



# Federal Protective Service ANNUAL REPORT

FISCAL YEAR

# 2015



## Homeland Security





# Detect Observe Deter

2 | FEDERAL PROTECTIVE SERVICE

Photo by Petty Officer 2nd Class Cynthia Oldham, U.S. Coast Guard



# Director's

## MESSAGE

Every day around the nation our security is threatened. As global and domestic events have unfolded, knowing the threat is paramount to protecting people and federal infrastructure. Here at the Federal Protective Service, we have seen firsthand how the threats are evolving.

In Fiscal Year (FY) 2015, FPS deployed teams more than 29 times to support special security events, civil unrest, high-visibility trials, and tragic transportation accidents in addition to the daily service we provide to our customers. Throughout the year we continued to enhance our vigilance and presence around the nation with our Blue Surge and Operation Shield activities demonstrating to the community, visitors, and employees at the facilities under our protection that we are there, standing ready to protect them. These deployments have reinforced the value of a comprehensive security posture around our federal facilities; that posture including key agreements and operating experience with our partners in other state, local, and federal law enforcement and first response agencies – all working together to make our cities and federal space safe.

Our law enforcement teams are on the frontlines to detect, observe, and deter suspicious activity – from a lone actor bent on doing harm to whoever might be in his or her way, to a wide range of criminal and terrorist groups who wish to disrupt operations of the U.S. Government. Our inspectors and investigators are identifying and assessing a wide variety of potential threats, including vulnerabilities presented by the increasing use of network-enabled infrastructure and systems. Our security systems today are more complex, more integrated, and ostensibly more vulnerable to attacks by unseen actors than ever before. It is imperative we continue to work together with our colleagues throughout the government and private sector, the Department of Homeland Security, the National Protection and Programs Directorate, and federal, state, and local law enforcement to present to our adversaries a unified, agile, and effective organization.

This year saw an increased complexity and more pronounced danger from threat actors. The perilous nature of the threat is never more evident than with the loss of two protective security officers in the line of duty -- Lawrence Buckner and Idrissa Camara. The threat is real and appears in many forms. Knowing that threat, and building, maintaining, and adapting our force and relationships to meet this threat head-on, wherever it presents itself, is the FPS charge. We stand ready to protect and defend those employees and visitors who transit the facilities we protect.



L. Eric Patterson  
Director, Federal Protective Service

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# About

## THE FEDERAL PROTECTIVE SERVICE

**The Federal Protective Service** is a law enforcement and security agency with a long history of protecting U.S. government facilities and safeguarding the millions of employees, contractors, and visitors who pass through them every day. Its history dates back to 1790 when six “night watchmen” were hired to protect government buildings in the newly designated nation’s capital that became Washington, D.C. Over time, the network of security guards grew and evolved and was once known as the U.S. Special Police. The Federal Protective Service was formally established by the U.S. General Services Administration (GSA) in 1971 with the mission of protecting federal facilities and their occupants. When the Homeland Security Act of 2002 was passed, FPS was transferred from GSA to the newly formed Department of Homeland Security (DHS) and structured within U.S. Immigration and Customs Enforcement. On October 28, 2009, the DHS Fiscal Year 2010 Appropriations Act transferred FPS to the National Protection and Programs Directorate (NPPD).

### mission

To prevent, protect, respond to and recover from acts of terrorism and other hazards threatening the U.S. Government’s critical infrastructure and essential services.

### vision

A federal workplace and workforce that is safe, secure, and resilient across the homeland - every minute, every day - against acts of violence and other hazards.

### purpose

Protecting the people and business operations supporting the U.S. Government.

# HISTORICAL TIMELINE

**1790**

President George Washington appoints three commissioners to establish a federal territory for a permanent seat of federal government. The commissioners hire six night watchmen to protect designated buildings the government intended to occupy. FPS traces its origins to the appointment of these six night watchmen.



**1961**

Mass demonstrations in the nation's capital threaten the security of federal employees and the government buildings in which they work. Congress authorizes GSA to conduct investigations, enforce federal law, and make arrests under specific circumstances.



**1995**

In a tragic and brutal attack on the Alfred P. Murrah Federal Building in Oklahoma City, 168 people are killed, including 99 federal employees and 19 children. Six months later, the Interagency Security Committee (ISC) is formed to address continuing government-wide security for federal facilities.



**1948**

Congress authorizes the Federal Works Administration to appoint uniformed guards as special policemen with responsibility for policing public buildings. One year later, Congress transfers this responsibility to the General Services Administration (GSA).

**1971**

GSA formally establishes the Federal Protective Service.





## 2002

Pursuant to the Homeland Security Act of 2002, FPS is transferred to the newly formed Department of Homeland Security and retains its responsibilities for protecting the buildings, grounds, and property owned, occupied, or secured by the federal government under GSA jurisdiction. FPS becomes a part of U.S. Immigration and Customs Enforcement.



## 2014

In response to international attacks and public threats by terrorists, FPS increases its presence at federal buildings in major cities in the United States, and at the direction of the Secretary of the Department of Homeland Security, further enhances this response effort through the addition of a series of national operations – known as Operation Blue Surge – to detect and deter potential threats to thousands of federal facilities and millions of occupants protected by FPS and contribute to the overall security of our Nation's citizens.

## 2001

FPS responds to the 9/11 terror attacks on the World Trade Centers, evacuating federal employees and deploying mobile command vehicles to establish communications in Washington, D.C. and New York City.

## 2009

President Barack Obama signs legislation which transfers FPS from Immigration and Customs Enforcement to the DHS National Protection and Programs Directorate.

## 2015

FPS continues Operation Blue Surge and transitions to a 10 percent increase in operational activity nationwide as a result of heightened threats in support of the Boston Marathon Bombing trial and in response to unrest in Ferguson, Missouri and Baltimore, Maryland. At the direction of the DHS Secretary, FPS was selected for a seat on the DHS Counter-Terrorism Advisory Board (CTAB) in order to better understand, and as applicable, advise senior leadership on matters pertaining to the protection of national assets.

**DEPARTMENT OF HOMELAND SECURITY**

The Department of Homeland Security combined 22 different federal departments and agencies into a unified, integrated cabinet agency when it was established in 2002. The DHS mission is to secure the nation from a variety of threats. This requires the dedication of more than 240,000 employees in jobs that range from aviation and border security to emergency response and federal building security, from cybersecurity analysis to chemical facility inspection. Duties are wide-ranging, and the goal is clear – keeping America safe.

**NATIONAL PROTECTION AND PROGRAMS DIRECTORATE**

Established in 2007, the National Protection and Programs Directorate works with partners at all levels of government, and from the private and non-profit sectors, to share information and build greater trust to make our cyber and physical infrastructure more secure. Components of the National Protection and Programs Directorate include:

**FEDERAL PROTECTIVE SERVICE**

The Federal Protective Service is a federal law enforcement agency that provides integrated security and law enforcement services in support of federally owned and leased facilities and the people who occupy or visit them.

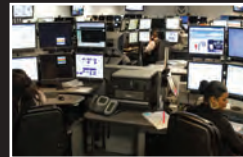
**FPS STRATEGIC PRIORITIES**



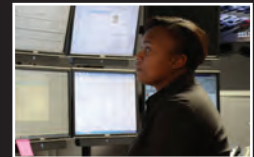
Detect, deter, disrupt, and investigate threats using law enforcement authorities. Respond to crimes in progress and other incidents to protect life and property.



Protect critical infrastructure and ensure government continuity through a risk management process based upon Interagency Security Committee standards and the National Infrastructure Protection Plan.



Employ a robust communications capability (MegaCenter) which serves as the FPS central point of communication and coordination among law enforcement personnel and provides for monitoring of security countermeasures.



Provide mission support to operations through risk-based and accountability-focused management and oversight.



**NPPD VISION**

*A safe, secure, and resilient infrastructure where the American way of life can thrive*

**NPPD MISSION**

*To lead the national effort to protect and enhance the resilience of the nation's physical and cyber infrastructure*

**OFFICE OF BIOMETRIC IDENTITY MANAGEMENT**

The Office of Biometric Identity Management (OBIM) supports DHS missions with accurate, timely biometric identity information, while protecting the privacy and civil liberties of individuals.

**OFFICE OF CYBER AND INFRASTRUCTURE ANALYSIS**

The Office of Cyber and Infrastructure Analysis (OCIA) provides integrated, all-hazards consequence analysis to illuminate the interdependence of our nation's cyber and physical critical infrastructure.

**OFFICE OF INFRASTRUCTURE PROTECTION**

The Office of Infrastructure Protection (IP) leads the coordinated national effort to reduce risk to our critical infrastructure and help respond and quickly recover in case of terrorist attacks, natural disasters, or other emergencies.

**OFFICE OF CYBERSECURITY AND COMMUNICATIONS**

The Office of Cybersecurity and Communications (CS&C) has the mission of assuring the security, resiliency, and reliability of the nation's cyber and communications infrastructure.

## CRITICAL INFRASTRUCTURE PROTECTION LEADERSHIP

The National Infrastructure Protection Plan outlines how government and private sector participants in the critical infrastructure community work together to manage risks and achieve security and resilience outcomes. Sixteen critical infrastructure sectors are defined. FPS serves as co-lead with the General Services Administration (GSA) for the government facilities sector. In that role, FPS helps develop standards set by the Interagency Security Committee for federal facility protection and offers a variety of organizations high quality security expertise.

Federal government facility security officials from around the nation recognize the high quality of FPS security expertise. Here's what a few said about FPS services in an FY 2015 survey:

*"FPS has always provided the highest level of expertise. They have been so cooperative and supporting of our needs."*

– Social Security Administration

*"FPS officers/inspectors responsible for our facility are the best. They are responsive, extremely knowledgeable, and are a pleasure to work with. We could not ask for better support and services from our FPS colleagues."*

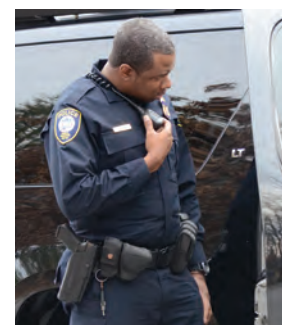
– National Archives and Records Administration

*"FPS is a professional, reliable, efficient, and accountable organization that delivers quality service to its stakeholders."*

– Customs and Border Protection

*"Professional, responsive, accommodating, and sensitive to the mission of our agency."*

– Citizenship and Immigration Services







## LAW ENFORCEMENT AUTHORITY

FPS has broad authorities and jurisdiction to prevent, investigate, mitigate, and defeat threats to federal facilities and the people who work within or visit those facilities. Pursuant to 40 U.S.C. §1315, the Department of Homeland Security is the primary federal agency responsible for the protection of all buildings, grounds, and property owned, occupied, or secured by the federal government, whether or not they are owned or leased by GSA. The authority to protect federal property has been delegated to FPS through the National Protection and Programs Directorate. Under 40 U.S.C. § 1315(a), FPS has territorial law enforcement jurisdiction allowing it to enforce in most cases all relevant federal laws, state laws (under certain conditions), and federal regulations relating to property management (see 41 C.F.R. Part 102-74, Subpart C). Under 40 U.S.C. §1315 (b)(1)-(2), FPS has subject-matter jurisdiction on or off the property so long as there is a nexus to the property. This subject-matter jurisdiction, which includes six enumerated law enforcement powers, has been upheld by the courts.

## FPS ON THE FRONTLINE, RISKING LIVES TO PROTECT PEOPLE AND FACILITIES

Until 2015, six FPS officers had been killed in the line of duty – the last in 2001. As the nature of threats dramatically evolved in FY 2015, the frontlines at government facilities became more dangerous. Two contract protective security officers were killed in the line of duty and gunshots were fired at two FPS inspectors in FY 2015. Even far away in a Pacific Island U.S. territory, American Samoa, gun violence was on the rise, necessitating FPS to negotiate an agreement to arm protective security officers.

Signifying an enhanced role for FPS within DHS and throughout the nation's security environment to address threats to the American way of life, for the first time in FPS history, the DHS Secretary provided the keynote address at the agency's annual wreath laying ceremony in May. DHS Secretary Jeh Johnson paid tribute to the lost FPS protective security officers and praised the continued hard work and outstanding service provided by current FPS officers. The Secretary noted the increase in national and global threats and called upon FPS to provide its expanding threat assessment expertise and additional law enforcement resources for enhanced operations in high risk situations.

### Protective Security Officer Lawrence Buckner Killed Protecting Census Bureau

April 9, 2015  
Suitland, Maryland



On April 9, Protective Security Officer Lawrence Buckner, age 59, an employee of Maryland-based Master Security, was stationed as a guard at the U.S. Census Bureau headquarters campus in Suitland, Maryland. He was fatally shot as he approached a car entering the complex to protect two women who reportedly were fleeing an alleged kidnapping suspect.

### Protective Security Officer Idrissa Camara Killed Protecting New York Federal Building

August 21, 2015  
New York, New York



Idrissa Camara, a senior protective security officer since 2001, was shot and killed as he protected occupants of the federal building at 201 Varick Street in New York City. DHS Secretary Jeh Johnson later visited the site to show support for the surviving security employees and to honor the fallen hero. Camara, age 53, was employed by FJC Security Services.

### Shots Fired at FPS Inspectors Outside Social Security Office in Albuquerque

August 6, 2015  
Albuquerque, New Mexico

Two FPS inspectors were fired upon outside of the Social Security Administration District Office and Teleservice Center in Albuquerque, New Mexico. No injuries were reported. The suspect was taken into custody and a firearm was recovered. He later was convicted of assaulting federal officers and sentenced to 11 months in prison followed by a year of supervised release.

### FPS Commended for Agreement to Enhance Security, Arm Security Officers at Federal Facilities in American Samoa

In a June 2015 letter to FPS Director Patterson, two deputy Social Security Administration leaders commended the FPS Region 9 team for its leadership in negotiating an agreement with American Samoa to arm protective security officers at federal facilities. FPS identified and assessed threats, including information regarding an increase in street crimes and two shootings of unarmed police officers in the U.S. territory of five main islands located in the South Pacific Ocean. Due to strict gun control laws in American Samoa, protective security officers were unarmed for the previous six years.

## EXCELLENCE IN SERVICE RECOGNITION

### As Threats Increase, FPS Earns Recognition from Others for:

- Protecting People, Facilities, and Identifying, Mitigating Threat during Boston Marathon Bombing Trial
- Reducing Threat from Ferguson, Missouri and Baltimore, Maryland Civil Unrest
- Assessing Facility Security Threat during Influx of Unaccompanied Migrant Children from Southern Border into Texas

### FPS Individuals Receive Awards for Outstanding Contributions

- DHS Secretary Commends Two from FPS with Valor Awards for Preventing Suicides
- FPS Inspector Recognized for Identifying Suspect Convicted in Harassment, Child Pornography Case
- FPS Inspector Receives Secretary's Award for Excellence, Innovation for Developing Contract Tracking Tool to Cut Costs, Improve Oversight
- FPS Financial Analyst Earns DHS Award for Cutting Late Payments, Costs, to Free Funds for More Mission-Oriented Services
- FPS Commander Receives DOD Award for Supporting Guard and Reserve Employees to Maintain Resource Readiness to Detect and Deter Threats



Dallas team assessed facility threat in Texas



Region 6 Inspector Robby Dolezal awarded Robert L. Timberlake Outstanding Service ribbon for identifying child pornography suspect. The Timberlake ribbon is awarded in honor of Officer Robert Timberlake, who was killed in the line of duty in 1979



Financial Analyst Diane Hill received DHS Chief Financial Officer award



Left to right: Inspector Kevin Adams (DHS Valor Awardee), FPS Director Eric Patterson, DHS Under Secretary Suzanne Spaulding (NPPD), and Area Commander Jerry Bartgis (DHS Valor Awardee)



FPS Region 7 Inspector Roger Scharmen received Secretary's Award for contract tracking tool



## A SAMPLING OF KEY EVENTS

### ENHANCED PROTECTION OPERATIONS SUMMARY

October 2014 - September 2015

Nationwide

As the nature of threats to federal facilities continued to evolve in FY 2015, DHS Secretary Jeh Johnson asked the Federal Protective Service to expand its threat identification and assessment, communications, physical security, and law enforcement operations to provide an enhanced presence in locations facing heightened threats. Recognizing the expertise of FPS, the need for expanded security for federal facilities, and the ability of FPS law enforcement resources to help keep peace and order as the number and types of threats increased, Secretary Johnson elevated the role of FPS in providing guidance and operational resources to protect the public and the business of the U.S. government. Situations requiring enhanced security ranged from protests and civil disorder in Ferguson, Missouri, and Baltimore, Maryland, violent May Day demonstrations in Seattle, Washington, and various lone wolf shootings, to special security events like the President's State of the Union speech, the 20th anniversary of the Oklahoma City bombing, and the visit of Pope Francis. FPS provided heightened security to federal courthouses in Boston, Massachusetts, New York City, and Hammond, Indiana during high profile trials leading to convictions in the Boston Marathon bombing, the 1998 East African Embassy bombings, and the Indiana gang murders. FPS also provided surge support during natural disaster emergencies, including Tropical Storm Erika in Florida, floods in Texas, and a typhoon in American Samoa.

An expansion of the resources required to support a growing number of special security situations was authorized for FY 2017. The goals of enhanced presence operations are to:

- Provide a highly visible law enforcement presence during times of civil unrest;
- Disrupt terrorist/criminal activity;
- Expand patrol and response operations through increased coverage;
- Demonstrate FPS commitment to employing the highest standards for the security of federal facilities and the safety of their occupants; and
- Collect and assimilate data to continually assess and improve FPS ability to achieve its core mission – to secure facilities and safeguard occupants.



## OPERATION BLUE SURGE

After an attack on the Parliament of Canada on October 22, 2014, and in response to additional public calls by terrorists for attacks in the West, Secretary Johnson called upon the services of FPS as the Department's chief national facilities protection and security authority to increase its presence and threat identification resources at federal buildings in several major cities in the United States. FPS initiated Operation Blue Surge to detect and deter potential threats to thousands of federal facilities and millions of occupants protected by FPS. In four phases, national task forces were assembled and deployed into high threat/high consequence cities. FPS transitioned to a 10 percent increase in operational activities across all 11 FPS regions to meet the ongoing challenges of multiple requests for protective services.



## BOSTON MARATHON BOMBING TRIAL

January 5, 2015 – May 15, 2015  
Boston, Massachusetts

FPS was the primary law enforcement agency safeguarding federal facilities and people participating in the trial and sentencing of Dzhokhar Tsarnaev, the surviving perpetrator of the 2013 Boston Marathon bombing. As a result of the extensive FPS effort, the proceedings were secured. FPS officers apprehended a death penalty protester who attempted to bring a meat cleaver into the sentencing hearing. A wide array of personnel was involved, including: inspectors, special agents, canine teams, supervisors, managers, administrative staff, radio technicians, and mobile command vehicle technicians – many working lengthy rotating shifts over the 19 week period. Through record-breaking snowfalls and subzero temperatures, FPS provided security for the judge, court staff, jurors, witnesses, families, general public, and news media, while also working with law enforcement partners to ensure the defendant was secured to face proceedings. In total, 174 FPS federal employees and nine contractors worked together as a solid team coordinating with state, local, and federal agencies for the duration of the trial.



## FERGUSON, MISSOURI UNREST

November – December 2014

Ferguson, Missouri

In the fall of 2014, FPS responded to growing protests and violence in the Ferguson area. FPS chiefly maintained positions inside and out of sight at selected high risk facilities as it sought to detect and deter criminal and terrorist activity by disrupting individuals or groups who attempted to violate the law or negatively impact the normal operations of government business. FPS succeeded in its mission, ensuring FPS customers were able to safely carry out their missions while citizens had the opportunity to exercise their First Amendment right to assemble peacefully. No FPS-protected property was significantly damaged, and FPS provided physical security, even information about commuting routes, to preclude any civil unrest-related injuries to federal workers based at FPS-protected buildings.



### PRE-EVENT TRAINING A SUCCESS IN FERGUSON

Advance coordination with other agencies and pre-event training were provided to all FPS operational staff for the Ferguson operation, including lessons on how to protect protestors' rights to peacefully assemble while also addressing a variety of violent scenarios, such as how to deal with the use of Molotov cocktails and other incendiary devices. FPS collaborated with more than 70 federal, state, and local law enforcement agencies. An FPS incident command with a mobile command vehicle was set up at the Goodfellow Federal Center Complex in St. Louis, which enhanced communications and intelligence-gathering capabilities, especially in tracking numerous out-of-state and local agitators as police and civilians came under attack. The St. Louis Federal Executive Board Executive Director and members of the FPS Office of General Counsel maintained a presence in the FPS incident command to assist in transmitting timely information to agency executives and provide legal guidance.





### **BALTIMORE PROTESTS**

April 18, 2015 – May 6, 2015  
Baltimore, Maryland

A state of emergency was declared in Baltimore, Maryland, when violent protests erupted after the death of a citizen while in police custody. The FPS goal was to protect facilities and deter violence that occurred after a similar incident in Ferguson. FPS Region 3 leadership was quick to respond with a mobile command vehicle, interagency partnerships, and coordination with situational intelligence officials. The FPS response team coordinated messages with local law enforcement and building managers about planned demonstrations, transportation interruptions, and other events so agency decision makers could better determine whether to keep buildings open or close early. The efforts of FPS personnel on the scene, and those providing off-site support, were credited with ensuring the facilities protected by FPS sustained only minimal damage.

### **PHILADELPHIA AMTRAK DERAILMENT**

May 12, 2015  
Philadelphia, Pennsylvania

During the National Transportation Safety Board investigation of the May 12, 2015 derailment of an Amtrak train in Philadelphia, FPS explosive detection canine teams conducted sweeps at the crash site. FPS also provided enhanced protection and security services at the hotel where investigators and the National Transportation Safety Board's Family Assistance Center were based, a non-GSA facility, as well as federal facilities in the area. FPS services were provided per an interagency agreement with the National Transportation Safety Board, a significant broadening of the FPS mission beyond facilities owned or leased by GSA.

## NATIONAL POLICE WEEK – DHS SECRETARY PARTICIPATES IN FPS WREATH CEREMONY

May 12, 2015  
Washington, D.C.



Each year, FPS recognizes the service and sacrifice of U.S. law enforcement personnel across the country. This year, for the first time in FPS history, the Secretary of Homeland Security participated in the FPS wreath presentation ceremony. On May 12, 2015, DHS Secretary Jeh Johnson, DHS Under Secretary Suzanne Spaulding of the National Protection and Programs Directorate, and FPS Director L. Eric Patterson joined nearly 100 people gathered at headquarters to honor FPS law enforcement officers lost in the line of duty and those who continue to put their lives on the line. Secretary Johnson noted the enhanced role for which FPS is being relied upon within DHS and throughout the nation's security environment to identify, assess, and deter threats. The Secretary praised the outstanding service provided by FPS. Special

tribute was paid to the six FPS officers who have fallen in the line of duty, as well as Protective Service Officer Lawrence Buckner, an employee of an FPS contractor, who was killed in the line of duty in April 2015.

## PAPAL VISIT TO UNITED STATES

September 22, 2015 - September 24, 2015

FPS inspectors and explosive detection canine teams, as well as many deployed members from around the country, converged on Washington, D.C, New York City, and Philadelphia to enhance security around federal facilities and support state, local, and federal law enforcement partner agencies to provide security for the first visit of Pope Francis to the United States. FPS provided protective services during the entire three-city, five-day tour. The Papal visit was completed without incident and the men and women of the Federal Protective Service received numerous written accolades and recognition in news media, public speeches by elected officials, and official letters from state, local, and federal agencies – all commending the superb and professional completion of a complex and highly visible mission.



# FY 2015

## ACCOMPLISHMENTS AND MILESTONES

### 642,279

Prohibited and illegal items such as firearms, knives, mace, and drug paraphernalia interdicted and confiscated at federal facilities

<p><b>2,026</b> Facility security assessments conducted</p>	<p><b>78,156</b> Security post inspections conducted</p>
<p><b>5,689</b> Reports of suspicious activity mitigated</p>	<p><b>19,945</b> Surveillance/counter surveillance activities</p>
<p><b>869</b> Active shooter awareness training sessions conducted</p>	<p><b>10,469</b> Federal facility tenants trained in active shooter tenant awareness</p>
<p><b>1,052</b> Criminal investigations conducted</p>	<p><b>39,771</b> Explosive detection dog team bomb sweeps</p>
<p><b>217,817</b> Visual vehicle inspections conducted</p>	<p><b>539</b> Protective Investigations</p>
<p><b>1,668</b> Arrests and citations</p>	<p><b>237</b> Weapons violations</p>





# Enforcement

## AND INVESTIGATION: VIGILANCE, PREVENTION, RESPONSE

### FPS LAW ENFORCEMENT PERSONNEL

FPS directly employs more than 1,000 federal law enforcement personnel. FPS special agents, police officers, and inspectors perform the following:

- Conduct criminal investigations and threat assessments;
- Design and implement protective countermeasures;
- Provide uniformed law enforcement response and investigative follow-up;
- Inspect protective security officer posts.

According to more than 90 percent of respondents in an FY 2015 survey of federal facility security officials, FPS is performing at a high level in its duty to protect federal facilities and is recognized as a leading security authority in the nation. Respondents viewed FPS inspectors as subject matter experts in physical security and law enforcement, and federal facility security officials look to them for guidance on security issues. Respondents also rated inspectors highly for their professionalism and their responsiveness. Here's what a few respondents had to say about FPS inspectors:

*"A true professional, epitomizes his profession."*

– General Services Administration

*"Consistently looking for ways to improve the service he provides for our office and is very prompt in addressing issues."*

– Social Security Administration

*"Very approachable, understands our needs, and he works very well with us."*

– Department of Agriculture

*"Very knowledgeable in all areas of his job and is easy to approach."*

– Drug Enforcement Administration

*"Dedicated to mission requirements."*

– Federal Emergency Management Agency

*"The FPS inspector for my area is a true professional who communicates with me and my personnel on a regular basis providing us guidance, support, and assistance with security, threat, and vulnerability issues impacting our work environment."*

– Customs and Border Protection

*"Very knowledgeable and understands our particular security needs."*

– Department of Treasury







## SECURITY AND LAW ENFORCEMENT RESPONSE

Every year, FPS officers respond to tens of thousands of requests for service from tenants and other stakeholders. Some of these involve criminal activity in progress and/or the need to protect life and property. Others involve support to national special security events or other law enforcement agencies responding to a critical situation. FPS personnel identify and assess threats, conduct surveillance, monitor suspicious activity, undertake deterrence patrols, and engage in community policing activities.

FPS officers oversee screening operations for federal facilities. In FY 2015, FPS interdicted and confiscated 642,279 prohibited and illegal items, including firearms, knives, mace, and drug paraphernalia, as a function of its efforts to secure federal facilities.



As the situation merits, FPS uses mobile command vehicles to protect federal facilities at special security events, such as July 4 celebrations

### NUMBER OF CASES FPS CLOSED DURING FY 2015:

<b>487</b>	<b>THREAT INVESTIGATIONS</b>	<b>52</b>	<b>ASSAULT – AGGRAVATED AND SIMPLE</b>
<b>141</b>	<b>SECURITY BREACHES AND OTHER ISSUES</b>	<b>24</b>	<b>BURGLARY AND VANDALISM</b>
<b>52</b>	<b>MOTOR VEHICLE THEFT, ROBBERY, AND LARCENY</b>	<b>11</b>	<b>CRIMINAL HOMICIDE AND OTHER DEATHS</b>
<b>72</b>	<b>WEAPONS AND EXPLOSIVES, BOMB THREATS</b>	<b>5</b>	<b>FORCIBLE RAPE AND SEX OFFENSES</b>



## PROTECTIVE INVESTIGATIONS

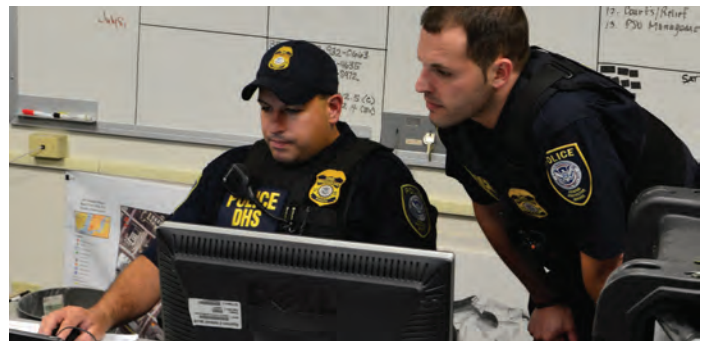
The FPS Protective Investigations Program was established in early 2004 to detect, deter, and respond to threats to FPS-protected facilities and tenants. FPS partners with other federal agencies in its protective mission, including the U.S. Secret Service, U.S. Capitol Police, Social Security Administration, U.S. Marshals Service, Federal Bureau of Investigation, and other federal, state, tribal, and local law enforcement agencies. These partnerships leverage FPS resources through collaboration and information sharing, and result in improved resource utilization for all agencies involved in a particular protective investigation. FPS special agents make arrests and conduct investigations of subjects charged with making inappropriate communications and threats to members of the U.S. Congress and their staffs, federal employees, and members of the military reserve. Many of these investigations result in convictions for making threats to physically harm individuals and/or threats to bomb federal facilities. FPS special agents investigate threats delivered in person or via telephone, email, U.S. Postal Service mail, and other delivery services.

## CRIMINAL INVESTIGATIONS

FPS personnel investigate criminal activities and threats to federal facilities impacting the estimated 1.4 million employees, contractors, and visitors who pass through those facilities every day. These duties include case management; activity reporting; liaison with other federal, state, tribal, and local law enforcement agencies; preparing and managing affidavits and warrants; conducting interviews, interrogations, and searches; making arrests; managing evidence; and performing compliance assurance.

### FPS WORKS WITH STATE DEPARTMENT AND LOCAL POLICE TO APPREHEND CELEBRITY STALKER

A man who had camped out for six days in the Hampton, New York, pool house of Actress Jennifer Lopez was apprehended by the FPS team at the Thomas P. O'Neill Jr. Federal Building in Boston, Massachusetts. During routine passport services on the morning of March 4, 2015, staff from the State Department's Bureau of Consular Affairs Boston Passport Agency informed FPS Area Commander Matthew Pinardi that an active felon wanted for extradition to Suffolk County, New York, had requested an expedited passport and was expected to attempt to enter the building to pick up the passport. Commander Pinardi contacted the Suffolk County Police Department, the Boston Police Department's Fugitive Operations Unit, and the State Department's Diplomatic Security Service (DSS). The felon, found guilty of burglary and trespassing through the celebrity's property, apparently intended to quickly flee to Israel to escape extradition. Immediately upon receiving the suspect's passport photo, Commander Pinardi dispatched FPS Inspectors Michael Violandi and Joseph Saccardo to the O'Neill building, where they intercepted and arrested the individual.





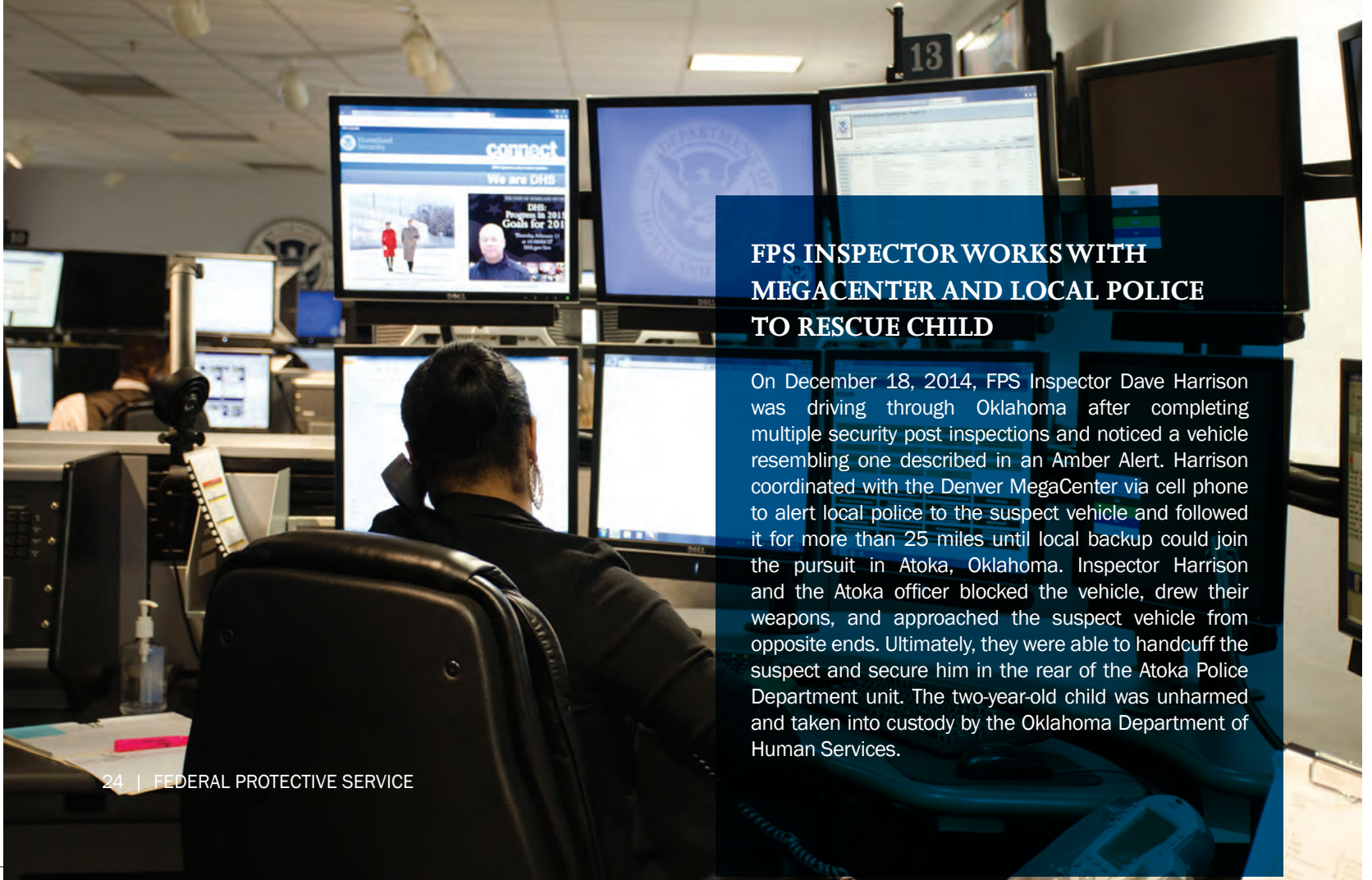
## FPS HELPS KEEP WINSTON-SALEM PROTEST PEACEFUL

An estimated 3,500 to 6,000 people peacefully rallied in front of the federal courthouse in Winston-Salem, North Carolina, on July 13, 2015. The rally, dubbed “Moral Monday,” was in support of the North Carolina NAACP v. McCrory lawsuit requesting that the federal court reverse a controversial election law eliminating same-day voter registration and limiting early voting. Anticipating a mass demonstration, the judicial security inspector requested FPS assistance. FPS inspectors and canine teams protected people and facilities to help ensure protesters were able to exercise their freedom of speech and assembly rights in a peaceful manner.



## FPS INSPECTOR WORKS WITH MEGACENTER AND LOCAL POLICE TO RESCUE CHILD

On December 18, 2014, FPS Inspector Dave Harrison was driving through Oklahoma after completing multiple security post inspections and noticed a vehicle resembling one described in an Amber Alert. Harrison coordinated with the Denver MegaCenter via cell phone to alert local police to the suspect vehicle and followed it for more than 25 miles until local backup could join the pursuit in Atoka, Oklahoma. Inspector Harrison and the Atoka officer blocked the vehicle, drew their weapons, and approached the suspect vehicle from opposite ends. Ultimately, they were able to handcuff the suspect and secure him in the rear of the Atoka Police Department unit. The two-year-old child was unharmed and taken into custody by the Oklahoma Department of Human Services.





## CRITICAL INCIDENTS AND SPECIAL SECURITY OPERATIONS

As a key component of operations, FPS personnel respond to planned and unplanned critical incidents and special events. These are events supported by national and intra-regional deployments, including the protection of Federal Emergency Management Agency facilities during disaster responses, providing security during major demonstrations that impact federal facilities, and planning and coordination for national special security events.

## MEGACENTER OPERATIONS

The FPS MegaCenters monitor multiple types of alarm and closed-circuit television systems, within and around federal facilities throughout the nation. These four centers – located in Michigan, Colorado, Pennsylvania, and Maryland – are equipped with sophisticated wireless dispatch and other communication systems to support incident identification, dispatch, and response 24 hours a day, seven days a week. In FY 2015, the MegaCenters addressed 233,522 events.



## FPS WORKS WITH COMMUNITY TO REDUCE ARRESTS DURING FERC PROTESTS

During late May 2015, the Federal Energy Regulatory Commission (FERC) building in Washington, D.C., was the target of a week-long demonstration by anti-fracking activists and people from communities adversely affected by gas pipelines. Several streets and sidewalks were blocked over the eight days of picketing, but with the help of pre-protest planning and collaborative policing, there was no disruption of the agency's daily operations and only minimal impact to those frequenting the impacted area. As a result of that collaboration, the number of arrests for civil disobedience was reduced from 65 during a November 2014 event, to only five in 2015. With protests being such a regular occurrence in the nation's capital, FPS uses proactive and creative approaches to effectively manage protests whenever possible, ensuring safety while enabling people to exercise their First Amendment right to peacefully assemble. In FY 2015, the FPS team worked with the D.C. Metropolitan Police Department, the D.C. District Attorney's Office, the Federal Energy Regulatory Commission, and members of the protest group to communicate and coordinate police response and handling of demonstrators.





# FPS in action

## IDENTIFYING THREATS, PROTECTING PEOPLE, SAVING LIVES

The Federal Protective Service is regularly called upon to lead or assist with law enforcement response and threat investigations in connection with nearly every significant threat incident in the United States and U.S. territories. Its well-trained personnel are committed to serving and protecting the public, the federal government, and the American way of life. Their commitment shows when they risk and, in extreme cases, ultimately sacrifice their lives for those they see in need. Every day, FPS officers around the nation investigate suspicious packages, persons, situations. Not all those efforts make the news cycles. But what may seem routine one day can rapidly escalate. FPS officers are ingrained with the values of service and trained in a myriad of protective measures. Following are a few examples of FPS efforts to protect and save lives during FY 2015. Most of the time, success at FPS means identifying threats and protecting people to ensure nothing happens at an FPS-protected facility.

### IDENTIFYING THREATS, PROTECTING PEOPLE

#### FPS LOCKS DOWN FEDERAL BUILDINGS, PROVIDES SUPPORT DURING DC NAVY YARD INCIDENT

With the nation on heightened alert as the 4th of July holiday approached, FPS collaborated with local, military, and other federal law enforcement and emergency response agencies to respond to a 911 call from the Washington, D.C. Navy Yard reporting loud noises that sounded like gunshots. The complex was the site of a 2013 shooting where 12 people were killed. FPS personnel assisted with the threat investigation. During the July 2 incident, no evidence of gunshots, an active shooter, or any victims was found, but the incident response demonstrated the high level of preparedness and effectiveness of the DHS “If You See Something, Say Something” campaign.



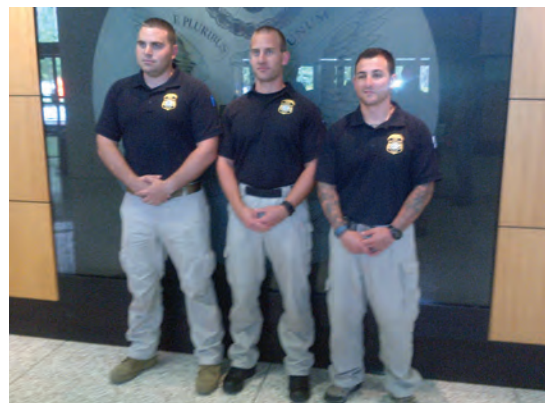
### SAVING LIVES

#### FPS PROTECTIVE SECURITY OFFICERS SAVE LIFE AT USCIS

On September 3, a visitor at the U.S. Citizenship and Immigration Service’s customer service center in Fairfax, Virginia, suddenly fell to the ground. Without hesitation, James Boateng, a contract protective security officer, jumped into action. He ran over to check on the man and saw he was unconscious and not breathing. Boateng performed Cardiopulmonary Resuscitation (CPR) and called upon two other protective security officers – Mubasher Islam and Michael Henderson – to assist. Together as a team, the officers tirelessly performed CPR for a continuous seven minutes – a physically demanding effort. As one officer became exhausted from compressions, another officer would rotate in to give him relief. The team was able to revive the man before local emergency medical services arrived to take him to the hospital – conscious and breathing. The man survived. FPS recognized the three officers with a letter of recognition for their heroic actions. The officers are employed by a company contracted by FPS to protect federal facilities and the people within those facilities.

### **INSPECTORS RESPOND TO CRASH, SAVE LIFE**

On June 2, while attending a training course in Dallas, Texas, three FPS inspectors heard a loud crash outside the building. FPS Inspectors Shawn Sellards, Stephen Warnick, and Jonathan Marcum quickly exited and saw three vehicles involved in an accident at a nearby intersection. They observed a male driver slumped over the wheel, unconscious and unresponsive. A passenger indicated the driver had a heart condition. Marcum and Sellards carefully extracted the unconscious man. He was not breathing and had no pulse, so Marcum began chest compressions. Meanwhile, Inspector Warnick called for emergency medical services and began traffic control to ensure the accident victims remained within a safe barrier. The immediate life-saving efforts by Marcum, Sellards, and Warnick resulted in the resuscitation of the driver before local emergency medical services arrived to take him to the hospital.



### **INSPECTOR WORKS WITH LOCAL POLICE TO SAVE MAN FROM JUMPING OFF BRIDGE**

During a patrol of the San Ysidro (California) Land Port of Entry on April 9, FPS Inspector Pedro H. Echeverria spotted a restless individual standing atop the border station pedestrian bridge ledge about two stories above Interstate Highway 5. The man was yelling and threatening to jump. Inspector Echeverria immediately stopped and exited his patrol car to approach the individual. Remembering his Psychiatric Emergency Response Team training, Inspector Echeverria began a calm, respectful conversation with the man, who dropped his hands and turned to respond to the inspector. At that point, Echeverria and a San Diego Police Department officer grabbed hold of the man's hands and pulled him off the ledge, saving the individual from committing suicide.

### **OFFICERS RESCUE MAN HIT BY CAR WHILE PUSHING STROLLER**

Protective Security Officer Heath Uncapher was on foot the afternoon of May 28, patrolling the perimeter of the Jackson Federal Building in downtown Seattle, Washington, when he heard a crash about 30 feet behind him. He turned around and saw a man pushing a stroller had been struck by an SUV. The man and the two-year-old in the stroller were knocked to the ground, and the man was pinned underneath the vehicle against a wall. Officer Uncapher immediately radioed for assistance. FPS Area Commander Mike Nelson said, "We heard 'man hit by car' and a baby was involved and we went into a flurry. Two of us ran the two blocks to the scene and two jumped into a car to block traffic. We were there in 30 seconds." The team called for medical and local police support, administered first aid, and contained traffic. The father was treated for a concussion and broken elbow. The child was placed in a balloon neck brace as a precaution, but suffered no significant injury. The driver of the car was treated for minor injuries and charged with negligent driving.

# Vulnerability

## ASSESSMENT/MITIGATION: EXPERT SERVICES NATIONWIDE

### PROTECTIVE SECURITY OFFICER OPERATIONS

Protective security officers represent the frontline of FPS in ensuring the security and safety of federal facilities, tenants, and visitors. Staffing more than 5,848 security posts across the United States, examples of types of activities performed by protective security officers include:

- Screening occupants and visitors to prevent the introduction of prohibited items (i.e., weapons and explosives) into federal facilities;
- Providing access control at federal facilities by conducting employee and visitor identification checks;
- Monitoring security surveillance systems to detect criminal activity; and
- Conducting security patrols of the interior and exterior of federal facilities.

FPS is committed to ensuring high performance of its contracted protective security officer workforce through training and other initiatives. In line with this priority, FPS law enforcement personnel conduct security post inspections and integrate covert testing activities to monitor vendor compliance and countermeasure effectiveness. They also regularly audit vendor files to validate security officer certifications and training records to ensure compliance with contract requirements.

According to an FY 2015 survey of federal facility security officials, more than 90 percent of federal security officials viewed FPS protective security officers as a capable and dedicated force central to facility security and safety. Protective security officers were rated highly on their professionalism, quality of support, and ability to handle incidents. Here's a sampling of what a variety of respondents around the nation had to say about FPS protective security officers, also known as PSOs:

*"PSO services at this location are excellent; the PSOs interact with the public in a manner that defuses situations that could potentially escalate. The PSOs keep me informed of any incidents as well as potential incidents that were defused....The PSOs at this location use their interpersonal skills to keep the employees and public safe."*

– Social Security Administration

*"They are the first faces that visitors see upon entering. They consistently treat our visitors in a professional manner with respect and dignity, but always achieving their goal to secure the facility."*

– Citizenship and Immigration Services

### PSO CONTRACTS IN FY 2015

13,807  
PSOs

70%  
of FPS Budget

\$1.07  
Billion Spent on PSO Services



## ENHANCED PROTECTIVE SECURITY OFFICER TRAINING

In FY 2015, FPS began implementation of a train-the-trainer program for protective security officers. Through this system, FPS inspectors train and certify instructors from contractor security officer companies on FPS screener station protocol and procedures. These instructors then train security officers within their company, which allows FPS to reach more protective security officers with the same amount of federal staff resources.

In addition, FPS continued transitioning existing security company contracts to incorporate new screening station training for security officers. This approach enhances the screener station training provided to security officers through increased performance and test-based training.

*"I receive multiple written comments/ letters each month from members of the public praising the PSO in this facility. He is always polite and professional. He diffuses difficult situations with skill and before they escalate. He screens more than 300 visitors per day as they enter the facility, and some visitors have even posted entries on Yelp! commenting that the professionalism of the guard set the tone for their entire visit. I cannot say enough positive things about our PSO."*  
– Social Security Administration

*"Responsive to security and tenants needs."*  
– Marshals Service

*"A necessary component of our facility's security plan."*  
– Administrative Office of the U.S. Courts

*"They are our partners in security."*  
– Veteran's Administration



## FACILITY SECURITY ASSESSMENT

The facility security assessment is the primary process used to identify federal facility security threats and vulnerabilities, and offer tenant agencies solutions to mitigate the risk of an undesirable event, terrorist attack, or natural disaster.

Federal facilities are assigned a facility security level determination ranging from a level one (low risk) to a level five (high risk). In accordance with Interagency Security Committee standards and guidelines, FPS conducts facility security assessments at least once every five years for level one and two facilities, and at least once every three years for level three, four, and five facilities.

In December 2014, FPS upgraded the software system used to perform facility security assessments. The 2.0 version of the Modified Infrastructure Survey Tool (MIST) dramatically enhances the quality and efficiency of facility security assessments. Previously, the MIST 1.0 template was used to manually access a database on a building-by-building basis. The new MIST 2.0 system, developed specifically for FPS with field input for requirements, is automated and contains data to support a variety of statistics on buildings throughout the nation. The automation significantly speeds up data analysis and reduces the potential for human error in calculations.

FPS conducted 2,026 facility security assessments through MIST 2.0 across all 11 regions during FY 2015.



## ENHANCED FACILITY SECURITY ASSESSMENTS

As the MIST tool is continually refined, FPS is also preparing to boost its capabilities to meet future demands for enhanced facility security assessments, which go beyond analysis of specific human-based types of threats to include a full range of environmental scenarios. An enhanced facility security assessment for One World Trade Center was delivered in a July briefing to federal agency tenants, including U.S. Customs and Border Protection, the Federal Emergency Management Agency, and the General Services Administration. Earlier, on March 11, an enhanced facility security assessment briefing was provided to agency tenants at the Federal Building and U.S. Courthouse in Greenville, Mississippi, including: the U.S. District Court; Administrative Office of the U.S. Courts; U.S. Marshals Service; U. S. Postal Service; Social Security Administration; U.S. Probation and Parole Office; and the General Services Administration.

Enhanced facility security assessments offer more sophisticated graphics, maps, models, photos, and report formatting to include an expansion in information evaluated. The enhanced facility security assessments provide additional analysis of critical infrastructure/key resources (CIKR), major transportation routes, natural gas pipelines, power lines and supporting infrastructure, and water and sewer lines. Geographic information systems and data modeling provide facility and region-specific flood maps and power outage assessments for all types of natural disasters, information on explosive bombing and hazardous materials damage zones, analysis of point of impact scenarios at a facility and other key CIKR in the assessed area, key dependencies/ interdependencies information, and direct and indirect impacts associated with a loss of federal facilities and other mission essential critical infrastructure assets located in the immediate area. Processes are being developed to expand FPS capabilities to offer enhanced facility security assessments on a more widespread basis, as required to meet the needs of specific facilities.

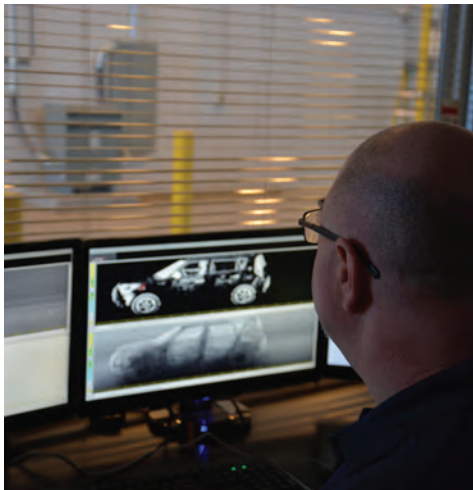




## TECHNICAL COUNTERMEASURES

Throughout the facility security assessment process, FPS teams work with stakeholders to identify and gather all necessary information for characterizing each facility's unique risks. FPS then works in partnership with facility security committees to build consensus regarding the types of countermeasures appropriate for each site. The decision regarding the optimal combination of physical countermeasures, such as security barriers, X-ray machines, closed-circuit video, and number and type of guard posts staffed by FPS-contracted protective security officers is based on a variety of factors, including the facility's threat assessment, its facility security level, and the security needs of individual tenants.

FPS provides X-ray truck operations, including an off-site, detailed scan inspection area for delivery trucks and other large vehicles en route to federally owned and leased buildings in Washington, D.C., Maryland, and Virginia. This includes supporting the U.S. Secret Service with screening vehicles destined for the White House.



## EXPLOSIVE DETECTION CANINE TEAMS

FPS explosive detection canine teams are the most effective countermeasure available today for detecting explosives. These highly specialized teams consisting of a dog and a law enforcement handler detect or quickly rule out the presence of explosive materials, allowing other first responders and/or the business of the government to continue with minimal or no interruption. Since the FPS program first started in Washington, D.C., in 1998, it has grown from 12 teams to a fully operational, national program of 83 authorized and funded teams. These teams conducted 39,771 sweeps during FY 2015.



### FPS CANINE INSPECTOR AIDS FBI IN FT. BLISS ACTIVE SHOOTER INCIDENT

Federal Protective Service (FPS) Canine Inspector Cesar Salmon and his partner, K-9 Eva, provided assistance to Federal Bureau of Investigation (FBI) agents during an active shooter situation on January 6, 2015 at the William Beaumont Army Medical Center in Fort Bliss, Texas. During the course of multiple searches for explosives or secondary devices, Inspector Salmon and K-9 Eva cleared routes for federal bomb technicians, located the subject's vehicle, and cleared the vehicle and facilities for FBI evidence technicians and investigators conducting witness interviews.



## EMERGING THREATS

### ENGAGING TO MEET EMERGING THREATS

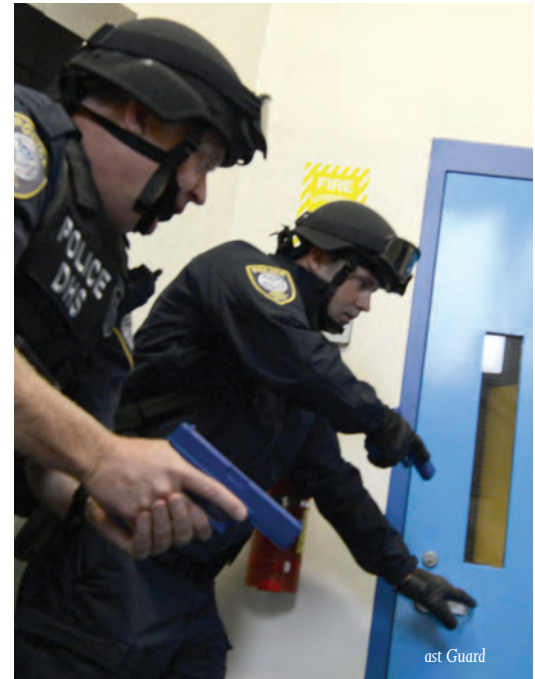
Threats and attacks by disgruntled individuals and criminal and terrorist groups require FPS to invest an increasing amount of its law enforcement resources to rapidly respond to various locations across the country. In FY 2015, operations in Ferguson, Missouri, and Baltimore, Maryland; during the Boston Marathon Bomber trial; and during the tri-city Papal visit required the deployment of hundreds of FPS law enforcement personnel to enhance the protection of federal facilities and personnel in areas where risk and threat levels increased. These deployments were essential for FPS to fulfill its mission to ensure the safety and security of at-risk facilities. FPS support of various operations requires a balance of short-term and long-term goals to reduce the impact on daily operations.

Based on these operational requirements, FPS began development of a Rapid Protection Force program to address the need to swiftly respond to heightened threats while maintaining support for the enduring FPS security posture. It is envisioned the Rapid Protection Force may be requested and deployed to provide the following capabilities:

- Protection of federal property and personnel on the property, especially where normal infrastructure has been degraded;
- Force protection for U.S. government agencies and federal employees;
- Rapid response and augmentation of the initial response by an FPS region;
- DHS uniformed law enforcement presence;
- Situational awareness and law enforcement assessment for FPS, NPPD, and DHS senior management;
- Security of FEMA Joint Field Offices, in accordance with the DHS National Response Framework Joint Field Office standard operating procedures;
- Relief of regional personnel so they may: (1) locate and account for all regional personnel; (2) attend to family and personal losses; and (3) begin to reconstitute and carry on the day-to-day business of the region;
- Augmentation of regional capabilities for continuity of regional operations; and
- Other duties as assigned by the FPS Director or his/her designee.

### CYBER-ATTACKS

Cyber-attacks in both the public and private sectors are becoming more frequent, complex, and damaging. Over the last year, more than 3,000 cyber incidents on U.S. critical infrastructure have been reported, according to the Industrial Control Systems Cyber Emergency Response Team within the National Cybersecurity and Integration Center, a division of the DHS Office of Cybersecurity and Communications. In June 2015, the White House and Office of Management and Budget launched a government-wide 30-day “cyber sprint” to identify and protect sensitive information in response to serious data breaches at the Office of Personnel Management reportedly beginning in late 2013 that laid the groundwork for massive breaches of government personnel data in 2015.





As the agency responsible for protecting civilian federal facilities and the people within them from all threats – physical or cyber, FPS was instrumental in development of the new Cybersecurity Strategy of Control Systems for federal agencies and participated in the cyber sprint. The sprint required agencies to take immediate steps to shore up protection of information and assets to make federal networks more resilient. Agencies were required to evaluate compliance with Homeland Security Presidential Directive-12, which offers guidance for smart identity cards, and to tighten policies for privileged users in addition to issuing patches for vulnerabilities and accelerating identity authentication from multiple sources. Reports were submitted to the Office of Management and Budget and DHS for review and scoring. As part of actions required by the sprint, agencies increased their use of strong authentication to 80 percent – an almost 40 percent increase just this year, according to the U.S. Chief Information Officer.

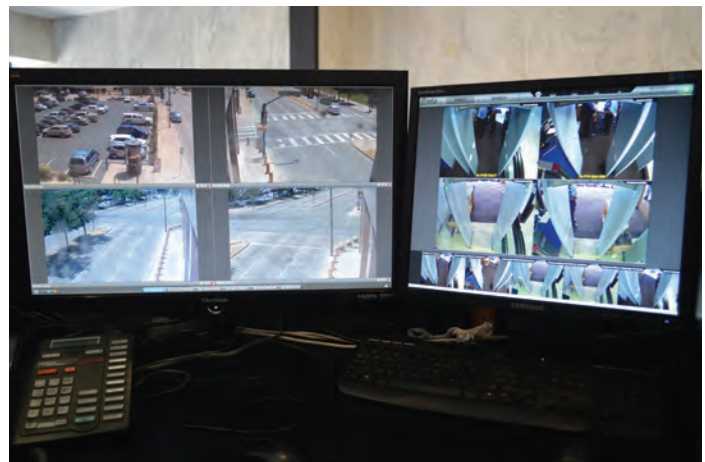
Cyber-attacks are complex and creative, and FPS recognizes the need to develop policies and procedures to address these risks to potentially mitigate a catastrophic cyber-attack to a federal facility. FPS has been working closely with GSA, the NPPD Office of Cybersecurity and Communications, U.S. Secret Service, and other partners to share cybersecurity expertise, gather best practices, and help guide FPS and its partner agencies on the best way forward.

#### **JOINT CYBER-PHYSICAL SECURITY ASSESSMENT WITH AGENCY PARTNERS**

In FY 2015, FPS developed procedures to evaluate cyber-physical security vulnerabilities in its facility security assessments. For every automated control system currently assessed from a physical security perspective, FPS will be evaluating the system's cyber characteristics. In November 2015, FPS began piloting these new procedures at select federal facilities across the country to conduct a trial run of the new process and gather feedback. The selected federal facilities will be evaluated using a revised facility security assessment method, which incorporates cybersecurity. FPS will brief facility security committees on the findings and offer recommendations on how to mitigate both physical and cyber risks. The findings of the pilot program will help guide the agency's strategic decisions and define the FPS role within DHS.

### **WHAT IS THE CYBER THREAT FOR FEDERAL FACILITIES?**

Most federal facilities have automated control systems that regulate critical features of the building, such as: elevators; escalators; fire suppression systems; access control systems; lighting systems; heating, ventilation, and air conditioning systems; intrusion detection systems; cameras; electronic security systems; and emergency communication systems. These automated control systems are increasingly connected to the Internet to allow building managers to remotely monitor and control the systems. Internet connectivity potentially increases vulnerability to a cyber-attack. A cyber-attack on a federal facility's automated control systems could cause elevators to function abnormally, temperatures to rise and fall to extreme levels, key card readers to be disabled, sprinkler systems to activate, and much more. Much like a physical attack on a federal building, a cyber-attack can disrupt or destroy federal business operations and records, and even cause human casualties. Even countermeasures that are not connected to a network, such as closed circuit video or X-ray machines, are vulnerable if they are not updated regularly with firmware patches or password updates.



## UNMANNED AERIAL SYSTEMS

The Federal Protective Service responds to reports of unmanned aircraft approaching federal buildings and other facilities under its protection. While to date most incidents have involved recreational use of these devices resulting in minor potential risk, FPS views unmanned aircraft systems from a security perspective considering a full range of scenarios – from possible interference with law enforcement operations, to the potential for crashes and dangerous falling debris creating hazards for people and property, to the possible use of unmanned aerial vehicles for criminal payload deliveries or as a weapon of terror. Early on, FPS recognized the potential threat that could evolve from increased commercial and recreational use of unmanned aircraft and has actively contributed to the intelligence community’s unmanned aerial vehicle threat working group and DHS and whole community preparedness working groups.

The number of unmanned aerial devices and uses for them is expanding dramatically. With wingspans as large as a small airplane or smaller than a radio-controlled toy, they are being used commercially for everything from delivering packages and professional photography, to geographic mapping and forest fire detection. FPS works closely with the Federal Aviation Administration (FAA), which has embarked on a public awareness campaign to increase awareness of rules for use of unmanned aircraft.



Interagency collaboration is crucial in protecting federal facilities against the increasing threat of unmanned aerial vehicles. FPS is partnering with other law enforcement agencies in leading the development of policies to deal with this evolving threat. FPS personnel and on-site contract protective security officers are provided FAA and FPS guidance on regulations regarding remote-controlled aerial devices. FPS law enforcement officers also have been provided with wallet cards summarizing the response to the report of an unmanned aircraft, as well as roll call training. They are required to report all unmanned aerial



vehicle operations in the vicinity of federal facilities to the FPS MegaCenter. In the event of a device landing or crashing on federal property, an FPS law enforcement investigation is conducted and the incident is reported to the FAA. The government has a compelling interest to ensure federal facilities and the people who occupy them are safe and secure. While individuals operating remote-controlled aerial vehicles are most often pursuing a permissible recreational interest, these devices also have been implicated in a number of planned attacks, both domestically and abroad.

In FY 2015, FPS developed updated guidance for FPS law enforcement officers for responding to and investigating incidents involving unmanned aircraft. FPS investigated 19 incidents and worked closely with federal partners and others to update applicable federal regulations. In December 2015, the FAA issued new rules requiring online registration and display of registration numbers on all unmanned aircraft systems. Registration dramatically improves FPS ability to identify owners of the devices. As a safety measure, the FAA also widened the radius of restrictions on unmanned aircraft vehicles in the National Capital Region from 15 miles to a 30 mile radius of Ronald Reagan Washington National Airport.



Photos courtesy of Wikipedia



# Stakeholder

## SUPPORT: AN ACUTE FOCUS ON SERVICE EXCELLENCE

### OUR CUSTOMERS, TENANTS, AND FACILITIES

(As of September 30, 2015 – numbers change frequently as facility requirements change)

1.4 million

Approximate number of daily tenants and visitors in FPS-protected facilities

9,323

Facilities owned or leased by GSA and protected by FPS

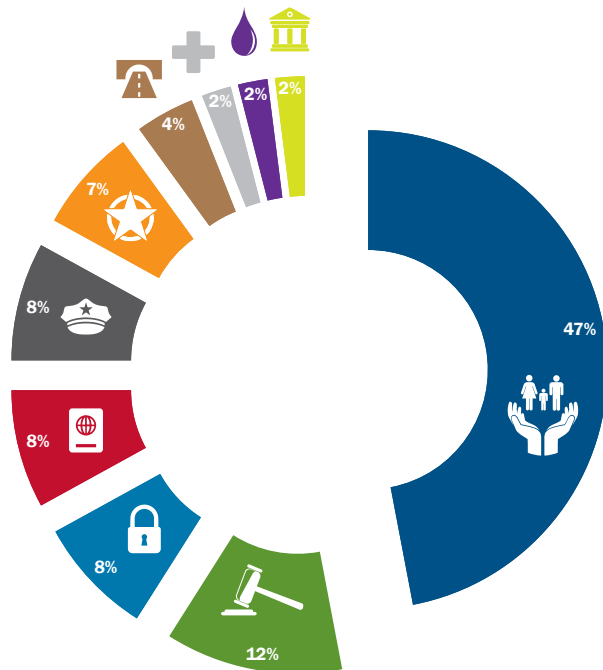
516

Different departments and independent agencies/components

35,745

Occupied individual facility spaces

### SECTORS, INDUSTRIES REPRESENTED IN FPS-PROTECTED FACILITIES ACROSS THE UNITED STATES



Based on customer, tenant, and facility square footage in FY 2015. Additional sectors and industries represented in FPS-protected facilities include cybersecurity, energy, financial, legislative, and emergency response.

- Public Services\*
- Judicial
- National Security
- Border Security
- Law Enforcement
- Defense
- Infrastructure
- Healthcare
- Food & Water Supply
- Monuments & Icons

\* e.g., Internal Revenue Service, Government Accountability Office, Department of Education, Social Security Administration, and Department of Housing and Urban Development

**OUR PEOPLE, REGIONS AND ASSETS**  
**RESOURCES FOR PROTECTIVE SERVICES AND THREAT IDENTIFICATION**



**11 REGIONS**



**200 FIELD OFFICES**



**4 MEGACENTERS**

*(Suitland, Maryland; Battle Creek, Michigan; Philadelphia, Pennsylvania; Denver, Colorado)*



**1,371 FULL-TIME EQUIVALENT STAFF**



**1,007 FULL-TIME EQUIVALENT POLICE OFFICERS, INSPECTORS, AREA COMMANDERS AND SPECIAL AGENTS**



**13,807 CONTRACT PROTECTIVE SECURITY OFFICERS**



**83 EXPLOSIVE DETECTION CANINE TEAMS AUTHORIZED AND FUNDED**



**8 LARGE MOBILE COMMAND VEHICLES**



**4 SUV-BASED COMMUNICATIONS VEHICLES** *(Rabbits)*



**2,000 FACILITIES**



**5,848 SECURITY POSTS**



**70.5% OF ALL VACANT LAW ENFORCEMENT POSITIONS WERE FILLED WITH VETERANS IN FY 2015**



**\$1,528,037,907 ENACTED BUDGET, FY 2015**

## VOICE OF THE CUSTOMER SURVEY

To better understand how the people who pay for FPS services perceive its performance, reputation, and value, FPS conducted its first voice of the customer survey in FY 2015. The survey captured the views of facility security committee chairs and designated officials who oversee security at federal facilities. Results of the survey suggest FPS is performing at a high level in its duty to protect federal facilities and is recognized as a leading security authority in the nation.

Survey respondents rated both the facility security assessment program and active shooter training highly. Overall, 81 percent are satisfied with the quality and value of FPS facility security assessments in identifying and offering solutions to security risks. Regarding FPS active shooter training, 93 percent rated the purpose and clarity of the training in positive terms, and 89 percent rated instructor proficiency highly.

Survey respondents also voiced confidence in FPS inspectors and onsite protective security officers. Overall, 91 percent were satisfied with the technical guidance and support they received from inspectors, who are viewed as subject matter experts in physical security and law enforcement. Protective security officers were rated highly on their professionalism, quality of support, and ability to handle incidents. Overall, 93 percent of survey respondents were satisfied with the level of support protective security officers provide.

The results of this survey serve as an important baseline for FPS to identify areas of strength, customer expectations, and areas for improvement to enhance mission execution. FPS plans to conduct follow-up surveys in the future to ensure its initiatives continue to meet stakeholder needs. As new threats emerge and security needs change, FPS is positioned to adapt and proactively respond to the evolving threat environment.

Overall Satisfaction with FPS Services

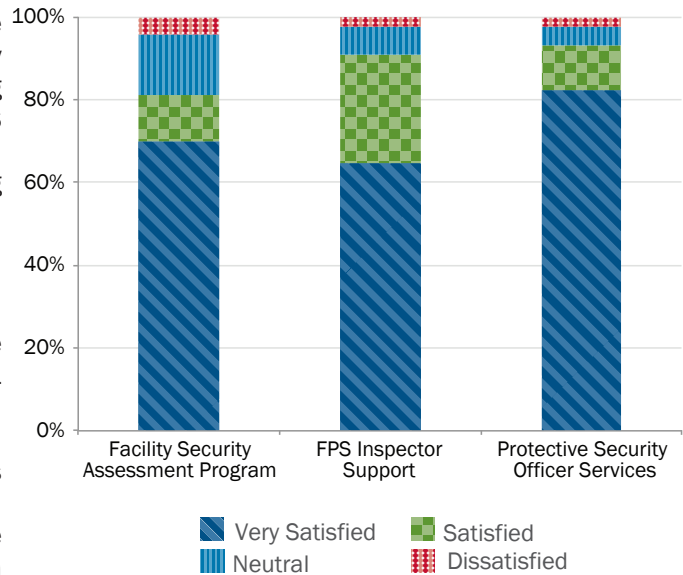


Figure 1: Overall Stakeholder Satisfaction





## CUSTOMER ENGAGEMENT

FPS leaders convened quarterly engagements with customer organizations to address emerging security concerns and improve protection for federal facilities in the current environment and in the future. At these meetings, FPS shared upcoming policy and process changes and articulated the expected impacts, while customers shared their feedback on FPS programs, highlighted their initiatives, and raised concerns or issues. These meetings are highly collaborative: customers provide input for the agendas and in many cases host the events.

## VENDOR ENGAGEMENT

To further improve performance, strengthen relationships, and address concerns to deal with the heightened threat environment, FPS continued hosting a variety of meetings with vendors during FY 2015. During these exchanges, FPS updated security firms on various initiatives that directly impact protective security officers, such as post order distribution processes or a customer's request for extended hours. In turn, FPS encouraged security firms to raise concerns and share information that will help improve the overall protection at federal facilities across the United States. Three vendor forums were held with security companies during FY 2015.

## INTERNATIONAL ENGAGEMENTS

One of the ways FPS sustains its position at the forefront of physical security practices to protect federal facilities and workplaces is by engaging counterparts in other nations and exchanging information and insights on emerging best practices wherever they are under development in the world. While the United States is often a leader in this arena, that is not always the case and a healthy engagement of perspectives enhances FPS ability to meet its mission and strengthen international partnerships that can be vital for information sharing. Examples of FPS international engagement in FY 2015 include: FPS Uniformed Operations Division Director Josh Vayer traveled to Paris, France in May as part of a National Security Council delegation to a multilateral meeting exploring security implications of Unmanned Aerial Systems. Also, over the summer, FPS hosted its first foreign officer in a seven-week physical security training course at the Federal Law Enforcement Training Center in Glynco, Georgia, building on a partnership with the Quebec Provincial Police. FPS often arranges visits through agencies such as the U.S. Department of State's International Visitor Leadership Program and the NPPD Regional Affairs program.



*Sgt. Daniel Lauzon, Quebec Provincial Police*

## **NATIONAL INFRASTRUCTURE PROTECTION PLAN – GOVERNMENT FACILITIES SECTOR SUPPORT**

FPS is the co-lead for the government facilities sector for the National Infrastructure Protection Plan and coordinates efforts to identify, assess, and enhance the protection of government facilities. A Government Coordinating Council, co-chaired by FPS and GSA, is the primary coordination point with representatives from government entities with the responsibility for the protection of government facilities. In this role, FPS was responsible for updating the Government Facilities Sector-Specific Plan, which details how the National Infrastructure Protection Plan risk management framework is implemented within the context of the unique characteristics and risk landscape of the sector. FPS continues to broaden interaction with sector security partners to strengthen information sharing and coordination and leverage security expertise, relationships, and resources within the sector.



### **LEGISLATIVE SUPPORT**

The 114th Congress acknowledged the critical mission of the Federal Protective Service and introduced legislation critical to the mission of FPS. Specifically, The Public Buildings Reform and Savings Act of 2015 established a statutory authority for FPS protective security officers to perform protective services, a key function needed for these officers on the frontline of protecting federal facilities. The FPS Improvement and Accountability Act of 2015 requires an increase in the number of FPS law enforcement officers from 1,371 to 1,870. The Public Buildings Reform and Savings Act of 2015 was approved by the full Transportation and Infrastructure Committee during the summer of 2015 and was awaiting action by the full House of Representatives as of this publication date. The Federal Protective Service Parity Act of 2015 grants FPS officers a law enforcement retirement, establishing parity with other federal law enforcement officers.

As the 114th Congress goes into its second session, FPS will continue to engage with and educate Members of Congress and key congressional committees regarding FPS issues and provide information regarding potential legislative changes that support the increasingly critical mission of the organization.

# Program

## DEVELOPMENT: PROGRESS IN CRITICAL AREAS

### FINANCE, BUDGETING, AND PERFORMANCE

Financial controls are critical to the achievement of the FPS mission. A strong focus on financial controls is reflected in the planning and analytical rigor that underlies the emphasis placed on budgets, revenue, and performance management, particularly with respect to ensuring: (1) financial transparency; (2) operational continuity; (3) responsiveness to customer demand and NPPD direction, including surges, critical incidents, special events; and (4) the continuous realization of spending efficiencies.

The activity-based costing model is a management tool that informs operational decisions and enables analysis of trade-offs that support a risk-based approach to achieving mission success. Last year, FPS partnered with a leading provider of federal government costing and fee-setting services to perform an independent assessment of fee schedule alternatives and recommend a path forward for a fee schedule that is defensible, meets requirements for cost alignment and transparency, and provides a stable source of revenue. This year, a new fee structure was authorized by the Office of Management and Budget and announced in August. Increased fees will go into effect in FY 2017.

#### BEHIND THE SCENES (FY 2015)

4,383

Total contract actions by FPS

16,865

Number of customer invoices  
generated monthly





## HUMAN CAPITAL MANAGEMENT

FPS is more deeply invested in people than in any other critical facet of operations. The FPS strategic human capital plan articulates the FPS vision of building and sustaining an exceptional law enforcement, security, and support workforce to address the agency's mission.

The strategic human capital plan focuses on the most valuable asset at FPS – its people – and outlines the means of achieving a fair, equitable, and merit-based environment through sound human capital strategies, management, and services.

Additionally, FPS took on an effort to standardize performance work plans for the agency. FPS developed a process and conducted rigorous analysis to develop standardized plans for agency positions, including:

- Inspectors
- Area Commanders
- District Commanders
- Regional Directors
- Criminal Investigators
- Threat Management Branch Chiefs
- Risk Management Branch Chiefs
- Protective Security Officer Program Managers
- Law Enforcement Security Program Managers
- Regional Training Program Managers
- Explosives Detection Canine Handlers

These performance work plans establish uniform performance standards, demonstrate how an individual's duties link to DHS, NPPD, and FPS missions, and clarify and define expectations for each position. Moreover, this standardization effort will aid in data collection and strategic decision-making. FPS developed and delivered training in each region and zone over the course of two years for more than 250 supervisors and personnel who will be operating under these standardized performance work plans. In February 2015, this team received the NPPD Award for Innovation for developing a methodology, conducting rigorous analysis, and implementing standardized performance work plans.

To better manage risk through an understanding of the threat environment, the strategic human capital plan institutionalizes strategic initiatives that prepare FPS to:

- Recruit, train, develop, inspire, and retain quality talent;
- Implement workforce planning strategies to optimize organizational effectiveness;
- Support a work environment that values employees as important assets; and
- Meet future workforce requirements through flexible and innovative solutions.





## TRAINING AND PROFESSIONAL DEVELOPMENT

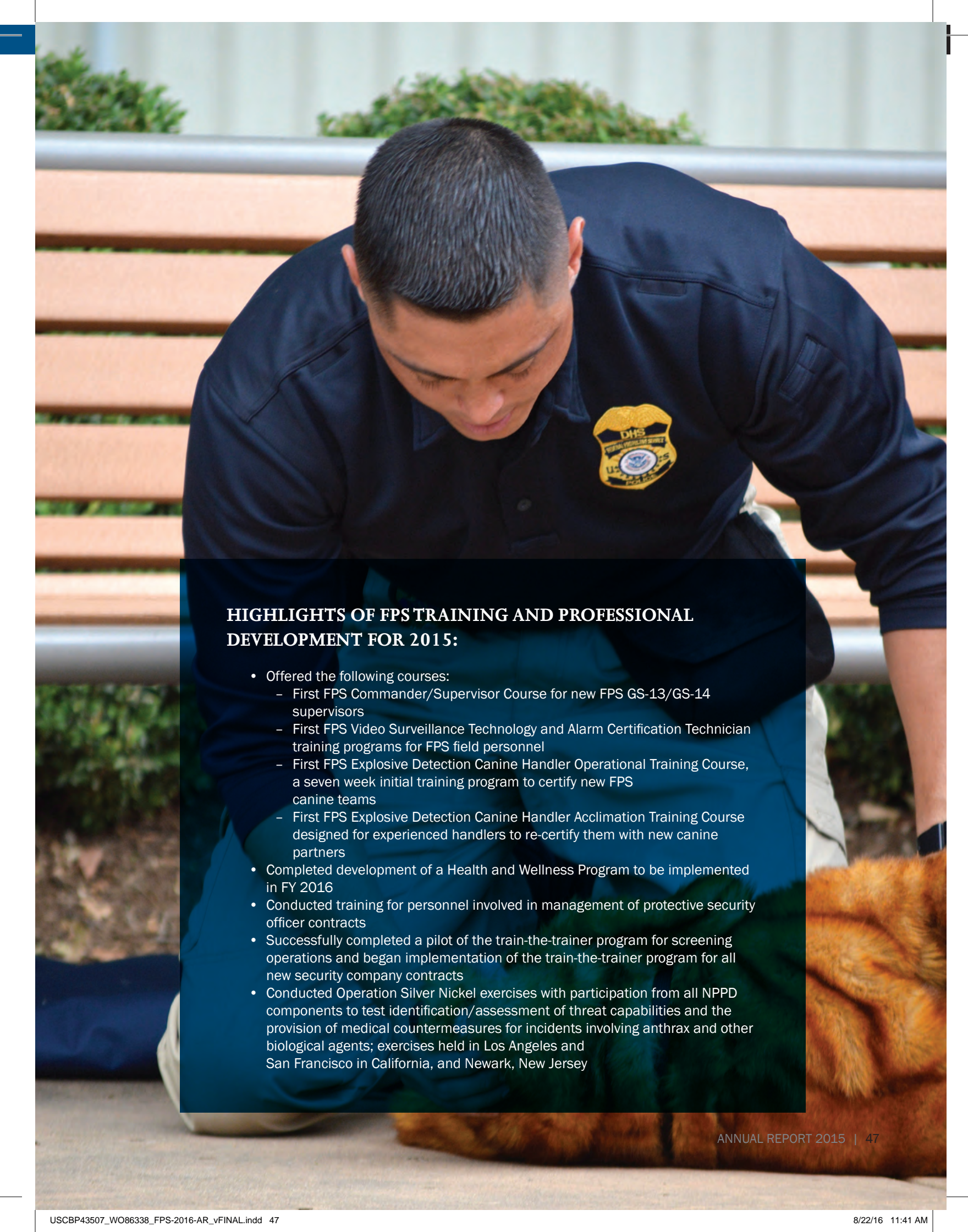
The commitment to people continues to be a high priority for FPS in the vital area of training and professional development. The FPS Training and Professional Development Division focuses on people and mission, two essential elements of a protective service organization. While the people aspect concentrates on how to set employees up for success through training and professional development programs, the mission aspect enhances operational effectiveness through excellence in training.

FPS provides initial training for inspectors through a 36-week comprehensive program which certifies them as federal law enforcement and security officers, FPS inspectors. This course provides certifications in national weapons detection, use of electronic control devices, alarm and video surveillance systems technology, and facility security assessments. FPS also requires each law enforcement officer to attend in-service sessions annually and complete a more rigorous two-week agency refresher course every five years. FPS offers more than 30 training programs and offers more than 15 certifications. Training is also provided to non-law enforcement personnel, including the Contracting Officer Representative course, a three-week extensive program designed to provide the training and tools for conducting contracting officer duties and managing protective security officer contracts; a senior leader onboarding and development program for new GS-15 employees; and a commander/supervisor program for new GS-13 and GS-14 supervisors.

FPS manages training for protective security officers, who are required to undergo 80 hours of initial training and 40 hours of annual training. The complete National Weapons Detection Training Program is now covered, the same level of training provided to new FPS inspectors.





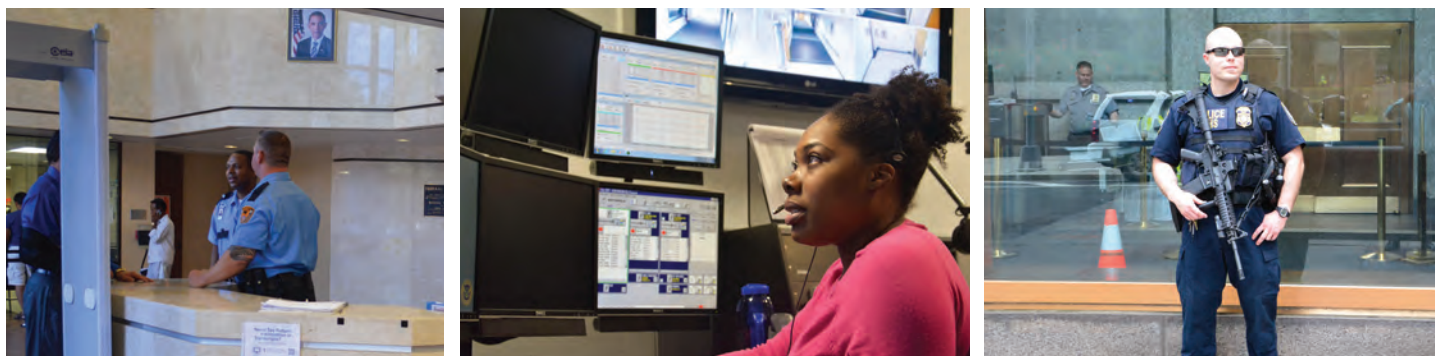


## HIGHLIGHTS OF FPS TRAINING AND PROFESSIONAL DEVELOPMENT FOR 2015:

- Offered the following courses:
  - First FPS Commander/Supervisor Course for new FPS GS-13/GS-14 supervisors
  - First FPS Video Surveillance Technology and Alarm Certification Technician training programs for FPS field personnel
  - First FPS Explosive Detection Canine Handler Operational Training Course, a seven week initial training program to certify new FPS canine teams
  - First FPS Explosive Detection Canine Handler Acclimation Training Course designed for experienced handlers to re-certify them with new canine partners
- Completed development of a Health and Wellness Program to be implemented in FY 2016
- Conducted training for personnel involved in management of protective security officer contracts
- Successfully completed a pilot of the train-the-trainer program for screening operations and began implementation of the train-the-trainer program for all new security company contracts
- Conducted Operation Silver Nickel exercises with participation from all NPPD components to test identification/assessment of threat capabilities and the provision of medical countermeasures for incidents involving anthrax and other biological agents; exercises held in Los Angeles and San Francisco in California, and Newark, New Jersey

## RECRUITMENT AND STAFFING

During FY 2015, FPS participated in seven job fairs held throughout the nation. Job fairs led to 181 tentative job offers for inspector positions, adding to the existing pipeline of 360 selected applicants undergoing background investigations. As a result of the FY 2015 and previous job fairs, FPS brought on 47 new inspectors during the year.



FPS announced 100 separate jobs using the Office of Personnel Management USAjobs.gov website. The OPM job announcements resulted in the selection and onboarding of an additional 58 employees.

In FY 2015, FPS hired 53 law enforcement personnel and 52 support personnel for a total of 105 new employees. At the end of FY 2015, nearly 99 percent of allocated FPS positions were filled.

The Federal Protective Service also supported the President's initiative to hire veterans. During FY 2015, more than 70 percent of all vacant law enforcement positions were filled with veterans.



## TECHNOLOGY AND EQUIPMENT

The Federal Protective Service employs a wide range of technology and equipment, including a variety of technical countermeasures to detect and deter threats while mindful of the balance between increased security and privacy rights. FPS continually evaluates opportunities to improve and upgrade technology and equipment, implementing those with a strategic impact on the agency's mission – everything from closed circuit cameras, X-ray machines, and communications devices, to increasingly advanced data systems. Highlights of technology enhancements from FY 2015 include:



- The upgrade of mobile command vehicle communications equipment to fourth-generation (4G) technology. The new long-term evolution hardware provides secure, encrypted radio communications and facilitates faster upload speeds than the 3G technology still used by most first responders and consumers.
- Development of plans for the Tactical Communications (TACCOM) Modernization and Refresh Program, which will provide enhanced capabilities, functions, interoperability, and security for the current radio communications network.
- Enhanced integration of the technical countermeasures program with the Facility Security Assessment, Protective Security Officer, and other operational programs. Technical countermeasures include surveillance equipment, X-ray machines and other screening devices, and physical security barriers.
- Enhanced cybersecurity protocols and contributions to a new Cybersecurity Strategy for federal agencies. Evaluated compliance with Homeland Security Presidential Directive-12, which offers guidance for smart identity cards. Tightened policies for privileged users, issued patches for vulnerabilities, and accelerated development and implementation of identity authentication from multiple sources. Participated in government-wide 30-day “cyber sprint” to identify and protect sensitive information in response to serious data breaches at the Office of Personnel Management.



# THE Path ahead:

## KEY ISSUES IN 2016 AND BEYOND

In FY 2016 and the years ahead, FPS will be keenly focused on strengthening and sustaining its ability to identify threats, protect government buildings and operations, safeguard the people occupying and visiting federal facilities, and provide law enforcement and security services for national special security events.

# 1

### National Special Security Events

With a presidential election in 2016, it will be an active year for the Federal Protective Service. FPS will provide security and surge facility protection for campaign events, the major national political party conventions, preparations for the transition to a new administration, and the January 2017 Inauguration. Significant planning and resources are required for national special security events. The presidential election and campaign events are over and above the normal special security events supported by FPS, including the State of the Union address, visits by world leaders, meetings of international organizations such as the World Bank and United Nations, events of major historic, cultural, or symbolic significance, including sporting events of significant size and cultural value to potentially attract the attention of terrorists or other criminals seeking to impact federal facilities and government operations.



# 2

### Technology Enhancements

Significant technology upgrades are in store for the Federal Protective Service in FY 2016, including: the transition to new land mobile radios and other long-term evolution (LTE) communications technology; testing and deployment of new automated and integrated law enforcement, training, and protective security officer contract management information management systems; and enhanced technical countermeasures. Leveraging key advancements in security and information technology, and bringing these continuously changing capabilities to the FPS men and women on the frontlines, advances FPS ability to ensure transparency in management and oversight and continuous gains in operational effectiveness and efficiency.



# 3

### Protection Center of Excellence – Enterprise Approach to Protecting Federal Inventory and Critical Infrastructure

FPS will serve in a lead role in planning the strategic initiative to establish a Protection Center of Excellence to deliver balanced, viable, and practical training and professional development programs essential to protecting federal facilities, employees, and critical infrastructure. With the goal of unifying and integrating training and professional development for protection communities of interest, FPS works in partnership with the Federal Law Enforcement Training Center and the Interagency Security Committee (ISC) training subcommittee. The Protection Center of Excellence concept is intended to meet training and professional development needs of security specialists and protection professionals specifically outlined in the ISC Security Specialist Competencies guidelines.

# 4

## Cybersecurity

The Federal Protective Service will expand its work with a variety of public and private sector partners to define and implement an evolving cybersecurity strategy to help protect and enhance the resilience of the nation's physical and cyber infrastructure, particularly with respect to federal facilities and their occupants. In November 2015, FPS began piloting new procedures to evaluate the cyber-physical security vulnerabilities of building and security technologies at select federal facilities across the country. FPS will leverage those procedures, findings, and feedback to further develop its cyber-physical security operations and contribute to strengthening critical infrastructure and providing cyber-physical security awareness for the broader community.



# 5

## Emergency Preparedness and Organizational Resilience

FPS will work with federal, state, local, tribal, international, and private sector partners to prevent, protect, respond to, and recover from acts of violence and other hazards threatening U.S. government critical infrastructure and essential services.



# 6

## Active Shooter Response Planning and the Prevention of Targeted Violence

Building on the success of the active shooter training program, FPS will expand efforts to educate its workforce and customers to better understand strategies to prevent and respond to acts of targeted violence, and work with local, state, federal, and private sector partners to enhance active shooter awareness and response training program efforts.



Photo by Petty Officer 2nd Class Cynthia Oldham, U.S. Coast Guard



Homeland  
Security

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