



# Operations Support Division

*Leading in Crisis Response,  
Organizational Sustainability,  
and Tactical Operations*



# OPERATIONS SUPPORT DIVISION

OFFICE OF EMERGENCY MANAGEMENT.....	3
STRATEGIC NATIONAL STOCKPILE (SNS) SECURITY PROGRAM.....	5
SUPPORT OPERATIONS.....	6
CRITICAL INCIDENT RESPONSE TEAM (CIRT).....	6
INCIDENT MANAGEMENT TEAM (IMT).....	6
RESPONSE OPERATIONS.....	7
CONTINUITY OF GOVERNMENT/OPERATIONS (COG/COOP).....	7
NATIONAL RESPONSE PLAN (NRP).....	7
SECURITY PROGRAMS.....	7
FIELD SUPPORT OPERATIONS.....	8
EXPLOSIVES DETECTION CANINE PROGRAM (EDCP).....	8
COMMUNICATIONS CENTER (COMM CENTER).....	9
EMERGENCY OPERATIONS CENTER (EOC).....	9
PREPAREDNESS OPERATIONS.....	10
OFFICE OF INSPECTION.....	11
OFFICE OF RESOURCE STRATEGIES AND MANAGEMENT.....	13
SPECIAL OPERATIONS GROUP (SOG).....	14



## *Forward*

The United States Marshals Service (USMS) was created by the first Congress through the Judiciary Act of 1789. Since its inception more than 200 years ago, the USMS law enforcement mission has evolved to meet the ever-changing federal law enforcement mission and challenges to the Nation. Today's USMS is an organization of committed women and men with common and varying responsibilities serving throughout our nation in U.S. territories and abroad.

This booklet will provide a glance at a part of the USMS—the Operations Support Division—and its values and strategies developed to meet the challenges of the 21st Century. Components of the Operations Support Division consist of the Office of Emergency Management, Office of Inspection, Office of Resource Strategies and Management and the Special Operations Group.

This booklet will also assist you in becoming acquainted with the knowledge and skills that are unique to the Operations Support Division, a highly trained group of individuals working as a team to provide effective assistance during emergencies, disasters and at times of heightened law enforcement requirements including assisting the USMS Director in ensuring the accountability and integrity of USMS operations.

*Assistant Director  
Operations Support Division*



## VALUES AND VISION

Leading the way in crisis response, organizational sustainability, and outstanding tactical operations in the face of challenges confronting the United States, the Operations Support Division is committed to ensuring the agency's core values: Justice, Integrity and Service. This is accomplished by protecting America through readiness, incident management, operations, and training (PATRIOT) – elements that are critical to mission success.

**Protecting** – The primary mission of the USMS is the protection of the Federal Judiciary, and to support the Executive Branch when requested to fulfill missions affecting the national security of the United States.

**America** – The operational programs of the Operations Support Division are national in scope, and when called upon, provide expertise internationally to preserve the rights of American citizens and maintain the fabric of our society.

**Through** – Through strategic intervention, the Division protects the Judiciary, responds to crises, and supports USMS operations across a wide range of federal law enforcement missions as ordered by the United States Attorney General.

**Readiness** – The Division is committed to maintaining the necessary readiness to quickly and effectively respond to all types of emergencies to minimize their adverse impact.

**Incident Management** – The Division is responsible for critical roles within the National Emergency and Regional Response Plan. The Office of Emergency Management deploys Incident Management Teams to assess needs on the ground and the Special Operations Group to perform tactical law enforcement and rescue operations forming the USMS front-line response to critical incidents.

**Operations** – Through the assessments and coordination of resources required to restore services interrupted by a critical incident, the Operations Support Division demonstrates its commitment to USMS missions.

**Training** – During crises, most people fall to the level of their training, not rise to their expectations; this Division is committed to periodic training to ensure operational readiness and immediate response to critical incidents.



# Office of Emergency Management

## VISION

Demonstrating leadership in emergency preparedness by ensuring continuity of agency operations and response capabilities in the event of national emergencies.

## MISSION

The Office of Emergency Management (OEM) maintains a high state of readiness through preparedness exercises. These operations ensure a capable response to critical incidents and national emergencies across the full spectrum of USMS missions. Missions of the USMS call for protecting the federal judicial process and supporting law enforcement initiatives.

When supporting the mission of the USMS, the OEM:



- Provides the means and resources to complete its missions involving homeland security, national emergencies, domestic crises, and the protection of the judicial process;
- Ensures the USMS' continuity of operations during emergency situations;
- Coordinates timely emergency agency response throughout the USMS during significant and critical incidents;
- Establishes guidelines for implementing and transferring resources to alternate locations during emergencies or catastrophic events; and
- Trains Divisions and Districts in their responsibilities and roles within the programs and missions of OEM.

The OEM is the primary point of contact for sensitive and classified missions, and has responsibility over the agency's actions involving homeland security, national emergencies, and domestic crises. The OEM ensures the USMS' continuity of government and operations during emergency situations. Many of OEM's programs are mandated by Federal Emergency Management Agency Federal Preparedness Circular 65 and Executive Order No. 12656, the National Response Plan (NRP), and the Department of Justice (DOJ), or are designated in Memorandums of Understanding or Agreement (MOU/MOA) with the Department of

Homeland Security (DHS) and the Center for Disease Control and Prevention (CDC), all of which were implemented following the September 11th attacks on the World Trade Center and the Pentagon.

Programs within OEM represent the unique and adaptable ability of the USMS to serve the country through specialized expertise that effectively utilizes the broadest jurisdiction and authority in law enforcement. The programs below reflect the dramatic and expanding changes to the priorities and program missions since 9/11. The focus of OEM's missions serve as a primary guide to the new realities of federal law enforcement's role in homeland security and the war on terror.

The OEM is divided into five programs that encompass the scope of its responsibilities:

- Strategic National Stockpile (SNS) Security Program
- Support Operations
- Response Operations
- Field Support Operations
- Preparedness Operations



## Strategic National Stockpile (SNS) Security Program



Created in 2002, the USMS Strategic National Stockpile (SNS) Security Program was established under a MOA with the Department of Health and Human Services (HHS) and the CDC. More than thirty USMS inspectors with specialized training and certifications:

- Provide assessments of security operations at state preparedness exercises;
- Liaise with state health departments;
- Bridge the gap between state and local law enforcement and public health agencies on SNS security operations;
- Coordinate with other law enforcement agencies in an effort to guarantee security preparation;
- Educate local and state officials on the President's Cities Readiness Initiative;
- Conduct vulnerability/security assessments on HHS storage and private manufacturing storage facilities;
- Provide the SNS with threat and risk mitigation assessments as requested; and
- Staff Emergency Operations Centers, Joint Operations Centers, and Joint Intelligence Centers during National Security Events.

In addition, the USMS provides secure transportation to relocate caches of critical medical supplies and bio-terrorism response resources throughout the nation, to include escorting new products from the manufacturer to strategically located storage locations.

Inspectors, in addition to performing their security role, participate in local Joint Terrorism Task Force Operations to provide the SNS program and the USMS with actionable intelligence information affecting USMS programs and operations.



## Support Operations



Support Operations coordinates emergency and crisis support throughout the USMS during significant and critical incidents. It establishes uniform guidelines for implementing and transferring resources to alternate locations during emergencies or catastrophic events. Additionally, Support Operations manages the Critical Incident Response Team (CIRT) and the Incident Management Teams (IMTs).

### **Critical Incident Response Team (CIRT)**

The Critical Incident Response Team (CIRT) is a Peer Support Program that provides USMS employees the opportunity to receive tangible crisis intervention services and stress management education following critical incidents such as shootings or other types of traumatic incidents. The CIRT is composed of volunteer peers who are specially trained and certified in Critical Incident Stress Management, to be available for immediate deployment in response to critical incidents.

### **Incident Management Teams (IMTs)**

The Incident Management Teams (IMTs) support and assist the districts in coordinating the USMS response following a crisis event or an incident of national significance. There are at least five IMTs on a rotating on-call schedule. Each IMT consists of two Chief Deputy U.S. Marshals, an Administrative Officer, a trained EMT/Paramedic, an Inspector from the Technical Operations Group, and two Information Technology Services representatives. The teams have received special training and emergency response equipment as a result of response assessments associated with national catastrophes such as Hurricane Katrina.



## Response Operations

Response Operations is responsible for coordinating emergency response throughout the USMS during significant and critical incidents, as well as establishing uniform guidelines for implementing and transferring resources to alternate locations during emergencies or catastrophic events. It includes the program management of the Continuity of Operations/Government (COOP/COG), the National Response Plan (NRP) and Security Programs.



### Continuity of Operations/Government (COOP/COG)

Pursuant to the Presidential Directive, Executive Order and the Federal Emergency Management Agency Federal Preparedness Circular 65, the USMS is required to have a viable continuity of operations plan in place to ensure that essential functions can continue across a wide range of potential emergencies. The USMS COOP plan provides direction to continue essential functions, reduce operational disruptions, identify headquarters personnel to perform emergency functions, provide for the protection of employees, and designate leadership lines of succession. The USMS assists DOJ in its Continuity of Government (COG) roles to ensure a functioning constitutional government under all circumstances.



### National Response Plan (NRP)

The USMS has several mandated functions under the DHS National Response Plan (NRP) and has developed Policy Directive 2.5–National Emergency and Regional Response Plan (NERRP) to address the specific roles and responsibilities throughout the USMS during emergencies. The OEM is responsible for several classified missions under existing MOA/MOUs with DHS and DOJ.

### Security Programs

The Assistant Director for OSD is designated as the Security Programs Manager for the USMS and is responsible to the Director of the USMS for the management and coordination of all USMS security programs and plans. Through the auspices of the Assistant Director, the OEM is responsible for the policies and guidelines for personnel security, personal identity verification, document security, physical security, emergency planning, communications security, and information technology security.

## Field Support Operations



### Explosives Detection Canine Program (EDCP)

The USMS Explosives Detection Canine Program (EDCP) provides technical and security support by:

- Searching for explosive devices in the safest, most expedient manner possible, while considering the safety of the judiciary, the court staff, the public, and law enforcement officers;
- Assisting other law enforcement agencies upon request in searching for explosive devices and by giving technical assistance; and
- Meeting with civic groups, professional organizations and the public to give lectures and demonstrate the capabilities of canine teams and the overall mission responsibilities of the USMS.

The USMS participates in the EDCP by entering into a MOA with Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), which ensures compliance with the DOJ Explosives Review Group mandate (August, 2004). ATF provides the canines, training, equipment, and in-service training and recertifications at no cost to the USMS.

ATF's Canine Training and Operations Support Branch (CTOSB) continues to provide canine- and explosives-related support through program participation. Detail assignments include USMS Judicial Conferences and high-threat trials. ATF funds 100 percent of the cost of these details for ATF personnel.

Upon request, USMS provides support to ATF CTOSB detail requests. The USMS personnel have assisted ATF with National Security Special Events, including Super Bowls, Republican and Democratic Conventions, and local ATF field division's requests (e.g., search warrants). The USMS receives explosives advisories through the ATF Bomb Data Center, and the ATF extends explosives-related training opportunities to USMS. USMS is represented on the ATF Explosives Advisory Group. The USMS will expand its operations and participation in the Pedestrian Homicide Bomber Detection and Intervention program.

## **Communications Center (Comm Center)**

The Communications Center (Comm Center) operates 24 hours a day, 7 days a week to ensure inter- and intra-agency flow of communication. The Comm Center provides informational assistance to Deputy Marshals in the field who are tracking fugitives, developing leads, and confirming warrants. The Comm Center is also a focal point for all incoming and outgoing classified information relevant to the USMS. All significant incidents such as shootings in the line of duty, employee injuries or death, assaults/attempted assaults of USMS protectees, deaths of prisoners in USMS custody, escapes of federal prisoners, major arrests, and district emergencies are reported to the Comm Center. The Comm Center then notifies the appropriate personnel and districts and ensures that the proper action is taken. The Comm Center also maintains the emergency notification and USMS operational status lines.

## **Emergency Operations Center (EOC)**

The Emergency Operations Center (EOC) serves as the national command and control base of operations for the USMS. All emergency response operations are coordinated through the Center. The EOC is activated during times of national crises or catastrophic events. It can be used during any large-scale operation to serve as the central point of contact and support for deployed personnel.

## Preparedness Operations

Preparedness Operations coordinates the logistical operations within the Office of Emergency Management, which includes assessing needs in order to purchase and deploy equipment essential to completing assigned missions. In addition, Preparedness Operations coordinates the training for personnel assigned to the Incident Management Teams and the Critical Incident Response Team, to include personnel responsible for the operation of COOP/COG sites and the Mobile Incident Command Center.

When carrying out its mission, Preparedness Operations:

- Enhances the program management capabilities of the Strategic National Stockpile program to meet expanding requirements for facility staffing;
- Enhances the protection of the Strategic National Stockpile by increasing USMS law enforcement capabilities;
- Promotes agency awareness and use of the USMS explosives detection canines to enhance security measures, enhance and expand the national explosives detection canine program, and support the law enforcement and security missions of the USMS;
- Ensures compliance with DOJ requirements for information technology security, COMSEC physical security, personnel security, document security, personal and security/emergency plans; and enhance USMS security, accountability, and integrity in these areas; and
- Enhances the capability of the OEM Management to prepare, support and better respond to the USMS Strategic Plan, agency mission and national emergencies.



# Office of Inspection

## VISION

The Office of Inspection (OI) is committed to ensuring the agency's core values: Justice, Integrity and Service.

## MISSION

The Office of Inspection ensures accountability and integrity of USMS programs, personnel, and financial activities.

The OI was established on March 8, 2004, and is currently comprised of the Office of Internal Investigations (OII) and the Office of Compliance Review (OCR).

The OII ensures all allegations of misconduct are processed and investigated in compliance with the DOJ and USMS policies and procedures. The OII manages Shooting Review Board (SRB) travel and associated case files. The SRB reviews the facts and circumstances surrounding USMS employee-involved shootings.

The OCR conducts internal compliance reviews of USMS districts, divisions and other program areas. The OCR ensures components are in compliance with established USMS and DOJ policies and procedures. As a component of the OCR, the Quality Control and Compliance Group (QCCG) ensures timely, accurate and comprehensive responses to significant findings from external audits. The QCCG works closely with various USMS divisions and contract companies to monitor progress in addressing material weaknesses discovered during audits. The QCCG also acts as a liaison to all external audits.



The OI ensures accountability and integrity of USMS programs, personnel, and financial activities by:

- Refining the processes utilized within the OI to provide for a more effective and efficient method of conducting investigations and compliance reviews;
- Educating the USMS on processes utilized by the OI;
- Informing USMS management on trends identified through internal investigations and compliance reviews in an effort to reduce instances of misconduct and/or significant findings;
- Recruiting, retaining and professionally developing OI staff for current job responsibilities and future leadership positions throughout the USMS; and
- Replacing and augmenting equipment within OI (vehicles, lap tops with wireless data capability, BlackBerrys, etc.).

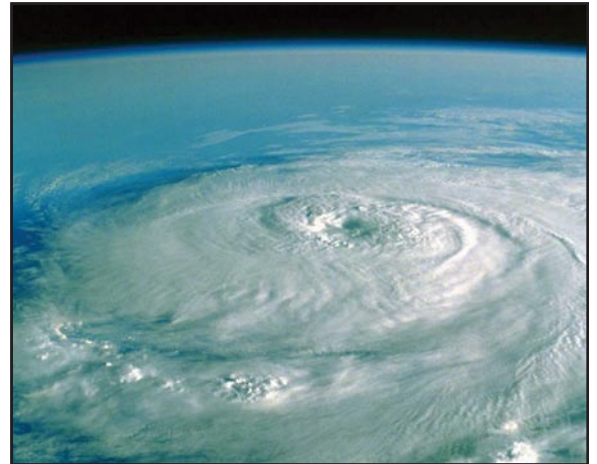
# Office of Resource Strategies and Management

## VISION

Leaders in effective deployment and resource strategies, enhancing the USMS response to emerging challenges of the 21st Century.

## MISSION

To implement resource strategies and logistics management in support of USMS security and law enforcement initiatives, including civil disorders, natural disasters, and other incidents of national importance.



The Office of Resource Strategies and Management (ORSM) manages the resources necessary to maintain and ensure effective operation of the Division and its support of various USMS endeavors. The ORSM supports the management and oversight of the Division and its program budgets, and also manages special assignments funds for national emergencies and disasters, demonstrations and general purpose special assignments.

While carrying out its mission, ORSM:

- Increases and improves the capability of the USMS to deploy personnel and equipment in support of extraordinary district requirements; and
- Ensures the timely allocation and appropriate usage of OSD resources.

Districts and headquarters organizations rely on the Special Assignments Fund for resources necessary to safely conduct extraordinary activities. The Fund is a crucial resource in maintaining ongoing operations and meeting unusual demands. To ensure that all Division resources (work plans) are managed responsibly, ORSM provides timely and adequate resource support of Special Assignment requirements, ensures these resources are managed properly (including the timely recycling of unused resources), and provides general support in furtherance of Division activities.

# The Special Operations Group (SOG)

## VISION

Leading the way in providing tactical solutions to federal law enforcement challenges of the 21st Century.



## MISSION

Since its inception in 1971, the Special Operations Group (SOG) has conducted thousands of missions to support the judicial process and enforce federal law. In recent years, the SOG has been the cornerstone of coordinated, effective federal law enforcement responses to volatile situations occurring within the United States as well as overseas (e.g., Iraq and Afghanistan).

When the USMS identifies a need for extraordinary measures, it is the SOG that answers the call. For more than 35 years, the SOG has played a significant and vital role within the federal law enforcement community. The SOG is a specially trained tactical unit that conducts high-risk operations both within and outside the United States. The SOG is deployed to support USMS operations across a wide range of federal law enforcement missions, including fugitive apprehension, high-threat prisoner movements, witness security operations, national emergencies, civil disorders and other missions as ordered by the Director or United States Attorney General.

The SOG effectively and safely provides immediate tactical support to all USMS divisions and districts, and Department of Justice, both within and outside the United States. This includes availability to assist with high-risk enforcement operations, high-risk dignitary and judicial protection movements, and security and transportation of high-profile/high-risk witnesses and prisoners.



The SOG also provides support by:

- Continuing to provide training to SOG personnel to improve and sustain their operational readiness. Training is the key to any successful tactical organization, ensuring that the SOG employees are always ready for the most physically rigorous assignments that require specialized technical skills;



- Meeting the evolving law enforcement and investigative priorities of the Department of Justice and the USMS. The SOG maintains daily contact with its trained investigators who are located in the various USMS regions to ensure that their resources are readily available to be properly deployed;
- Sustaining a highly specialized corps of Deputy U.S. Marshals capable of responding to national emergencies, dangerous and complex law enforcement initiatives, civil disturbances, and crisis intervention anywhere in the United States within six hours;
- Establishing a fully staffed rapid deployment SOG base of operations in the National Capitol Region to:
  - » Support D.C. area terrorism trials in a financially responsible manner;
  - » Support the USMS leadership during COOP/COG operations;
  - » Support the Witness Security Safe Site Orientation Center;
  - » Leverage military airlift capabilities; and
  - » Liaise with the Intelligence Community in reference to SOG overseas missions.
- Expanding the Operational Medical Support Unit and increasing the proficiency of medical providers. This program provides emergency medical care and a safe working environment for all agency employees, protectees, other law enforcement personnel assisting USMS, and the public by performing the following:
  - » Providing medical support during high-risk USMS operations;
  - » Providing a resource for the immediate initiation of emergency medical treatment at an injury site. This care bridges the gap between the time and place of injury and the subsequent arrival of civilian Emergency Medical Service providers. This is particularly important during missions which, due to ongoing law enforcement operations, will not permit civilian Emergency Medical Staff providers within the immediate area;



- » Monitoring the health of personnel during operations and high-risk training; and
  - » Conducting Medical Threat Assessments prior to operations to better prepare USMS personnel for emergency responses if serious illnesses or injuries occur.
- Continuing to enhance the SOG's operations to meet the USMS Director's priorities for the coming years, such as the implementation of federal legislation. The USMS has specifically been tasked by Congress to ensure that sexual predators adhere to the requirements of the Adam Walsh Act.

