforce and comply with the OMB and federal mandates to promote teleworking. The USMS will continue to research and improve the capabilities and services provided to mobile and Non-Government Furnished Equipment devices while meeting security and data protection requirements. These efforts will improve continuity of operations support during emergencies, enable facility requirements for reduction in footprint, and embrace HR policy requirements to support telework and alternate work locations/schedules.

**Strategies:****6.7.1. Implement a USMS mobility strategy that includes technology, security, space, policy, and employee work-life balance.**

The USMS will implement its mobility strategy in conjunction with new and innovative ideas on space utilization, business functions, while ensuring the safety and security of the workforce. Future hiring practices may take into account location independence, similar to that of private industry; a review process will determine appropriate positions. In addition, the mobility program will support employee work-life balance.

**6.7.2. Develop a remote access capability.**

The USMS will improve authorized access to data and applications by allowing users to connect securely to the USMS Network via Government Furnished Equipment (GFE) or personal devices such as home personal computers. This effort will create ease of access to information, generate cost savings, and improve abilities to support continuity of operations.

**6.7.3. Identify the right number and mix of devices to meet specific workforce requirements.**

The USMS will assess the characteristics of its workforce and develop a set of user personas. Each persona will have a proposed list of devices, tools, and applications assigned to more effectively support workforce mission needs.

**6.7.4. Determine the most cost-effective administrative and operation mobile applications that meet mobility requirements and mission functionality.**

The USMS will develop and strengthen partnerships with DOJ components, other agencies, and state and local law enforcement in order to provide cost effective access to third party and joint use mobile applications. The USMS will determine what capabilities, services, data, and applications are to be developed and deployed.

**6.8. Implement an Enterprise Data Strategy (EDS) to strengthen the capability to capture, manage, analyze, and share data internally and externally.**

The USMS will improve data management, retrieval, and reporting capabilities so that timely, integrated information is available to USMS, federal, state, and local law enforcement. The USMS will develop and strengthen partnerships with DOJ components, other agencies, and state and local law enforcement in order to identify and develop solutions beneficial to the Agency. These efforts will improve the USMS ability to discover information, generate knowledge, and move the USMS toward systems that provide integrated, seamless, reliable, and readily available access to relevant data.

**Strategies:****6.8.1. Conduct the Business Case Analysis (Phase I).**

The USMS will identify enterprise data technology and analytics needs and requirements. The USMS will conduct market research and analysis of alternatives to make recommendations about potential technological solution(s) to satisfy requirements.

**6.8.2. Identify and implement a procurement strategy (Phase II).**

The USMS will research, develop and execute a procurement strategy to acquire the hardware, software, and services to establish the enterprise data infrastructure.

**6.8.3. Implement the suite of tools and processes (Phase III).**

The USMS will design, develop, integrate, and deploy tools/capabilities and processes that will enable the EDS. The USMS will then establish connections to data sources and/or migrate data into the environment employing data standardization. The data, available through the environment, will be accessible to the enterprise search, reporting, analytic tools and the USMS applications that have enabled the EDS services.

# APPENDICES



# APPENDIX A: PERFORMANCE MEASURES

The USMS Strategic Plan includes long-term outcome goals for each strategic goal. The chart below displays the goals and related measures. The list covers key mission areas and outcomes that can be related in either a direct or indirect way to the strategic goals, objectives and strategies covered by this Plan. Each USMS mission goal and related performance measurement is aligned with specific DOJ strategic objectives.

## USMS Long-term Performance Goals and Measures Aligned with DOJ Strategic Objectives

DOJ Strategic Objective	USMS Strategic Goal	Performance Goals/Measures
<p>1.1 Prevent, disrupt, and defeat terrorist operations before they occur.</p> <p>3.2 Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence.</p>	<p>1. Protect the judicial process through the most effective and efficient means.</p>	<p>1. Ensure that protected witnesses and members of the judicial family remain unharmed and the judicial process is unimpeded</p> <p><i>Measure: Assaults against protected court family members</i></p> <p><i>Measure: Security breaches mitigated</i></p>
<p>2.1: Combat the threat, incidence, and prevalence of violent crime.</p> <p>2.2: Prevent and intervene in crimes against vulnerable populations; uphold the rights of, and improve services to America's crime victims.</p> <p>2.3: Disrupt and dismantle major drug trafficking organizations to combat the threat, trafficking, and use of illegal drugs and the diversion of licit drugs.</p> <p>3.1: Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders through innovative leadership and programs.</p> <p>3.5: Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement.</p>	<p>2. Strengthen the effectiveness of domestic and international investigations.</p>	<p>2. Increase non-compliant sex offender investigations</p> <p>3. Increase the percent of felony USMS federal fugitives apprehended or cleared</p> <p>4. Increase egregious state and local case adoption</p> <p>5. Maximize net proceeds to the Assets Forfeiture Fund</p>



DOJ Strategic Objective	USMS Strategic Goal	Performance Goals/Measures
3.3: Provide safe, secure, humane, and cost-effective confinement and transportation of federal detainees and inmates.	3. Optimize national detention operations with well-established business practices that achieve cost effective, safe, secure, and humane confinement and transportation.	<p>6. Hold detention and transportation costs at or below inflation</p> <p><i>Measure: Average Detention Cost</i></p> <p><i>Measure: Transportation Unit Cost</i></p>
N/A	4. Promote officer safety and provide effective support during domestic and international emergencies.	7. Develop and administer a district self-sustaining safety training program by 2018
N/A	5. Ensure professionalism and accountability, and promote innovation.	<p>8. Implement career development programs by 2018</p> <p>9. Redefine Agency positions to meet current and future mission requirements by 2018</p> <p>10. Implement an automated risk-based review process by 2018</p>
N/A	6. Develop a strong and efficient operating infrastructure by modernizing business processes and systems.	<p>11. Upgrade or replace outdated USMS applications by 2018</p> <p>12. Mobilize response to Agency operational emergencies within 24 hours.</p> <p>13. Complete Headquarters relocation and realize cost savings through a smaller footprint by 2017</p> <p>14. Maintain an Unqualified Audit Opinion with No Material Weaknessescant</p>

## APPENDIX B: GLOSSARY OF ACRONYMS

Acronym	Definition
AFP	Asset Forfeiture Program
AOUSC	Administrative Office of the U.S. Courts
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
ATLASS	Asset Tracking Location and Surveillance System
AWA	Adam Walsh Child Protection and Safety Act of 2006
BAU	Behavioral Analysis Unit
BOP	Federal Bureau of Prisons
CIL	Critical Information List
CIRT	Critical Incident Response Team
CJIS	Criminal Justice Information Services Division
CSO	Court Security Officer
DEA	Drug Enforcement Administration
DOC	District or Division Operations Security Coordinator
DOD	Department of Defense
DOJ	Department of Justice
DSNet	Detention Services Network
DUSM	Deputy United States Marshal
EDS	Enterprise Data Strategy
ePMR	Electronic Prisoner Medical Request
ERP	Employee Resiliency Program
FAA	Federal Aviation Administration
FARMAT	Fugitive Apprehension Risk Mitigation Assessment Team
FBI	Federal Bureau of Investigation
FinCEN	Financial Crimes Enforcement Network
FLETA	Federal Law Enforcement Training Accreditation
FLETC	Federal Law Enforcement Training Center
FOIA	Freedom of Information Act
FTE	Full-Time Employee
FTC	Federal Transfer Center
GFE	Government Furnished Equipment
GPRA	Government Performance and Results Act
HIDS	Home Intrusion Detection System
HR	Human Resources
HRD	Human Resources Division
HRFA	High Risk Fugitive Apprehension
ICAP	Interagency Committee for Aviation Policy
ICE	U.S. Immigration and Customs Enforcement
IGA	Intergovernmental Agreement

<b>Acronym</b>	<b>Definition</b>
INTERPOL	International Criminal Police Organization
IS-BAO	International Standard for Business Aircraft Operations
IT	Information Technology
ITPDP	Insider Threat Prevention and Detection Program
JABS	Justice Automated Booking System
JDAR	Judicial Duress Alarm Response
JDIS	Justice Detainee Information System
JFSP	Judicial Facility Security Program
JPATS	Justice Prisoner and Alien Transportation System
JSD	Judicial Security Division
JSMART	Judicial Services Management and Resource Tool
JTTF	Joint Terrorism Task Force
MCC	Mobile Command Center
MSCAN	Marshals Service Communications Applications Network
NCMEC	National Center for Missing and Exploited Children
NSOTC	National Sex Offender Targeting Center
OCDETF	Organized Crime Drug Enforcement Task Force
OCONUS	Outside the Continental United States
OCS	Office of Court Security
OFDT	Office of the Federal Detention Trustee
OMB	Office of Management and Budget
OMSU	Operational Medical Support Unit
OPO	Office of Protective Operations
OPR	Office of Professional Responsibility
OPSEC	Operational Security
PACS	Physical Security Access Control System
PII	Protective Intelligence Investigator
POD	Prisoner Operations Division
QAP	Quality Assurance Program
QAR	Quality Assurance Reviews
RFTF	Regional Fugitive Task Force
RTC	Regional Transfer Center
SAG	Self-Assessment Guide
SMART	Sentencing, Monitoring, Apprehending, Registering, and Tracking
SME	Subject Matter Expert
SOG	Special Operations Group
SOIC	Sex Offender Investigation Coordinator
SOP	Standard Operating Procedure
SPM	Security Program Manager
SRB	Shooting Review Board

<b>Acronym</b>	<b>Definition</b>
SRT	Special Response Team
TAC	Training Advisory Committee
TD	Training Division
TTO	Tactical Training Officer
USCIS	U.S. Citizenship and Immigration Services
UFMS	Unified Financial Management System
USMS	United States Marshals Service
WSD	Witness Security Division