

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America. • Article. I. • Section 1. • All

U.S. DEPARTMENT OF JUSTICE

UNITED STATES MARSHALS SERVICE



STRATEGIC PLAN: 2012 - 2016

the Congress of the United States, and within every subsequent Term of **ONLINE EDITION**
Manner as they shall by Law direct. The Number of Representatives shall not exceed one for every thirty Thousand, but each State shall have at Least one Representative, and until such enumeration shall be made, the State of New Hampshire shall be entitled to chuse three, Massachusetts eight, Rhode-Island and Providence Plantations one, Connecticut five, New-York six, New Jersey four, Pennsylvania eight, Delaware one, Maryland six, Virginia ten, North-Carolina five, South-Carolina five, and Georgia three. • Clause 1: When vacancies happen in the Representation from any State, the Executive Authority thereof shall issue Writs of Election to fill such Vacancies. • Clause 5: The House of Representatives shall chuse their Speaker and other Officers, and shall have the sole Power of Impeachment. • Section. 3. • Clause 1: The Senate of the United States shall be composed of two Senators from each State, chosen by the Legislature thereof, for six Years; and each Senator shall have one Vote. • Clause 2: Immediately after they shall be assembled in Consequence of the first Election, they shall be divided as equally as may be into three Classes. The Seats of the Senators of the first Class shall be vacated at the Expiration of the second Year, of the second Class at the Expiration of the fourth Year, and of the third Class at

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MESSAGE FROM THE DIRECTOR



It is an honor to shape the future of the United States Marshals Service (USMS), an agency that I grew up in and, as it does for many of you, represents so much to me. I have had a long and meaningful career within this organization and am thankful to work every day with individuals I hold in the highest regard. When I came on board as Director in January of last year, I took a few months to assess where the Agency stood, developed a strategic vision, and began to solicit Agency-wide involvement in developing a dynamic plan for our future. The result of our hard work is reflected within this living document and in the collective determination of our organization.

In reading the Attorney General's global Strategic Plan for the Department of Justice, I am reminded of the critical role the USMS plays in accomplishing the Nation's goals for a stronger and safer America. Without the ability to safeguard our country's courts, enforce its rulings and apprehend those that flee from Justice, the U.S. Constitution would be rendered useless. It is our work that serves as the protector over the judicial process and a main enforcement component protecting our communities and children.

Over the past two centuries the USMS has forged a stellar reputation in defending the Nation's Constitution, but we must always reach forward to anticipate what challenges lie ahead and how best to realize our established goals. Each USMS generation, since our inception, has left a unique footprint in our Agency's history. This is our time, our opportunity, and I want us to leave a lasting legacy of accomplishments to further advance the Agency's world-renowned reputation.

Crafted from my original strategic vision and with input from across our organization — from operational to administrative, spanning 94 districts to Headquarters — the goals and corresponding objectives are designed to reach out to each and every person within our Agency. In that way, everyone knows our direction and the work necessary to achieve further success while also outlining performance targets and measurements that permeate day-to-day operations.

We have already begun some of this work over the past year. These efforts, along with many other important initiatives, are formalized within this document. As history can attest, having a thoughtful, well-written plan, one that each shareholder embraces, is powerful. It is transformational. And when achieved, it is our legacy.

A handwritten signature in black ink, which reads "Stacia A. Hylton". The signature is fluid and cursive.

Stacia A. Hylton,
Director, United States Marshals Service

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STRATEGIC PLAN: 2012 - 2016



EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

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 strategic plan identifies mission challenges and the strategies to mitigate these challenges over the next 4 years. This road map will guide our 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 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, 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. USMS will 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.

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.

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 additional critical information through a National Threat data collection system; gaining access to historical information that could affect protection threat assessments. The Threat Management Information System (TMIS) will be refined to electronically harvest and analyze data. An integrated, enterprise-wide law enforcement protection 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 and secure those involved in the judiciary process, and continuously 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 technology 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 will be evaluated and improved to gain greater efficiency. The USMS will provide physical security training to judicial facility security program 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. 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 Standard Operating Procedures (SOP) 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. To date, the USMS has 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 continue to develop its critically-important partnership with the National Center for Missing and Exploited Children and promote other programs that are directly responsible for the successful recovery of missing children.

Asset Forfeiture Program

While USMS has been quite instrumental in the achievement of the Department of Justice (DOJ) Asset Forfeiture Program 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, USMS will increase pre-seizure planning and training, and expand collaboration with our international law enforcement partners. Managing the volume of seized assets secured by various vendors is another challenge. Through the implementation of an automated inventory management system, we will gain real-time, comprehensive, and compliant inventory controls for all seized assets. USMS will also expand our efforts to reinvest in state and local law enforcement through a national program utilizing disposal authorities to convert targeted seized goods and properties into assets that strengthen communities.

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. USMS will improve detention management at the local level by 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, USMS will collaborate with the Bureau of Prisons (BOP) to create a common operating system to optimize detainee placement into the 12,000 BOP federal detention beds allocated for use by 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 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 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. While having the flexibility and varied types of transportation available is necessary for the districts to effectively move prisoners, it creates tremendous difficulty when attempting to strategically plan and formulate resource requests. To address this issue, an In-District transportation study will be conducted to establish a methodology for transportation budget formulation and create a district funding algorithm to equitably allocate transportation funds. Detainee air transportation, accomplished by the Justice Prisoner and Alien Transportation System (JPATS), is still limited by paper-based procedures. USMS and JPATS are working collectively to create data linkages necessary to automate and streamline various aspects of detainee transportation, housing, and billing. USMS will ensure critical paperwork is accurate and protocols are met to prevent JPATS pre-board refusals and ensure on-time arrival. USMS Ground Coordinators at each airlift location will coordinate the numerous vehicles arriving to drop off and pick up prisoners, minimizing costly delays during transfers.

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 and communicate effectively during mission-related activities, and that they 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, complex, and global in scope. Changes in the breadth and volume of USMS program responsibilities demand that we expand agency 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 areas 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, USMS will improve our system of accountability by transitioning from compliance reviews to a risk-based 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

USMS operates with legacy systems and business structures that impede efficiency. We 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 develop and implement a Human Capital Plan, 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, 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). USMS will revise our budget and procurement process 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 our business methods to demonstrate our environmental stewardship.

Linking the Strategic Plan, Performance, and Budget

The USMS 2012-2016 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 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.

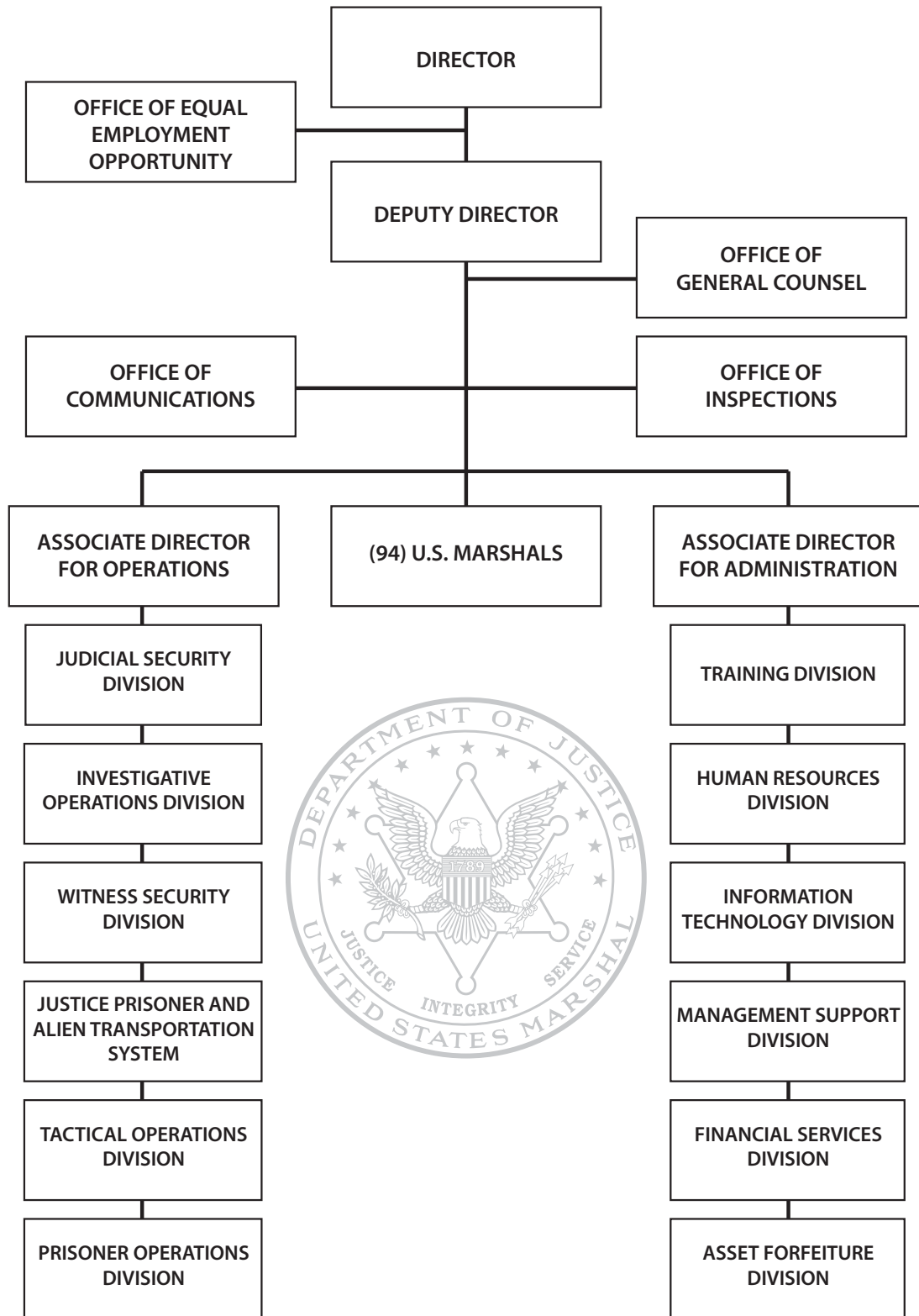
External Factors Affecting Mission

Unforeseen law enforcement initiatives may impact the execution of portions of the Strategic Plan. When major new initiatives are introduced, especially without corresponding resources, 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

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. Subsequent to the development of the Plan, USMS will consult with DOJ and the Office of Management and Budget (OMB) to refine the performance measures displayed in the budget to communicate program accomplishment.

Organizational Structure



GOAL 1:



PROTECTION OF THE JUDICIAL PROCESS

GOAL 1: PROTECTION OF THE JUDICIAL PROCESS

DOJ Strategic Objective 3.2: Protect judges, witnesses, and other participants in federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement.

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

USMS must remain diligent in the implementation of the most effective protection methods. This requires advanced behavioral and threat analysis to create risk-based protocols for protection. To maximize effectiveness, the USMS must ensure adequate training of protectees as well as the law enforcement community. Risk-based assessments must be conducted using relevant intelligence. USMS must meet the challenges associated with long-term protection of witnesses, social media, and technological enhancements such as geo-tagging and global positioning communication equipment. Resources will be used 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 risk to protectees through preventive measures and implementation of a threat-based methodology.

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 improves operational efficiencies and reduces risk to USMS protectees. Implementing effective preventive measures is necessary for the efficient utilization of valuable resources as opposed to costly overt and reactive protective measures. We must utilize resources within the law enforcement and intelligence communities to overcome past institutional independencies. Implementing a threat-based protective methodology triggering corresponding protective investigation protocols will enable effective delivery of coordinated protective measures commensurate to the threat to promote consistency.

Strategies:

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

USMS will develop standardized personal security awareness training based on security for the workplace, home, off-site, and for those under USMS protection. This will be accomplished by combining current policies and procedures in a presentation format accompanied by hands-on instruction. At the district level, training will be offered to the court family at least once a year. Personal security awareness training will continue to be conducted at the onset of a protective detail and protective investigation for the protectee and their family. Personal security awareness training will also be provided when residential security surveys are conducted.

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



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

USMS will implement a multi-tiered educational forum utilizing technological and collaborative resources with an internal and external focus regarding security for protectees. Technological pursuits will include a web-based series involving security procedures and will be accessible to protectees at the federal, state, county, local, and tribal levels. Comprehensive research into threats and inappropriate communication against federal judges will be conducted and combined with behavioral analysis research to develop educational products that will have the greatest effect. Collaborations with stakeholders will be pursued to allow for the greatest impact and outreach to those in the law enforcement community with judicial security responsibilities. A full scale communications plan will promote security products and programs in an effort to fully educate our federal protectees and inform protectees at the state, county, local, and tribal levels. National and regional court and judicial security training symposiums will provide a forum for subject matter experts to deliver a comprehensive court and judicial security message to a varied audience of judicial and law enforcement officials.

1.1.3. Increase the capacity to create predictive and trend analysis capabilities.

Enhancing the USMS capability for collection and analysis will increase the capacity for predictive trends analysis. At the district level, collection of information will be enhanced through expansion of the Protective Intelligence Investigator (PII) program,

increased USMS representation on the local FBI Joint Terrorism Task Force (JTTF) programs at the State Fusion Centers, and participation in existing and future local threat task forces. The creation of 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 enhance collection and analysis. At Headquarters, information analysis will be improved through the further development of the TMIS. TMIS is a collection of technological tools employed to support the collection, search, review, sort, and analysis of information to support the field and further identify subjects that could potentially threaten protectees.

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

USMS will pursue a risk-based protection program that ensures appropriate levels of resources are provided for protection based on the known risk to the Justices. Currently, the level of protection/assistance provided to United States Supreme Court Justices is typically dictated by the Justices requests rather than the identified risk. This is fundamentally contradictory to accepted protection principles and compromises the ability of the protective detail to deliver appropriate levels of protection. Improved information sharing, cooperation, and collaboration between the USMS, Supreme Court Police Department, and Supreme Court Chambers ensures the delivery of more effective protection to Supreme Court Justices.

1.1.5. Leverage and/or partner with other agencies for protective intelligence and protective operations research and development needs.

USMS will continue to leverage resources through direct liaison relationships with other law enforcement and intelligence agencies as well as judicial associations at the local and national levels. Two-way relationships improve resource, asset, and information sharing to better address cross-jurisdictional security needs. To enhance protective intelligence and protective operations research and development needs, USMS will place full-time liaisons in other agencies with protective responsibilities such as the United States Secret Service, Diplomatic Security Service, Supreme Court Police, and the Federal Protective Service. Leveraging enhanced relationships with our partners in the law enforcement and intelligence communities allows our agency to develop its capacity to operate effectively on the Internet, in social media forums, and in other future cyber environments.

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

USMS will formalize protection parameters and provide guidance regarding triggering events, initiation, execution, transitional phases, and termination of the detail. The type of protection parameters offered will be dependent upon the risk level, known facts, circumstances, and the ability to mitigate the threat. Consistency within those parameters will aid in managing protectees' security during extended details. Training will ensure clear understanding of policy and procedures for inappropriate communication and threat investigation management, with an emphasis on effective writing, reviewing, and closure of investigative reports. The agency will assess current procedures for classification of subjects being investigated for inappropriate communications to ensure compliance with the Freedom of Information Act (FOIA) without jeopardizing the security of protectees or investigative techniques.

1.2. Increase the effectiveness of USMS intelligence capabilities.

USMS has both investigative and protective missions. Inherent to mission execution are opportunities to collect information and intelligence that could potentially enhance productivity. However, maximizing the benefit of intelligence information is limited by the lack of a centralized intelligence capability. To compensate and to increase mission effectiveness, all relevant USMS divisions must work to centralize intelligence information. Additionally, data is unavailable for instances of potentially threatening behavior by subjects in the judicial process prior to reaching the federal judicial system. Many of these subjects change targets and/or threaten multiple targets. USMS must develop the capacity to analyze this information to form an accurate assessment of risk and provide appropriate levels of protection.

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 identifying information and intelligence as key enablers in the pursuit of strategic operational goals. We 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. USMS will develop a secure web portal to allow for centralized requirements management and feedback processes, improved collaboration, document sharing, and targeted dissemination of law enforcement intelligence products. USMS will develop an additional module to Justice Detainee Information System (JDIS), to capture all key intelligence data; particularly, raw criminal intelligence, suspicious activities, and/or incidents, as well as information reported by confidential informants. Similarly, we will develop an agency-wide deployment plan

for classified information systems to improve the exchange of classified information across the USMS mission areas and with federal, state, and local law enforcement organizations.

1.2.2. Assess the current USMS Behavioral Analytic Unit's capabilities to determine the required increase in staffing levels needed to support additional USMS responsibilities.

USMS will assess the current capabilities of the Behavioral Analysis Unit (BAU) and the potential requirements to support protective and other USMS missions. The current BAU focuses on sex offender behavior; however, expanding the scope of the BAU to support protective missions as well as other USMS mission areas would benefit the agency as a whole. USMS will assess current staffing levels and determine appropriate resources (funding, psychologists, inspectors, and intelligence research specialists) required to expand the BAU's capabilities. With over 16,000 threat cases in the USMS historical database, behavioral studies of these cases and case consultation on ongoing threats involving protectee cases will tremendously enhance the agency's ability to effectively provide protection.

1.2.3. Develop a National Threat data collection system for protective intelligence information.

USMS will develop a National Threat Database to assist investigators in identifying and investigating subjects that have threatened, inappropriately communicated, or exhibited behaviors of concern in other jurisdictions. Collecting this information at local, county, state, and other federal agencies with judicial and protective responsibilities will be researched addressing the technology, staffing, and other resources required.

1.2.4. Further develop the TMIS to electronically harvest and analyze data utilized to identify, assess, and mitigate threats directed at the judiciary.

USMS will develop TMIS to provide more robust and efficient assessment and mitigation of threats directed at the Agency's protectees and to enhance the agency's analytical capabilities. TMIS will be a collection of technological tools designed to collect, search, review, sort, and analyze information in support of protective investigations for the Office of

Protective Intelligence (OPI) in the Judicial Security Division (JSD). Additionally, TMIS will conduct persistent automated searches of the internet and various databases and automated geo-spatial mapping of threat data. Flexible report writing tools and applications also will be available to significantly improve the usefulness of collected data by translating raw data into actionable intelligence.

1.2.5. Implement recurring district level protective intelligence meetings.

A program will be developed to assist districts with the implementation of recurring district-level protective intelligence meetings. Sharing information and intelligence with local, county, state, and federal agencies with judicial and protective responsibilities on subjects or groups who threaten and inappropriately communicate is critical. USMS will develop and provide guidance to facilitate the establishment of local district-based or regional protective intelligence working groups. Program implementation will include education regarding the importance of these working groups. Guidance will include information regarding proposed membership, frequency of contact, and case examples. Guidance will be provided to districts as well as national associations representing our law enforcement partners.

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, USMS must work more closely with agencies such as Citizenship and Immigration Services and Immigration and Customs Enforcement. 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 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.

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. USMS will also encourage the United States Attorneys and Courts to engage in more widespread use of videoconferencing technology for less critical appearances. USMS will evaluate the impact of external drivers on existing financial and human resources, such as the burdensome paperwork requirements of immigration agencies, 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 Judicial Facility Security Program (JFSP), a staffing analysis of program personnel must be conducted to ensure efficient utilization of personnel resources in processing and delivering mission requirements. Physical security training must be provided to educate personnel with the essential knowledge and skills consistent with industry standards. Additionally, technology solutions must 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.**

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 and workloads, processes, standard operating procedures (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 physical security training program for key Judicial Security Division (JSD) and district personnel.*

An accredited, standardized physical security program and a long-term strategy will be developed to ensure contemporary, relevant training is provided to physical security specialists and other key physical security personnel. This program will provide formal instruction to develop skill sets necessary to conduct threat surveys, design integrated security systems (including 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. The National Center for Judicial Security will establish baseline and cyclical training programs for key Headquarters and district personnel by leveraging resources and partnerships with stakeholders in the justice system security field.

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

USMS will implement a business process re-engineering initiative that includes the redesign of Judicial Security Management and Resource Tool (JSMART) to standardize facility security profiles and subsequent requests for additional resources. The database will link operational situations and conditions with a budget module to more accurately 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) contract services. CSO staffing standards used to create a generic staffing formula and model for court facilities will be analyzed using JSMART.

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

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, seek participation on 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.

1.5. *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 funds availability, 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 a SharePoint platform, or comparable 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.

GOAL 2:



INVESTIGATIONS

GOAL 2: INVESTIGATIONS

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 3.1: Promote and strengthen relationships and strategies for the administration of justice with state, local, tribal, and international law enforcement.

DOJ Strategic Objective 3.2: Protect judges, witnesses, and other participants in federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement.

2. STRENGTHEN THE EFFECTIVENESS OF DOMESTIC AND INTERNATIONAL INVESTIGATIONS.

Moving forward, 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 enable us to invest in communities of need and 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 USMS assistance in the apprehension of state and local fugitives.¹ 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.

USMS will refine its resource allocation strategy to equitably distribute funding received through the Joint Law Enforcement Officer Program with the understanding that this funding is not guaranteed each year. Current

¹ USMS authority to apprehend State & Local fugitives: 28 U.S.C § 566(e)(1)(B) and Note on Fugitive Apprehension Task Forces; 28 CFR Part O subpart T § 0.111(q); Presidential Threat Act of 2000

Performance Goals:

Increase sex offender investigations by 8% by 2016

Apprehend or clear 55% or 33,660 primary federal fugitives by 2016

Increase the number of egregious state and federal fugitives apprehended/cleared by 7% by 2016

Increase effectiveness of the AF program

Measure: Increase pre-seizure planning for complex cases 5% by 2016

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 the JDIS to ensure that only cases within the SOP guidelines are being worked by the USMS.

2.2. Safely and effectively execute extraditions and foreign fugitive investigations.

The USMS will consider security concerns, determine appropriate levels of law enforcement participation, track travel alerts and warnings, and cultivate relationships with foreign representatives to ensure the safe and effective execution of extraditions

and foreign fugitive investigations. USMS will coordinate with representatives from the DOJ Office of International Affairs and foreign officials while continuing to strengthen our relationship with the Diplomatic Security Service Fugitive Liaison Program to effectively facilitate international investigations in countries lacking USMS presence.

Strategies:

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

USMS will expand and enhance its global presence at International Criminal Police Organization (INTERPOL) in Lyon, France, and in countries with high numbers of investigations, extraditions, and deportations to include Colombia, Canada, and the United Kingdom. The expansion into new countries will await approval of Congress.

2.2.2. Educate, train, and clearly communicate Personnel Recovery procedures for all missions outside the continental United States.

Procedures for USMS employees regarding personnel recovery as it relates to OCONUS missions will be accomplished through training, technical applications, monitoring, and intelligence awareness updates. The program will expand to include adult dependents of USMS personnel stationed in foreign posts, investigative liaisons, and personnel on temporary duty assignments, to include extraditions. USMS will develop relationships with foreign officials and provide input for strategic plans within embassies and consulates and also consult with representatives at the El Paso Intelligence Center (EPIC). Meanwhile, participation in Interagency Working Groups will continue as a means of establishing and strengthening the USMS as a viable partner within the personnel recovery culture.

2.2.3. Research and develop improved cost-saving measures in support of extraditions.

Cost-saving measures for extraditions will be explored including utilization of private charters, Federal Aviation Administration aircraft, and aircraft which is owned and operated by other federal law enforcement agencies.



2.3. Invest in cutting-edge investigative technology.

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 having access to millions of dollars in research and development. Biometrics and computer IT challenges remain the key priorities to be addressed.

Strategy:

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

USMS is formally partnering with the Department of Defense (DOD) for a minimum of 6 years. 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 deep research and development efforts.

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

USMS is faced with several challenges in fulfilling its missions under the Adam Walsh Act and DOJ Strategic Objective 2. 2. One challenge is the sheer volume of cases. The National Center for Missing and Exploited Children (NCMEC) estimates that more than 100,000 sex offenders are classified as non-

compliant or unregistered. To address this workload, 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 the public sector entities overseeing the regulatory process of registration. Some communities lack specialized sex offender law enforcement resources, particularly tribal communities. While 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.

USMS will continue its training program related to state and local sex offenders focused on investigating and prosecuting federal criminal violations of the Adam Walsh Act. Centralized communication is achieved through the USMS-established National Sex Offender Targeting Center (NSOTC). NSOTC will continue to serve as an interagency intelligence and operations center supporting all levels of law enforcement with the identification, investigation, location, apprehension, and prosecution of non-compliant sex offenders. USMS and the NCMEC personnel are assigned to the NSOTC, along with an agent from the Department of State's Diplomatic Security Service



and two officers from the Department of the Army. The NSOTC has assigned Senior Inspectors to serve as liaisons to NCMEC and to INTERPOL's Human Trafficking and Child Protection Division. In addition, USMS will continue to detail an intelligence analyst to the Customs and Border Protection Targeting Center, as well as a detail to the SMART office as the NSOTC liaison.

2.4.2. Focus on communities lacking specialized sex offender law enforcement resources to include Tribal lands.

Sex Offender Investigation Coordinators (SOICs) in tribal regions will continue to strengthen relationships with tribes and tribal law enforcement, and tribal-specific operations are planned in the near future. A Senior Inspector has been assigned at the NSOTC to serve as point of contact on tribal issues. Concurrently, an additional detail is in place at the SMART office to serve as the NSOTC liaison on tribal issues.

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 Adam Walsh Act 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.

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.

2.5. Ensure effective investigation, management, and disposal of seized and forfeited assets to assist in the achievement of the DOJ Asset Forfeiture Program (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. A successful forfeiture is dependent upon a cadre of trained individuals with specialized skills who are able to deploy quickly when notified of an impending complex case. Ensuring asset forfeiture personnel are adequately trained is an on-going program challenge. Currently, inventory management is a manual process with few internal control systems and no opportunities for real time, on-site data capturing. One aspect of the final phase of the forfeiture process is the reinvestment in state and

local law enforcement and the community. While significant positive community impact was made through authorities such as Operation Goodwill, more could be achieved. Moreover, there is an increasing demand for AFP expertise in the international community.

Strategies:

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

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. 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. USMS will further enhance participation and increase the frequency of 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. Implement automated inventory management technology to provide the capability to affect real time, comprehensive and compliant inventory controls.

USMS will move away from manual inventory by integrating inventory control technology. This will enable better optimization of business processes, potentially reducing operational costs, and thereby strengthening efficiency, effectiveness, and internal controls over the program. Additionally, the new system will reduce the necessity for dual data entry which will reduce the opportunities for potential errors that could negatively impact an audit.

2.5.3. Develop a national program that utilizes disposal authorities to transfer forfeited assets to strengthen communities.

Capitalizing on disposal authorities such as Operation Goodwill, USMS will work with DOJ to define the parameters for proactive identification of assets that could be transferred for community outreach and betterment. Once the program has been fully developed, USMS will create and implement an awareness program to include investigators, prosecutors, Agency staff, non-profit organizations, and community stakeholders. A process for recipient selection will also be established to ensure equitable opportunities for community organizations desiring participation.

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

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. USMS will increase its international presence through the creation of a liaison position at INTERPOL, Office of Overseas Prosecutorial Development Assistance and Training, Office of International Affairs, and the State Department. 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.

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.

USMS will reform business practices to optimize national detention operations to meet the above DOJ strategic objective. Containing increasing detention costs, ensuring adequate bed space within a reasonable distance of the court, and maintaining adequate conditions of confinement presents constant challenges in today's budget-constrained environment. 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, including medical. To manage costs, the USMS must work to find creative, efficient, and safe solutions that will minimize prisoner time in detention. Critical to our success is the engagement of our federal, state, and local partners. Interagency cooperation when processing prisoners and interfacing systems to share prisoner data is essential to achieving desired outcomes. The USMS, in cooperation with federal, state, and local agency partners, must solidify our responsibilities and determine the level of facility reviews required to provide necessary detainee security and care within reasonable costs.

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

Performance Goal:

Hold detention and transportation costs at or below inflation

Measure: Average Detention Cost

Measure: Transportation Unit Cost

Strategies:**3.1.1. Further develop the Justice Detainee Information System (JDIS) capabilities.**

USMS will create business rules within JDIS to improve data accuracy and collect necessary information to establish meaningful performance measures that will drive efficiencies. District, regional, and national management reports will be developed and personnel will be trained to populate, assess, and share data with detention partners to enhance detention management performance.

3.1.2. Develop a comprehensive 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, USMS will establish benchmarks for prisoner time at different stages of detention and incorporate these measures 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 be able to work with the local detention forum or specific court offices for resolution and to better 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.

USMS will work with BOP to create a common operating system to optimize detainee placement into approximately 12,000 BOP Federal Detention beds allocated for use by 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 and requiring constant manpower to resolve. 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.

USMS will work to further develop district-level planning groups. In 2009, the Office of the Federal Detention Trustee (OFDT) and 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. USMS will partner with district detention stakeholders to bring this concept to reality. Additionally, USMS will further assess the need for technology to support interagency collaboration and long-term detention planning and assess committee membership to determine what 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, transportation, and costs 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. When an individual is arrested, there are multiple agencies involved, each collecting and compiling information pertinent to their agency's requirements in the arrest-to-release prisoner lifecycle. 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.



Strategy:

3.2.1. Establish electronic prisoner files from arrest-to-incarceration to facilitate data sharing across agencies and streamline prisoner transactions.

USMS will fully integrate Justice Automated Booking System (JABS) data into JDIS. This will expand electronic prisoner files, permit data sharing between federal law enforcement agencies, and enable electronic processing during prisoner movement. As part of the eMOVE initiative, all In-District transfers to BOP will be captured and verified for transparency and performance measurement.

3.3. Fully integrate and automate detention monitoring with the Quality Assurance Program.

The Quality Assurance Program established by the OFDT in 2006 increased safety and security within the detention environment. The Quality Assurance Program included two separate processes to review facilities housing detainees; the OFDT's Quality Assurance Reviews (QAR) of performance-based detention contracts and the USMS reviews of Intergovernmental Agreement (IGA) jails. There are distinctions between the two approaches. The QAR process is a very detailed review conducted by outsourced detention subject matter experts, while 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, thereby wielding a significant amount of control over the detention provider. Conversely, the very nature

of an IGA is that of a mutually beneficial relationship between state, local, and federal government entities. As such, USMS has little input on the day to day operation and management of the jail. To eliminate redundancy and enable analysis of trends, jail review and QAR review standards will be assessed and updated to permit data analysis. USMS will develop essential detention standards as part of this effort.

Strategies:

3.3.1. Establish the parameters of IGA reviews.

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 Quality Assurance Program and define the standards used for QARs and detention IGA monitoring reviews (USM-218). This will require reviewing the DOJ Detention Standards and developing defined categories, such as essential standards, best practice standards, and optimum standards. USMS will utilize essential detention standards in the revised review process. 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.

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 with the potential to integrate with QAR data. Elimination of redundancies in the review process will drive efficiencies and consolidated data collection will enable development of management reports and trend analysis. 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 Quality Assurance Program. Training courses will be updated to include current policies, procedures, and regulations relating to IGAs.

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

USMS district personnel, most of whom have no formal medical training, provide oversight in processing prisoners requiring medical care. This results in a significant workload for districts. 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 forces or must be placed in secure contract infirmaries which are limited in number.

Strategies:

3.4.1. Centralize and streamline the National Medical Care Program process.

USMS will assess Electronic Prisoner Medical Request (ePMR) capabilities to determine whether it can be expanded to meet current and future needs in support of the National Medical Care Program. An electronic system will shorten processing time for review and approval, relieve district personnel from the prisoner medical care approval workload,

and ensure USMS prisoners only receive care that is medically necessary. With respect to care for the chronically ill, the USMS will conduct a study to determine the potential for in-house medical services with the capacity to provide this care along with identifying additional hospitals with secure prisoner medical wards. Use of these wards for chronically ill USMS prisoners will reduce or eliminate the need for medical guard services.

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 vast 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 suffer from inefficiencies resulting from the lack of data system integration and require additional business rules to ensure the efficient use of ground and air transportation is optimized.

Strategies:

3.5.1. Define and categorize current transportation methods and related costs to build a formulation process.

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. USMS will document current transportation practices and create a model to address specific district transportation needs and associated costs to balance the required flexibility with necessary resources. This methodology will produce a cost benefit analysis for various types and combinations of transportation and serve to form the basis for budget formulation.

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

USMS will conduct a transportation study to develop a district funding algorithm that will ensure fair and equitable district allocations for transportation. 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 on 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. Districts will coordinate with JPATS and BOP to ensure maximum use of BOP ground bus assets to meet the most efficient ground transportation system possible for both agencies.

3.5.3. Enhance JPATS' ability for administrative responsibility for all in-transit prisoners and streamline transportation.

Future generations of the JPATS Management Information System (JMIS) will permit JPATS to take greater ownership of the prisoner during the transportation process. This will reduce in-transit costs as JPATS seeks lower-cost housing and produces process improvements for the payment of prisoner housing and medical bills. Improving the communication between JDIS and JMIS will enable the automation of the chain of custody and eliminate hard copies of required documents for the travel packet. Automating the entire travel packet will be contingent upon the successful implementation of BOP's automated Medical Record and Content Manager System which will automate the prisoner's Central File. (Details and additional efforts to optimize transportation are identified in the JPATS' Strategic Plan FY 2011-2016.)

3.5.4. Support the JPATS optimization of the transportation system's assets, air-lift security and operations, and interagency structure.

Support to JPATS operations and security will begin at the preparation of the JDIS/PTS Form-106, *Requests for Prisoner Movement*, where critical information is provided and updated near real-time using JDIS. This includes the identification of prisoner attributes which are critical to determining security measures during transit. Prior to transport, USMS will ensure critical paperwork is accurate and protocols (including medical) are followed to prevent pre-board refusals, as well as ensure on-time arrival. USMS Ground Coordinators at each airlift location will coordinate the numerous vehicles and buses arriving to drop off and pick up prisoners thereby minimizing costly delays during air-lift transfers. USMS representatives to the JPATS Executive Committee and the JPATS Working Group will provide active involvement in JPATS planning and ensure demonstrated support of established performance metrics.



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 to ensure our personnel are adequately trained and equipped will be made. In the event of a crisis or emergency, 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 fugitive apprehension 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, USMS must ensure consistency in communicating standardized approaches to apprehension in all scenarios and 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.

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 will charge the Shooting Review Board (SRB) to provide continuous 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 the districts and relevant divisions will be developed in conjunction with the High Risk Fugitive Apprehension Training (HRFAT) program to ensure standardization in training. The HRFAT program provides safe methods of apprehending fugitives in dwellings, vehicles, and open areas. It will be offered to all operational 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:

Mitigate risks to operational personnel through training and readiness

Measure: Provide core training to all applicable personnel by 2015



standardization, training will be centralized to maintain 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.

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

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 compliance and standardization of

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, and training and equipment requirements. Subsequent to Agency implementation, the training plan will be introduced to state and local partners.

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

USMS must provide operational personnel with critical tactical communication capabilities. Adding to this challenge, 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. 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 (VHF) spectrum that 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, 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 such as FARMAT.

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, similar to firearms qualifications, should exist or if it would be more beneficial to provide refresher training similar to the required annual less-than-lethal recertification. The goal is to ensure that all operational employees are properly trained in the effective use of communication equipment.

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. 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.

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 determination will be made on how the unit can be integrated into agency tactical operations by means of a threat matrix in order to mitigate risk to DUSMs involved in high risk operations. 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 are in the right locations with the specialized skills needed. In this process, USMS will build a cadre of law enforcement experts 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.

5.1. Align the USMS organization to strengthen agency capabilities to meet current and future mission requirements.

Dynamic Agency growth, functional changes in USMS programs, and ever-increasing regulatory requirements have created the need for transformational change within the Agency. The USMS must look across its mission areas (investigations; intelligence; personal security; detainee confinement, care and transportation; asset forfeiture, etc.) and support functions (budget, acquisition, human resources, etc.) to determine the capabilities necessary to meet current and future program responsibilities. Specifically, the USMS must determine whether it has the right organizational and business structure in place, the precise workforce competencies in the right locations, and the equipment/technologies necessary to meet the mission challenges of today and tomorrow.

Strategies:

5.1.1. Formally redefine agency capabilities 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 capabilities necessary to meet current and future mission challenges. Collateral duties assigned to our law enforcement personnel have grown significantly to meet ever changing and increasing regulatory requirements. Consequently, USMSs today often have a myriad of different duties assigned to them with additional knowledge requirements relative to those required of their law enforcement predecessors. Innovations in technology have necessitated the

Performance Goals:

Implement career development programs by 2016

Create leadership and managerial training for operational and administrative personnel by 2014

Implement an automated risk-based review process by 2015



acquisition of new and different skill sets in various program areas throughout the organization, yet technology tools have been implemented at different rates with some programs continuing to operate under the burden of manually intensive systems. Operational and administrative personnel assigned to the agency have increased disproportionately over time. These factors have resulted in an ad-hoc approach to building agency capabilities and subsequently, an unbalanced and less than optimal business structure. To resolve these issues, the USMS will develop a transformational solution. Looking across all mission areas, the USMS will determine if it has the right capabilities to operate today and tomorrow. For example, in the area of protective operations – is the right intelligence information being gathered? Does the USMS have the data and capability to conduct behavioral analysis based on trends? Are there specialists and statisticians to perform and complete the analysis? Asking these types of questions will ensure the USMS takes a systematic approach to determining required program capabilities. This review will identify where change is needed to build capabilities and drive program success, and will apply to both operational and administrative functions.

5.1.2. Assess and align USMS organizational and business structures to optimize mission execution.

To transform the way the USMS conducts business, the Agency must determine if the right business structure is in place to support the mission, programs, and activities. USMS must align the organizational and business structure to create the most effective and efficient business operating structure. To begin, USMS will conduct an assessment to determine the level of change required to build the business structures to best support operational and administrative functions. For example: Is realignment of the financial support infrastructure necessary to achieve compliance with financial management requirements and result in positive audits? 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? Do we have duplicative operational functions between Headquarters and the districts? Have we structured our full performance level law enforcement positions with the skills to permit maximum flexibility in meeting our mission requirements? If we increased the full performance

level - how would that impact lines of authority and the resulting structure of our field offices? Should an organizational realignment in any of these areas be necessary, due diligence must be applied to ensure clear cost-benefit, judicious organizational change, management, effective communication, and minimal impact to the mission.

5.1.3. Determine the type and location of operational and administrative personnel.

USMS will conduct an analysis to determine the appropriate type, number, and location of operational and administrative personnel required to provide adequate and equitable resources for mission execution within program areas. While limited analysis might be inherent in the realignment study above, a more detailed solution is required to determine the type and location of personnel necessary to expand USMS capabilities, ensure effective internal controls, and address regulatory requirements. For example, increasing the Agency's financial management capabilities through the implementation of the DOJ UFMS will require accountants in locations that will best support UFMS transactions. The agency has additionally identified the need for specialized skill sets; however, further analysis will determine what type, how many and where they should be placed to optimize the agencies capabilities and effectiveness. USMS will also 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 skill 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, USMS will determine the core competencies necessary to fully address the current mission and prepare for the future. These agency core competencies must be translated to workforce competencies – the knowledge, skills, and experience necessary to meet agency requirements. Once identified, the workforce must have the career and training opportunities to develop these competencies. Finally, USMS must ensure the process is in place to select and

promote the most qualified candidates. To achieve these objectives we must transform our training program - expanding and formalizing all training and elevating the status of the training center to achieve accreditation. In addition, we will optimize distance learning solutions to achieve cost effective and timely delivery of training.

Strategies:

5.2.1. Identify competencies for USMS operational and administrative personnel.

USMS will create a formal listing 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. Other examples of required Agency expertise include the accountants mentioned previously, physical security specialists, behavioral analysts, statisticians, expertise in immigration documentation, and business analysts with the ability to assess and map IT solutions across business processes and data requirements. 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.

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. This effort combined with the development of an agency succession plan that prioritizes the needs of the organization will ensure an adequate complement of future core capabilities.

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

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 administrative and operational district and Headquarters employees will be initiated that is geared toward management and leadership. This program will involve mentoring and developmental assignments and include evaluations/assessments. The pilot program will also include activities designed to prepare participants to effectively manage and lead a diverse workforce. Competencies will be reviewed to ensure professional development supports career progression.

5.2.4. Assess and refine the selection and promotion process to ensure positions are filled with the most qualified candidates.

USMS will evaluate the operational merit promotion process and develop guidance to ensure applicants meet specialized skill sets. Recruiting strategies will be developed to encourage external new hires and increase the pool of best qualified candidates. A benefit analysis will be conducted on the investment of resources to expand the number of best qualified candidates for hard to fill or mission critical positions with a focus on OCONUS positions. Strategies will also be developed to target identified skills gaps and incorporate subject matter expert involvement in the development of hiring announcements and the selection process. USMS will target new hires with advanced skill sets necessary to address specific programmatic requirements such as problem solving skills, macro thinking, and critical thinking. 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.

5.3. 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.

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, 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.

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.

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, 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 into 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 agency programs will be reviewed to further enhance employee development through education.

5.3.5. Obtain full accreditation for the USMS Academy.

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 the academy's basic training programs and other 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.

5.4. 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 disciplinary process components will be restructured to consolidate supervision of investigative and adjudication activities. This will enable senior management to enhance program accountability and streamline discipline adjudication. Reporting procedures relating to lost property, use of force incidents, and misconduct will be automated to eliminate redundant and duplicative processes and improve data management, tracking, retrieval, and reporting capabilities. Policy will be developed formalizing procedures to refer misconduct allegations of a minor nature to district and division management. This will improve efficiency and managerial oversight. Employees will be educated on the disciplinary process through various training courses and presentation opportunities. Finally, the Table of Offenses and Penalties will be updated and standardized 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.

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 be conducted via automated databases with new emphasis on report preparation to display trends and highlight areas of risk.

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

USMS will update the SAG as policy changes occur. In addition, specific coordination will be orchestrated within relevant USMS programmatic offices to ensure SAG and compliance inspections include additional and appropriate testing of 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.

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 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.

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 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, USMS must demonstrate environmental stewardship in the execution of its mission.

6.1. Address the complexities of human resource management in the federal environment.

USMS Human Resources will be structured and staffed to meet the demands of managing the complexities of human capital in today's federal government. This means addressing deficiencies in 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. *Develop and implement a USMS Human Capital Plan.*

USMS will develop a comprehensive Human Capital Plan to ensure the successful development of the USMS workforce, meet the objectives of the strategic plan and the USMS Operational Diversity Management Plan (2011), and guide USMS efforts to upgrade Human Resource Division (HRD) processes and procedures. Involving districts, divisions, and offices in workforce planning efforts will ensure that the Strategic Human Capital Plan fully addresses agency requirements.

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

USMS will identify potential gaps in staffing and classification policies and procedures. The applicable staffing and classification policies will be revised and new automated tools will be developed to allow for expanded "self-service" human resource products for the workforce. Once developed, supervisors will be educated on the tools and their use.

Performance Goals:

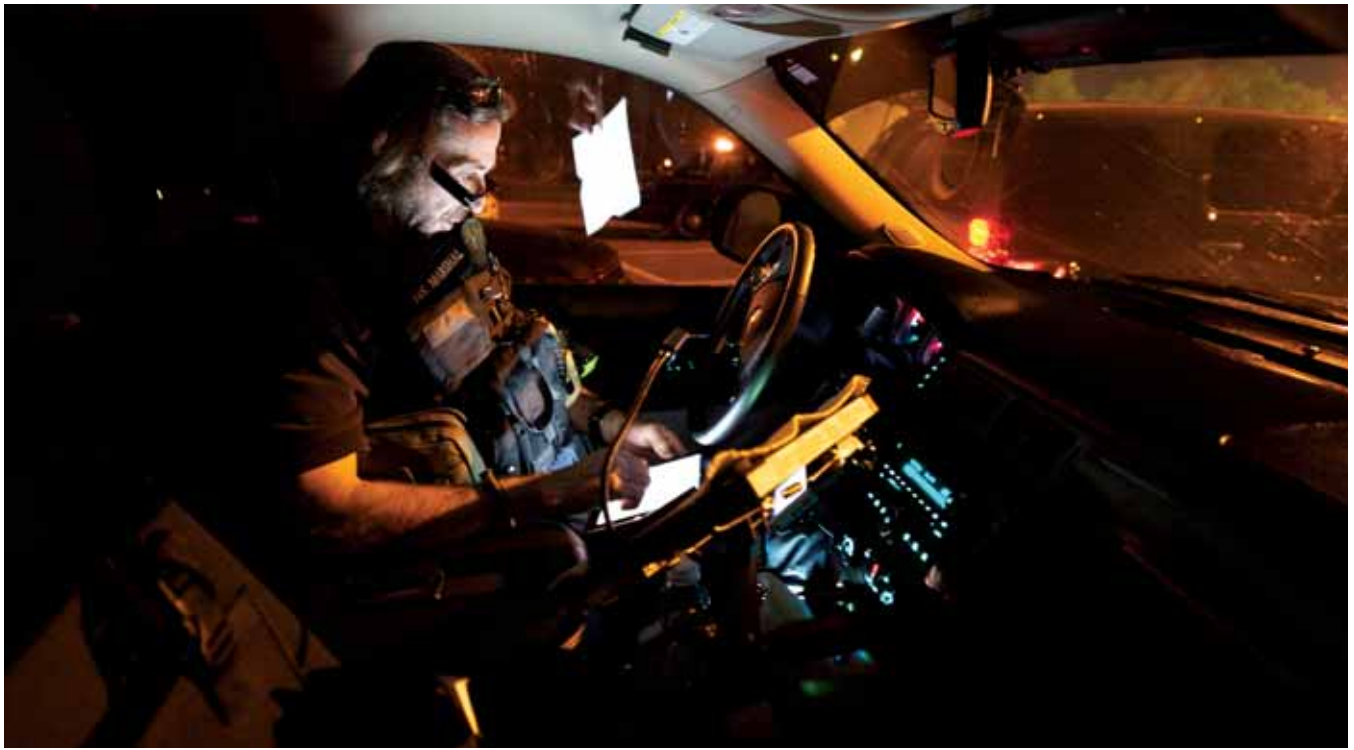
Develop a comprehensive Human Capital Plan by 2016

Upgrade or replace outdated USMS applications by 2015

Integrate Operational Security (OPSEC) into all policies and complete all training (annual and advanced) by 2014

Create a long-term Facilities Improvement Plan by 2015

Achieve an Unqualified Audit Opinion with No Material Weaknesses or Significant Deficiencies by 2016



6.1.3. *Prioritize the design and development of technology solutions for the human resource business functions.*

USMS will conduct a full business process re-engineering assessment of the human resource function to redesign the processes and work flow to better support the organization's mission, eliminate redundancy, and improve performance. Subsequently, USMS will gather requirements and complete an analysis of alternatives to recommend the best approach to achieve a fully automated and integrated solution.

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

USMS must move beyond non-compliant legacy systems to develop and promote new and enhanced technology to solve problems. This must be accomplished by working closely with stakeholders and thinking beyond perceived constraints. The USMS must continue to support the evolution of software, hardware, and automated processes, and strive for a flexible and affordable IT environment that enhances automation and improves reliability, availability, and security across USMS mission areas. The ultimate goal is to leverage technology to achieve modernized business processes and help drive agency performance.

Strategies:

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

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 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. *Assess USMS legacy systems to identify feasible solutions that enable effective, compliant business processes.*

USMS will address its challenge of supporting legacy systems that do not provide all the capabilities necessary to support the USMS mission by acquiring IT solutions to more efficiently and effectively deliver capabilities to the users 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 a mobile and flexible workforce.

USMS will address the requirement for more mobile solutions to meet the needs of our highly mobile workforce and comply with the Office of Management and Budget (OMB) and Federal mandates to promote teleworking. We will continue to research and improve the capabilities and services provided to mobile and Non-Government Furnished Equipment devices meeting security and data protection requirements.

6.3. Enhance our ability to obtain and manage resources supporting 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 manages approximately \$3.5 billion and disburses these funds through hundreds of thousands transactions annually across 94 judicial districts. Current USMS financial management systems do not substantially comply with federal financial management system requirements and applicable federal accounting standards required by the Federal Financial Management Improvement Act of 1996. Therefore, the Agency has not been able to fully mitigate financial weaknesses or achieve an unqualified opinion without material weaknesses in its annual financial statements audits. USMS must transform the way it currently does business. Re-engineering the budget and financial business structure and practices will support the successful migration to the required DOJ financial system UFMS. USMS must strive to ensure UFMS can be successfully deployed out as the agency's financial management system furthering compliance with a systematic approach to meet USMS 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 current processes across formulation, execution, accounting, and procurement.

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. It will focus on programmatic investments to achieve strategic objectives. Semi-Annual Strategic Planning sessions will be implemented to refine a multi-year investment strategy in accordance with estimated resource availability and program readiness. USMS will also develop a process to better predict staffing requirements and costs of operations to identify and assess alternative strategies to meet the mission requirements and possible budgetary constraints. A predictive capability will allow the formulation of out-year funding requirements and a refined methodology for forecasting personnel. In addition, USMS will develop mechanisms to improve projections of indirect charges including fuel and rent. Future budget scenarios will be developed

through research on trends in law enforcement, court security, proposed legislation, and coordination with partner Federal law enforcement agencies. This will enable USMS to develop resource alternatives and risk mitigation plans to support critical missions and our strategic plan objectives.

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

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, also discussed in Organizational Structure, Strategic Objective 5.1. At a minimum, 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. 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. 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.

Procurement is another area requiring an assessment of the current business structure, practices, and reporting lines in order to further the acquisition strategy of the agency and perform successfully on annual audits. The agency must ensure an annual Acquisition Strategic Plan is developed and in place. In addition, enhanced procurement policies, SOPs, and training must be implemented to ensure adherence to federal government

procurement standards. This will include the use of standard assets such as, the Federal Acquisition Institute Training Application System, Contractor Performance Assessment Rating System, and the Federal Procurement Data System-Next Generation. USMS will also implement quality control, management oversight programs, and training to improve procurement processes. USMS will establish recurring reviews for program management, contract management, contract close out, and Contracting Officer compliance with training requirements.

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 outlined in the Business Operating Model discussed in 6.3.1. A successful migration is a key component in the agency's vision for sound financial practices. Due to the complexity of this new system, the agency will need a well-developed project plan. USMS must complete migration while ensuring continuity of operations. This will require standardized business practices with clear policy, procedures, and training designed to ensure both. 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. 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.

6.4. 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. 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.

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 what 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.

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 Coordinators (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. 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.

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. Reengineer the business programs and processes to create a long term Facilities Improvement Plan.

USMS will assess and refine the facility and electronic security standards and develop an automated Facilities Assessment Tool to provide real-time assessments of USMS space. The tool will produce numerical ratings of facility assessments/surveys against agency defined minimal scores. It will provide a baseline matrix to identify facilities that have deficiencies and the subsequent prioritization of those deficiencies to determine how to best apply agency resources for facility improvements. It will

also provide a comprehensive security analysis that addresses risk associated with facility deficiencies and the need for continuous assessment of overall agency requirements. Results from the Assessment Tool will be utilized to develop cyclical replacements and form the basis of the USMS Facility Improvement Plan. In addition, a long term electronic security sustainment strategy will be developed that identifies funding required to perform cyclical replacement of electronic security components.

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

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.

USMS will develop and implement a standardized office space utilization plan across Headquarters and field real property assets. By 2014, the USMS will strategically reduce the overall footprint by at least ten percent to meet government real property reduction requirements in accordance with OMB. To accomplish this task, 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, comprehensive USMS security program.

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. 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.

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

USMS must implement programs and processes to protect the environment and act as good stewards of our natural resources. We 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 in establishing 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.

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 subject matter experts to establish an Environmental Management System for fleet and air operations. 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.

APPENDICES



APPENDIX A: PERFORMANCE MEASURES

The USMS Strategic Plan for Fiscal Years 2012-2016 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
3.2 Protect judges, witnesses, and other participants in federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement.	1. Protect the judicial process through the most effective and efficient means.	1. Ensure that protected witnesses and members of the judicial family remain unharmed and the judicial process is unimpeded <i>Measure: Assaults against protected court family members</i> <i>Measure: Security breaches mitigated</i>
2.2 Prevent and intervene in crimes against vulnerable populations; uphold the rights of and improve services to America's crime victims. 3.1 Promote and strengthen relationships and strategies for the administration of justice with state, local, tribal, and international law enforcement. 3.2 Protect judges, witnesses, and other participants in federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement.	2. Strengthen the effectiveness of domestic and international investigations.	2. Increase sex offender investigations by 8% by 2016 3. Apprehend or clear 55% or 33,660 primary (federal) fugitives by 2016 4. Increase the number of egregious state and federal fugitives apprehended/ cleared by 7% by 2016 5. Increase effectiveness of the AF program <i>Measure: Increase pre-seizure planning for complex cases 5% by 2016</i>

DOJ Strategic Objective	USMS Strategic Goal	Performance Goals/Measures
<p>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.</p>	<p>3. Optimize national detention operations with well-established business practices that achieve cost effective, safe, secure, and humane confinement and transportation.</p>	<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>
<p>N/A</p>	<p>4. Promote officer safety and provide effective support during domestic and international emergencies.</p>	<p>7. Mitigate risks to operational personnel through training and readiness</p> <p><i>Measure: Provide core training to all applicable personnel by 2015</i></p>
<p>N/A</p>	<p>5. Ensure professionalism and accountability, and promote innovation.</p>	<p>8. Implement career development programs by 2016</p> <p>9. Create leadership and managerial training for operational and administrative personnel by 2014</p> <p>10. Implement an automated risk-based review process by 2015</p>
<p>N/A</p>	<p>6. Develop a strong and efficient operating infrastructure by modernizing business processes and systems.</p>	<p>11. Develop a comprehensive Human Capital Plan by 2016</p> <p>12. Upgrade or replace outdated USMS applications by 2015</p> <p>13. Integrate Operational Security (OPSEC) into all policies and complete all training (annual and advanced) by 2014</p> <p>14. Create a long-term Facilities Improvement Plan by 2015</p> <p>15. Achieve an Unqualified Audit Opinion with No Material Weaknesses or Significant Deficiencies by 2016</p>

APPENDIX B: GLOSSARY OF ACRONYMS

AFP	Asset Forfeiture Program
ATF	Bureau of Alcohol, Tobacco, Firearms, and Explosives
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
CSO	Court Security Officer
DEA	Drug Enforcement Administration
DOC	District or Division Operations Security Coordinator
DOD	Department of Defense
DOJ	Department of Justice
DUSM	Deputy United States Marshal
EPIC	El Paso Intelligence Center
ePMR	Electronic Prisoner Medical Request
FARMAT	Fugitive Apprehension Risk Mitigation Assessment Team
FBI	Federal Bureau of Investigations
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
GPRA	Government Performance and Results Act
HRD	Human Resources Division
HRFAT	High Risk Fugitive Apprehension Training
IGA	Intergovernmental Agreement
INTERPOL	International Criminal Police Organization
IT	Information Technology
JABS	Justice Automated Booking System
JDIS	Justice Detainee Information System
JFSP	Judicial Facility Security Program
JMIS	JPATS Management Information System
JPATS	Justice Prisoner and Alien Transportation System
JSD	Judicial Security Division
JSMART	Judicial Security Management and Resource Tool
JTTF	Joint Terrorism Task Force
MCC	Mobile Command Center
NCMEC	National Center for Missing and Exploited Children
NSOTC	National Sex Offender Targeting Center

OCONUS	Outside the Continental United States
OFDT	Office of the Federal Detention Trustee
OMB	Office of Management and Budget
OPI	Office of Protective Intelligence
OPO	Office of Protective Operations
OPSEC	Operational Security
PII	Protective Intelligence Investigator
QAR	Quality Assurance Reviews
SAG	Self-Assessment Guide
SMART	Sentencing, Monitoring, Apprehending, Registering, and Tracking
SOG	Special Operations Group
SOIC	Sex Offender Investigation Coordinator
SOP	Standard Operating Procedure
SPM	Security Program Manager
SRB	Shooting Review Board
SRT	Special Response Team
TAC	Training Advisory Committee
TD	Training Division
TMIS	Threat Management Information System
TOD	Tactical Operations Division
UFMS	Unified Financial Management System
USMS	United States Marshals Service
VHF	Very High Frequency
WSD	Witness Security Division

the Expiration of the sixth Year, so that one third may be chosen every second Year, and if Vacancies happen by Resignation, or otherwise, during the Recess of the Legislature of any State, the Executive thereof may make temporary Appointments until the next Meeting of the Legislature, which shall then fill such Vacancies. • Clause 3: No Person shall be a Senator who shall not have attained to the Age of thirty Years, and been nine Years a Citizen of the United States, and who shall not, when elected, be an Inhabitant of that State for which he shall be chosen. • Clause 4: The Vice President of the United States shall be President of the Senate, but shall have no Vote, unless they be equally divided. • Clause 5: The Senate shall chuse their other



Trial, Judgment and Punishment, according to Law. • Section. 4. • Clause 1: The Times, Places and Manner of holding Elections for Senators and Representatives, shall be prescribed in each State by the Legislature thereof; but the Congress may at any time by Law make or alter such Regulations, except as to the Places of chusing Senators. • Clause 2: The Congress shall assemble at least once in every Year, and such Meeting shall be on the first Monday in December, unless they shall by Law appoint a different Day. • Section. 5. • Clause 1: Each House shall be the Judge of the Elections, Returns and Qualifications of its own Members, and a Majority of each shall constitute a Quorum to do Business, but a smaller Number may adjourn from day to day, and may be authorized to compel the Attendance of absent Members, in such Manner, and under such Penalties as each House may provide. • Clause 2: Each House may determine the Rules of its Proceedings, punish its Members by Behaviour, and, with the Concurrence of two thirds, expel a Member. • Clause 3: Each House shall keep a Journal of its Proceedings, and from time to time publish the same, excepting such Parts as may in their Judgment require Secrecy, and the Yeas and Nays of the Members of either House on any question shall, at the Desire of one fifth of those Present, be entered on the Journal. • Clause 4: Neither House, during the Session of Congress, shall, without the Consent of the other, adjourn for more than three days,



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