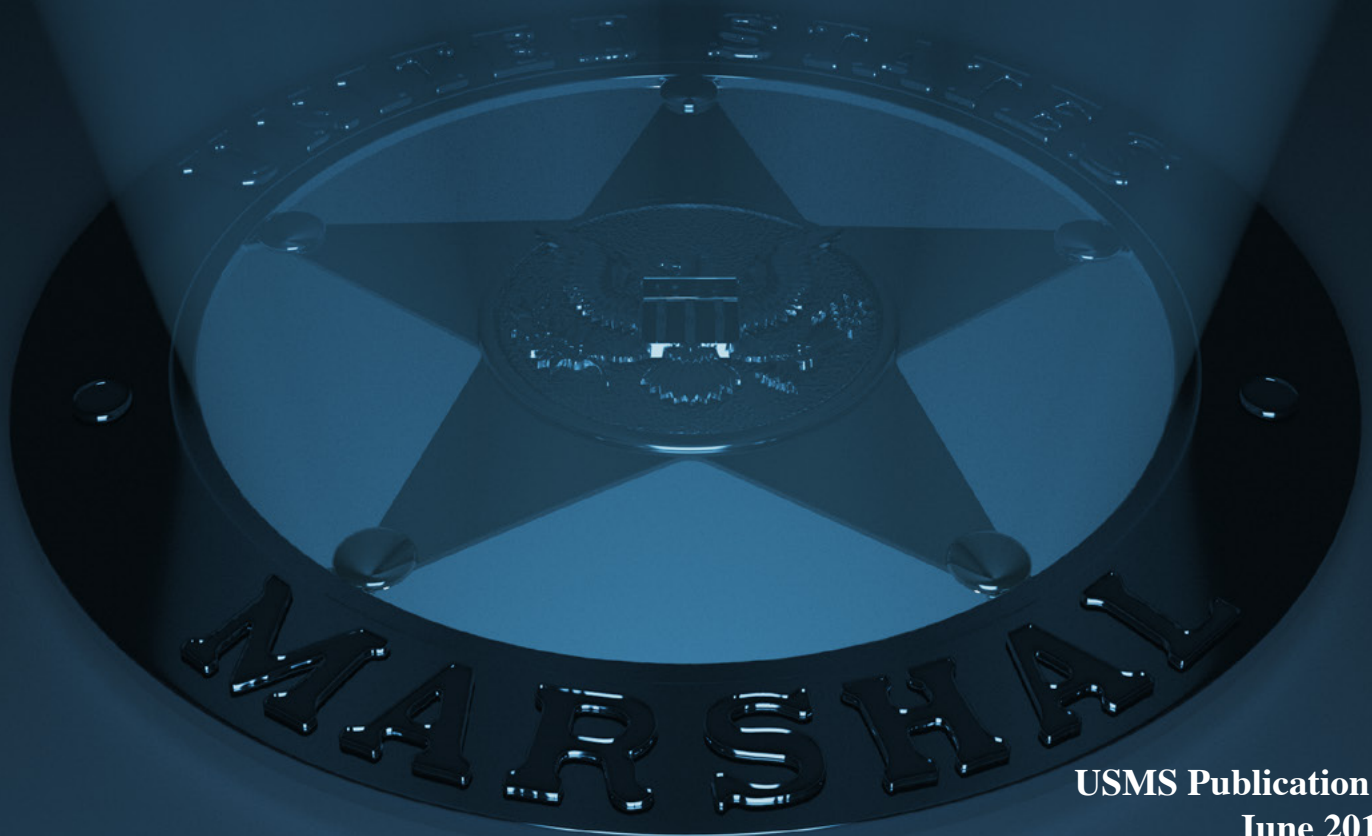




United States Marshals Service FY 2018 Annual Report



PROTECTING AMERICA'S FEDERAL JUDICIAL PROCESS SINCE 1789

As the nation's first, most versatile federal law enforcement agency, the United States Marshals Service (USMS) is a force of approximately 5,100 deputies and business professionals who protect the judicial process, the cornerstone of American democracy. Across the 94 federal judicial districts, this protection is realized in each courthouse search, prisoner transport, and fugitive apprehension on a federal warrant. A diverse and accomplished staff of deputy U.S. marshals (DUSMs) and administrative personnel, led by a U.S. marshal, conduct these activities while navigating the unique historical, geographic, and legal considerations that each district presents. The agency's 229 years of experience navigating these considerations in order to protect the federal judicial process has earned the USMS the distinction of serving as the nexus for law enforcement at all levels within a judicial district.

Of primary concern to the USMS is the protection of federal judges, federal prosecutors, and court officials. Daily, district personnel assess the current threat environment of protected officials and their work locations, and secure these locations through comprehensive safety checks and patrols. When federal courts open for business, contracted court security officers (CSOs) stand ready to screen the public entering the building. DUSM-led protective details provide an additional layer of security available at a moment's notice to federal judges and others when threats jeopardize their safety. With the support of headquarters' collection and dissemination of intelligence, tactical operations, and the coordination of witness security, USMS protection of all of these areas allows federal judges and others to focus on the complexities of the cases in front of them, rather than their own or the court's security.

The federal judiciary relies on DUSMs to transport prisoners to, and guard prisoners during, court hearings. Prisoner transport to court appearances is only one part of a complex process of housing and safeguarding federal prisoners. To ensure federal court proceedings run smoothly and a prisoner's constitutional right to a fair and speedy trial remains intact, USMS districts' and headquarters' prisoner operations, ground, and air transportation staffs engage in significant planning and coordination to manage multiple external and internal constraints. A court's docket dictates the time, number, and identity of prisoners to appear. District size and availability of secure detention facilities determine the distance DUSMs and others must travel with federal prisoners. USMS policies prescribe the manner of prisoner transport and the minimum number of DUSMs who must be present in each of these activities.

In furtherance of the judicial process, DUSMs serve federal summonses, execute warrants and capture federal fugitives. From the arrest of a defendant out on bond to the apprehension of prison escapees, DUSMs investigate, locate, and detain the accused and the guilty to guarantee court cases proceed unimpeded and prison sentences are served. Headquarters lends its investigative assistance in these and other matters including providing leadership to districts in their efforts to recover missing children and investigate noncompliant sex offenders. Finally, the USMS is central to the Department of Justice (DOJ) objective to reimburse victims of crimes through the identification, seizure, management and disposal of assets gained from criminal activity.

USMS missions require that its personnel are always responsive to new and existing challenges. To accomplish this, the USMS hires and trains its operational and administrative workforce to be adaptive and agile. In a given week, and depending on the district, a DUSM might be asked to conduct activities in support of all of the agency's missions, or a DUSM may be fully dedicated to support a single mission: provide federal judicial security, apprehend fugitives and noncompliant sex offenders, secure and transport federal prisoners, execute federal court orders, seize and manage assets forfeited to the government, or assure the safety of endangered government witnesses and their families. USMS human resources, financial, training, and IT functions provide unparalleled support to these operational missions. This administrative support allows DUSMs to focus on protecting the federal judicial process.



I will forever be honored and humbled by the sacred trust of leading the men and women of an organization that has been involved in virtually every federal law enforcement initiative since 1789. And so it is my distinct pleasure to proudly present on your behalf the **United States Marshals Service FY 2018 Annual Report**. Within these pages are woven the continuation of a unique American success story that began with the founding of our Country—made stronger with each challenge to democracy—and forever sealed with the demands of a justice-motivated mission, and the sacrifices of those serving in its pursuit.

The USMS workforce continues to strengthen our historic legacy by keeping their sights trained on safety, security, effectiveness, and efficiency, while remaining laser-focused on our defined mission and goal statements. During fiscal year [FY] 2018, a monumental accomplishment relating to nearly all of our missions and objectives was realized when the agency was granted excepted service hiring authority. This authority will allow the USMS to target its recruitment efforts where greater success rates can be achieved in reaching highly qualified candidates, who can best meet USMS critical mission needs. By using excepted service hiring authority for DUSMs and criminal investigators, the USMS may also realize increased diversity, a more manageable list of eligible candidates, and lower costs and time associated with recruitment.

Productive collaboration runs deep throughout the USMS and has been a key contributor to our historic success. Our positive impact on communities through partnering with local, federal, and international associates in the reduction of violent crime, gang, and terrorist activities continues to resonate. For example, in FY 2018, the USMS established its eighth regional fugitive task force. The Carolinas Regional Fugitive Task Force will enable the USMS to strengthen its fugitive apprehension resources while providing greater coverage in high-crime corridors. The USMS has been recognized by the Administration and DOJ for being instrumental in assuring resources were in place quickly to respond to their FY 2018 southwest border initiatives, as well as our ongoing and increasing efforts to reduce violent crime, protect the Judiciary and witnesses, and track child predators.

Thanks to the outstanding efforts of USMS employees, our agency once again stands as a shining example for investigative, lifesaving, and oftentimes heroic achievements. There were three recipients of the U.S. Attorney General's Awards during FY 2018. One recipient was off-duty and attending the Route 91 Harvest Festival in Las Vegas, Nevada, when gunfire erupted from a sniper attack that killed 58 people. The USMS senior inspector assisted concertgoers' escape and provided immediate lifesaving assistance to gunshot victims over several hours. The 2018 Annual Top Cops Award was presented to a USMS Regional Fugitive Task Force team for capturing a dangerous fugitive while also saving the lives of two people trapped in a burning vehicle and securing witnesses from live electrical wires hanging nearby. And a team of DUSMs won the 2018 Attorney General's Volunteer Award when they collaborated with local law enforcement agencies, regional civic organizations, and private businesses to create a program for underprivileged youth.

When reflecting on our initial role in helping our republic take its first steps—and for being there throughout its rocky and continuing path towards justice for all—we should all be proud and humbled considering the U.S. Marshals Service has remained a constant, strong resource in our Nation's history. May we never forget all those who have gone before; keep our focus on our mission, and on strengthening our workforce, infrastructure, and values; and accomplish today what will help carry the bright light of justice, integrity, and service forward.

A handwritten signature in black ink that reads "Donald W. Washington". The signature is written in a cursive, flowing style.

Donald W. Washington
Director, United States Marshals Service

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Mission

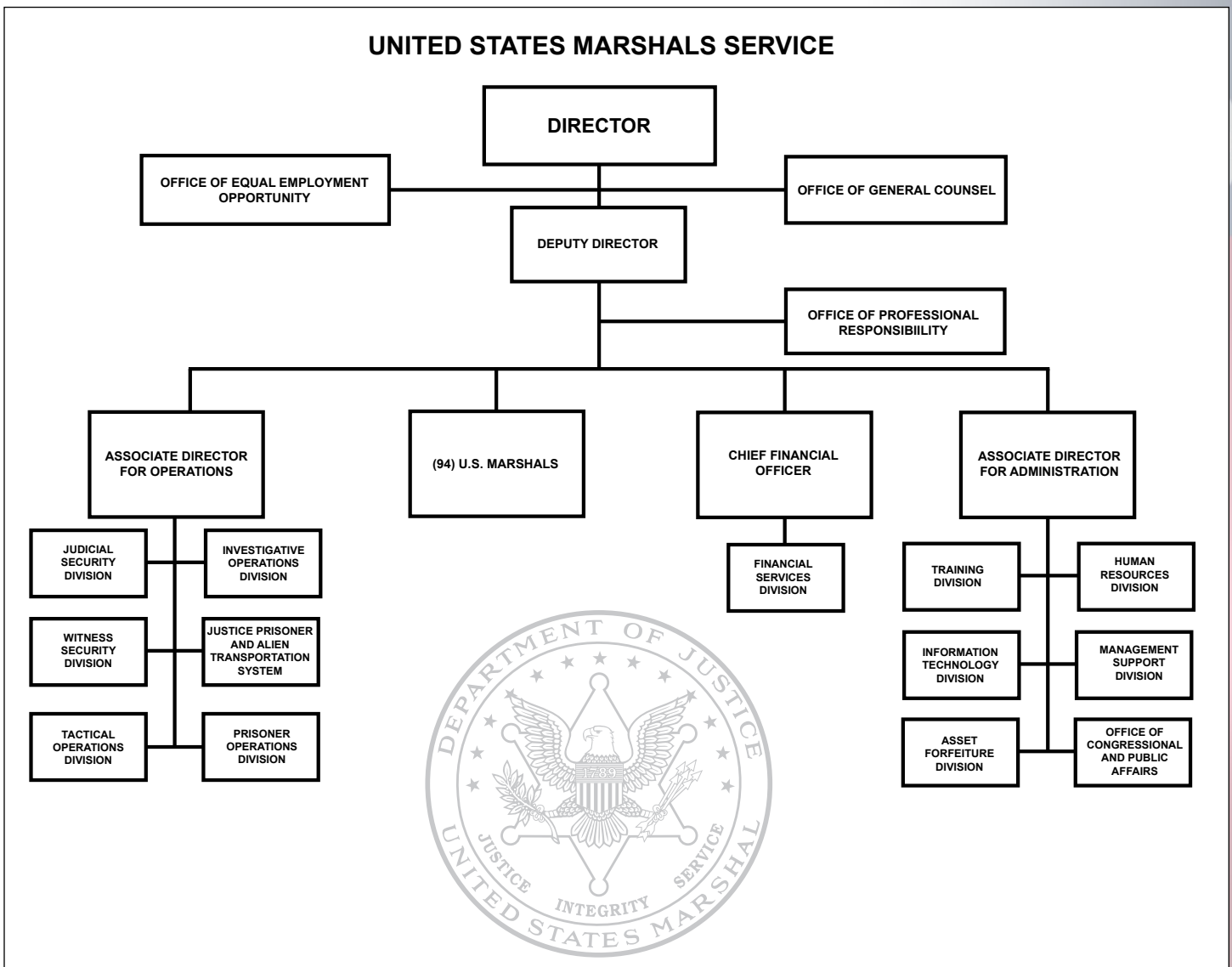
To protect, defend, and enforce the American justice system.

Vision

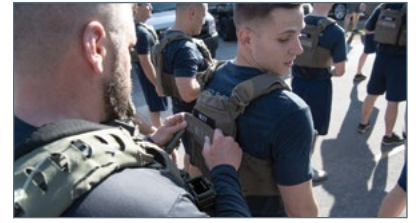
A world class law enforcement agency—unified in our mission and workforce; professional and agile, with modernized tools and capabilities; strategically building upon our status as a trusted partner by achieving the highest levels of effectiveness, efficiency, safety, and security.

Organizational Structure

Depicted below.



STRENGTHENING THE USMS LAW ENFORCEMENT MISSION



Hiring quality applicants for DUSM positions in a timely and effective way is a matter of public safety. The DUSM is a frontline position, ensuring the security of our federal judicial family and removing violent criminals from our communities. The agency's mission further dictates that its law enforcement officers be representative of the diverse populations they interact with on a daily basis, requiring its operational workforce to readily assimilate from a racial, ethnic, cultural, gender, and urban or rural/remote standpoint to successfully conduct criminal investigations. This is critical for operations that may involve communicating in a foreign language, serving on undercover teams to ensure agent safety (i.e., the ability to blend in), and eliciting the utmost cooperation during investigations (i.e., knowing, understanding, and identifying with the particular community). Thus, increasing the diversity of the operational workforce enhances the USMS's ability to adjust its tactics quickly in response to ever-changing methods fugitives employ to evade justice and helps prevent future crimes and terrorist acts.

Operational Hiring Challenges For years, the USMS has faced many challenges in hiring law enforcement personnel. Inherent in operational positions are the highly complex, acquired skills of demonstrating sound judgment in dangerous, life-threatening situations that require instantaneous reaction and an understanding of the significance of executing a sacred trust. When hiring DUSMs, the agency requires an applicant pool that includes candidates who possess broad skill sets. Additionally, these candidates must be able to successfully complete the rigorous pre-employment screening and be available to serve in locations where needed. Under competitive service hiring, the USMS was required to issue a

public notice when recruiting for DUSMs, and that process produced many applicants who could not successfully complete the screening process. In fact, in its last effort to hire through the competitive service process, the USMS received over 32,000 DUSM applicants in less than 24 hours. The agency had to screen, test, and score those applicants to develop the list of candidates from which to draw. From that public notice, the USMS hired only approximately 240 DUSMs — a rate of approximately 0.8 percent.

Operational Hiring Solutions In August 2018, the White House granted Excepted Service Hiring Authority for DUSM positions. The USMS anticipates the new Excepted Service Hiring Authority will result in increased efficiencies and reduced time to hire. Specifically, the authority provides the USMS with a tool for targeted recruitment, agile hiring, and parity with other DOJ law enforcement hiring practices. In addition to reaching qualified candidates who best meet USMS critical mission needs, and augmenting the desired applicant pool with candidates representing diverse and/or underrepresented groups, the expanded recruitment options allow USMS to invest its limited resources in a manner that yields a higher return on investment.

Overarching Diversity Values Employees from all backgrounds, through their varied talents and experiences, strengthen the agency and our ability to accomplish our missions. It is the goal of the USMS to create a highly trained, skilled, and diverse workforce that embraces cultural differences by recruiting, hiring, developing and retaining persons with disabilities, disabled veterans, minorities, and women.

A CASE STUDY IN DISTRICT INNOVATION: EVICTON PROCESS OVERHAULED



In Washington D.C., the USMS executes about 2,000 Writs of Restitution (evictions) issued by D.C. Superior Court judges annually. Execution of evictions is the responsibility of the USMS and its Superior Court District staff because of the unique local/federal nature of the D.C. government. In other major metropolitan areas, sheriff's deputies are typically responsible for evicting tenants.

In a process unchanged since the 1980s, tenant evictions in D.C. were chaotic, potentially dangerous, highly public events where tenants' property was removed and placed on the street. Due to sheer volume, the USMS was compelled to schedule one eviction every 30 minutes for each eviction team. In order to accomplish the removals quickly, up to 25 able-bodied movers were required to be on hand. The size of eviction crews, coupled with severe time constraints, increased the likelihood of weapons, narcotics, chemicals, and/or personal records accidentally being placed on public streets. These types of scenarios created risks to public safety, increased opportunities for identity theft, and at times resulted in fights over personal property.

In August 2018, the D.C. Superior Court district instituted significant changes to modernize evictions procedures. These changes were the result of extensive reviews and collaboration with local D.C. government officials and advocacy groups. District leadership took a thoughtful approach to look at the process from the perspective of the tenant, the landlord, and the USMS, with no party having priority

or preference. Having identified D.C. eviction-related challenges and comparing D.C. practices to 20 similar locales, district staff identified best practices and ultimately adopted successful procedures that have reduced many of the former problems and further mitigated risks. For example, the review found that D.C. was the only remaining urban jurisdiction examined where personal property was placed on public streets. The new process provides more definite scheduling and greater notice of the eviction date to allow tenants the time to remove their belongings before execution of the eviction. In cases in which tenants have left behind personal property, a lockout is performed and tenants have a seven-day period to retrieve their property, which is stored on site by the landlord following the eviction.

To gain support for these changes, district leadership briefed the Superior Court and USMS leadership on the review's findings and proposed procedures. Over a six-month period, the district's chief DUSM conducted outreach and education with local advocacy groups and D.C. government agencies, and collaborated with D.C. councilmembers and legislative staff to develop new eviction legislation. The D.C. legislature passed emergency legislation in July 2018 to implement the new process.

The review was the first of its kind in over 30 years of conducting D.C. evictions, resulting in a more modern, urban approach to ensure that evictions are carried out in a safe, compassionate, and professional manner, while also efficiently carrying out the court's orders. Since August 2018, the USMS has successfully conducted over 1,000 evictions under the improved process. Tenant advocacy groups have stated that the direction of the changes are heartening, and significant improvements in eviction-related labor and workforce demands for the USMS and the Superior Court are already being seen.

AWARD-WINNING U.S. MARSHALS SERVICE PROGRAMS AND PERSONNEL



Exceptional heroism during a traumatic incident Senior Inspector Basilio S. Perez, Jr. was presented the Attorney General’s Award for exceptional heroism for his unwavering courage and lifesaving efforts during a mass shooting. On the evening of October 1, 2017, Senior Inspector Perez was off-duty and attending the Route 91 Harvest Festival in Las Vegas, Nevada. Upon hearing gunshots directed towards the festival crowd, he immediately evacuated his family and friends and returned to the venue to assist scores of innocent victims in escaping the rain of gunfire. He calmly directed and often accompanied potential victims to safe locations of cover. In addition to offering his expertise as a federal law enforcement officer, Senior Inspector Perez also relied upon his previous United States Navy medical training to provide immediate lifesaving assistance and medical attention to gunshot victims for several hours.

Fugitive Apprehension Task force officers [TFOs] with the USMS Gulf Coast Regional Fugitive Task Force, Mobile Division, were presented with the Annual TOP COPS Award for their brave efforts pursuing a fleeing

suspect. On October 20, 2017, while working fugitive operations, TFOs Beau Bartel, Joe Pica, Jonathan Calametti, James Gazzier, Glenn Gazzier, Tim Sandlin, and Joey Goff successfully arrested a fugitive wanted in multiple jurisdictions for a variety of felony charges, including sodomy of a child, rape of a child, escape, kidnapping, theft of property, burglary, possession of marijuana, attempt to elude, and domestic violence. After following the fugitive by car, the TFOs came upon a three-car accident where two of the vehicles were rolled over and the third vehicle had been pushed off the road. The fugitive’s vehicle had caught fire after striking a power line pole causing it to break in half, leaving live wires surrounding and hanging over all the vehicles. Immediately the TFOs took action and brought all individuals involved in the accident to safety, began triage while awaiting emergency first responders, and arresting their fugitive. The heroic actions taken by these seven TFOs, without regard to their own safety, not only brought a dangerous fugitive to justice, but also resulted in the rescue of innocent civilians.

AWARD-WINNING U.S. MARSHALS SERVICE PROGRAMS AND PERSONNEL (continued)



In service to the most vulnerable children

Selected for her outstanding contributions as a criminal justice coordinator with the Florida Department of Children and Families, Veraunda I. Jackson, was presented the Attorney General's Award for Meritorious Public Service for her work with the USMS in a pilot program to recover missing children believed to be at risk for human trafficking. Ms. Jackson's love for the most vulnerable children is the passion that drives her to go far beyond the expectations of her position. She works tirelessly to help find and recover children who are missing and victims of child sex trafficking. Ms. Jackson not only maintains a 100 percent success rate, but she also truly embraces each of the child survivors and cares deeply about their situations.

Systems Excellence in Law Enforcement The Attorney General's Award for Excellence in Administrative Support was awarded to Information Management Specialist Kathryn A. Woods. Ms. Woods is responsible for supporting all 94 USMS districts and eight Regional Fugitive Task Forces in all facets of the National Crime Information Center [NCIC], National Law Enforcement Telecommunications System, USMS mission systems, commercial databases, other law enforcement databases, and external connections to mobile systems. Her duties are varied and cover a broad range of responsibilities but she performs them all in a manner that brings credit to federal service.

The Attorney General's Volunteer Award for Community Service

In a short amount of time, DUSMs from the Western District of New York have positively impacted over 550 underprivileged youth, providing learning opportunities about healthy choices and healthy living. The team's goal was to improve the tenuous relationships between members of the community and the local law enforcement agencies serving the area. Parents, teachers, and law enforcement officers have reported about an 80 percent positive increase in behavior, personal responsibility, orientation to the future, and associating with positive peers. The volunteer DUSMs are also meeting with other schools to expand the afterschool classroom program. Their accomplishments in offering children a brighter future reflects highly upon themselves, the USMS, and the DOJ.

GOAL 1: PROTECTION OF THE JUDICIAL PROCESS

TO PROTECT THE FEDERAL JUDICIAL PROCESS, THE U.S. MARSHALS SERVICE PROVIDES SECURITY TO FEDERAL JUDGES, PROSECUTORS, WITNESSES, AND COURT FACILITIES



In FY 2018, the USMS took several steps to enhance judicial and court security missions by advancing tactics, techniques, and procedures around protective investigations and intelligence capabilities; leveraging technology and updating procedures for protectees as well as physical security; and improving collaboration and coordination across the USMS and partner agencies.

To further achieve the agency's goals of protecting the judicial process through the most effective and efficient means, in FY 2018 the USMS focused on the following supporting objectives:

- **Reduce the potential for harm to protected persons through preventive security measures and implementation of a threat-based protective methodology**
- **Increase the effectiveness of USMS intelligence capabilities**
- **Strengthen the Judicial Facility Security Program to ensure efficient and effective court security**
- **Improve the management and structure of the judicial security mission set**
- **Manage the complexities of long-term protection**

MISSION: JUDICIAL PROTECTION AND COURTHOUSE SECURITY

Since the USMS was established in 1789, a primary function is the protection and security of the federal judicial process. The judicial protection and courthouse security mission comprises protective service operations, the collection and analysis of information to develop actionable intelligence, and the management of personnel and infrastructure protecting federal judicial facilities. The USMS carries out protective responsibilities for more than 2,200 federal judges, 11,000 federal prosecutors, and 15,000 court officials, along with members of the public who visit and work in federal courthouses. As the physical security provider to more than 700 federal facilities, the USMS develops, manages, and implements security systems and screening equipment to protect each courthouse.

MISSION PROGRAM DATA

Figure 1 – Inappropriate Communications/Threats to Protected Persons

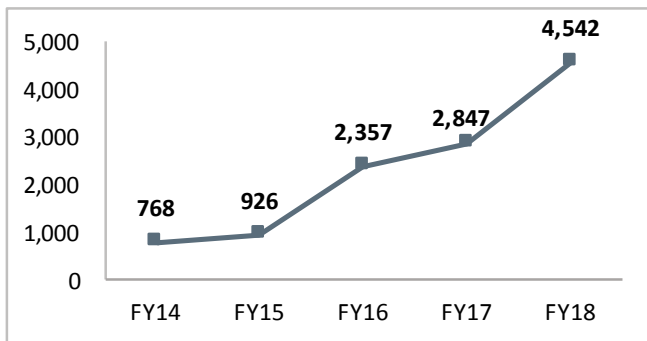
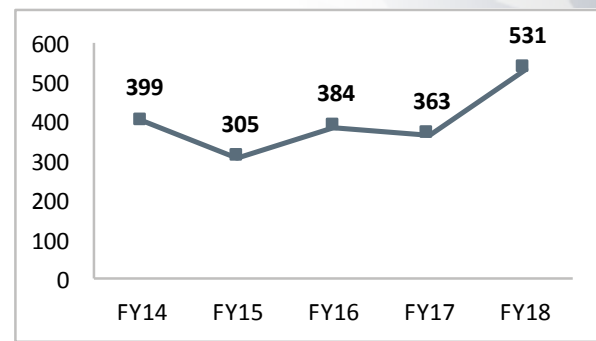


Figure 2 – Threats to Protected Persons Investigated



The increase depicted in Figure 1 represents the improved effectiveness in data collection and reporting of potential threats. While all threats directed toward USMS protected personnel are investigated, Figure 2 depicts only those which rose to the level of a predicated protective investigation, the most significant form of protective investigations.

Strategic Objective: Reduce the potential for harm to protected persons through preventive security measures and implementation of a threat-based protective methodology

The USMS reduces the potential for harm to protected persons by implementing preventive security measures shaped by known security risks and vulnerabilities.

Develop standardized training programs on personal security awareness for the court family and protected persons Enhancing security awareness among protected persons is a key USMS priority. In FY 2018, the USMS released two publications, Workplace Security Guide and Offsite Security Guide, to members of the federal judiciary. The USMS, with the support of the Administrative Office of the U.S. Courts, produced and released Project 365: Internet Security, an informational video on maintaining Internet security. The USMS also briefed 23 new chief judges and 71 judicial nominees on issues of security and the agency’s role in their protection.

Partner with other agencies for protective intelligence and protective operations research and development needs The USMS partnered with the University of Nebraska Public Policy Center to conduct a study of targeted violence toward judicial officials. The study’s design will produce detailed and descriptive data regarding the nature of problematic contacts and threats toward USMS protected persons. Researchers will investigate case-specific factors that likely lead to a problematic approach or attack-related behavior compared to factors that were simply harassing. The results of this study will contribute to the ongoing development of the most effective, informed, and innovative investigations, assessments, and mitigation strategies.

Strategic Objective: Increase the effectiveness of USMS intelligence capabilities

The USMS continues to build its intelligence capabilities by developing key competencies, acquiring new technology, and forging close partnerships with members of the intelligence community and other law enforcement agencies. These investments have enabled the USMS to meet the increased demand for intelligence products.

MAXIMIZING PROTECTIVE INTELLIGENCE

The USMS maximizes the benefit of intelligence related to protection by using a centralized court family and witness intelligence capability focused on behavioral analysis. The agency captures and evaluates additional critical information through existing national threat data collection systems, capturing and reviewing historical and interagency information that informs risk assessments and threat management. Through successful coalition building, the USMS uses internal and shared law enforcement and intelligence to harvest and analyze data. An integrated, enterprise-wide law enforcement protective intelligence strategy supports the USMS and our law enforcement partners, and enhances the safety and security of our officers, our protectees, and the U.S. citizenry.

Mitigating threats to the judiciary and protected persons in real-time

Personnel across the 94 USMS districts received near real-time guidance and direction in their threat mitigation efforts from the protective intelligence experts. This new approach, which provides greater investigative support to districts, and the prioritization of support to district investigations with complex needs, increased the number of threat investigations by 53 percent compared to FY 2017, from 1,818 to 2,786. As part of this support, intelligence research and counter-surveillance detection experts deployed to USMS districts during several significant protective investigations and judicial proceedings. The deployment of these experts facilitated effective and timely intelligence to guide protective operations and informed protective decision-making through the identification of viable threat mitigation measures, including prosecution approaches, which would have otherwise gone unexploited. Increased intelligence support also guided the closure of 526 investigations, freeing district personnel to focus on ongoing threats. Overall, increased oversight and guidance in this area resulted in 30 referrals for prosecution over the fiscal year, a new benchmark.

THREAT MANAGEMENT CENTER



The Threat Management Center provides a 24/7 response capability to support protective investigations nationwide.

INTELLIGENCE TOOLS

Three new intelligence products were established to facilitate timely and thorough protective decisions:

THREAT ENVIRONMENT ASSESSMENT

— A thorough assessment of the threat environment surrounding a protected person, facility, and/or event. It looks beyond a single threat scenario and factors in all aspects of the threat environment, including intrinsic risk factors, extrinsic risk factors, behaviors of interest, social media and traditional media, planned protests and disruptions, cyber threats, and terrorist or extremist organization threats.

THREAT ASSESSMENT — An analysis of the potential danger posed by an individual or group to a specific or general target that the agency is responsible for protecting. Assessing the threat posed by a person or group involves evaluating the motive[s] for concerning behavior or actions, evaluating the intent or level of commitment to attack or take another negative action, and evaluating the ability to carry out an attack or other negative action.

THREAT/THREAT ENVIRONMENT SNAPSHOT — A condensed summary of either the current threat environment surrounding a protected person, facility, or event or a specific threat investigation. This product serves as an initial baseline overview of the current threat picture or as a recurring update to an initial Threat Environment Assessment or Threat Assessment.

Improving intra-agency and interagency collaboration and coordination The USMS adopted an information sharing and analysis center concept across its protective intelligence business line to improve the flow of threat-based information within the USMS and to its external partners. To implement this new concept, the agency’s Threat Management Center processed more than 2,250 new assessments and 530 new predicated investigations in FY 2018. To process these cases, the Threat Management Center provided policy guidance to district staff; coordinated threat information with existing and new federal, state, and local partners; and provided preliminary law enforcement query results and subject analysis to district investigators within the first 24 hours of entry into the USMS’s case management system. The Threat Management Center’s rapid response and preliminary research reduced district investigative timelines, accelerated protective responses, and ensured a shared awareness of the threat environment among stakeholders.

The concept also continued to foster information exchange efforts with more than 40 law enforcement and intelligence agencies that share protective intelligence interests, and enabled outreach to other intelligence community components via liaisons located at the National Joint Terrorism Task Force and the National Counterterrorism Center. The USMS participated in more than 50 interagency training events, forums, and committees, further fostering collaboration and increasing awareness of mutual protective intelligence capabilities and concerns among partners and stakeholders. Similarly, the agency established the USMS Intelligence Governance Board (IGB) to foster collaboration within the USMS. The IGB subcommittees and working groups are designed to enhance awareness of intelligence capabilities and increase information sharing across the USMS.

Greater agility and innovation To improve agility and modernize thought among the protective investigation workforce, the USMS hosted two Protective Investigations

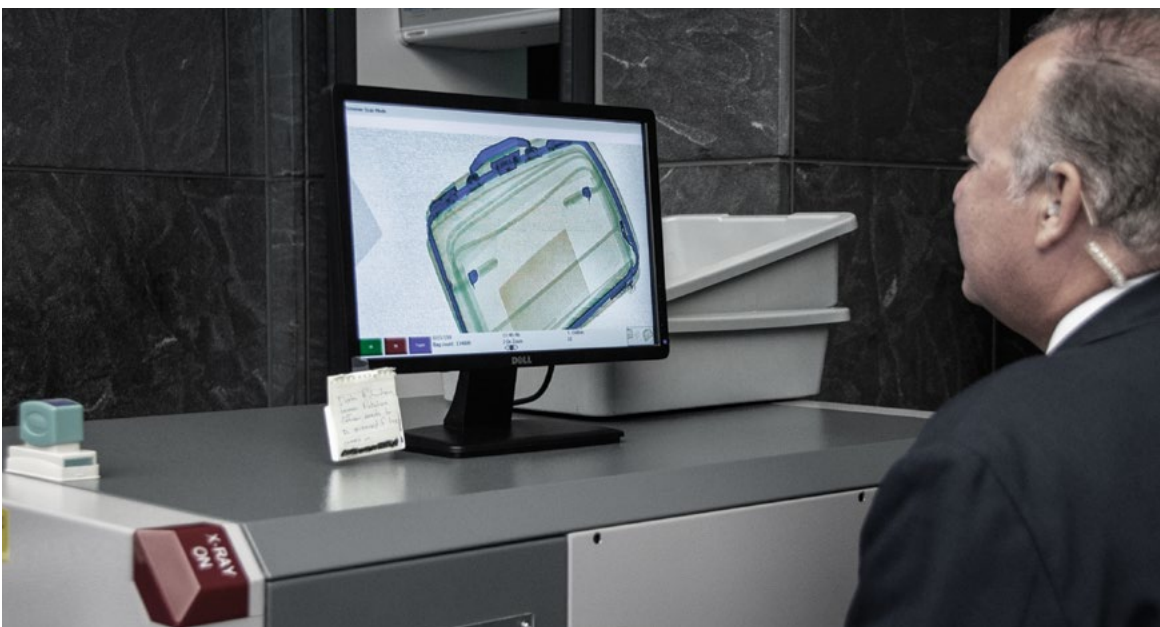
Training Program courses in FY 2018 and trained an additional 98 protective intelligence investigators, judicial security inspectors, and collateral duty district threat investigators. The USMS also created the Protective Intelligence Enterprise Working Group in FY 2018, providing 33 investigators with advanced tactics, techniques, and procedures. A direct result of the working group was the establishment of a five-year strategic plan for the USMS’s protective intelligence enterprise. This interdisciplinary approach to training and collaboration provides investigators with a well-rounded set of skills that further enables districts to reduce the potential for targeted, violent attacks against protected persons, facilities, and events.

The USMS also began revision of its Protective Investigations Training Program, centering on a “live-problem” approach whereby investigators learn the latest investigative methodology and directly apply it to real-world scenarios taken from investigative files. This revision is planned to be completed in FY 2020.

Strategic Objective: Strengthen the Judicial Facility Security Program to ensure efficient and effective court security

In FY 2018, the USMS took decisive actions to improve its Judicial Facility Security Program by increasing organizational capacity, accountability, and the effectiveness of methods designed to achieve program objectives.

Conduct a business process reengineering initiative that leverages technology to improve program management including financial and administrative practices In FY 2018, the judicial security mission improved business practices and increased collaboration with districts through the application of agile methods to its analysis, enabling prompt implementation of process improvement recommendations. More than 70 recommendations were identified and accepted by judicial security leadership and have either been fully implemented or are on track towards full implementation. These recommendations include strategies that improve the management and use of facility data, the processing of annual resource call requests for physical security projects, and the formulation of the CSO Staffing Standard. Conservative estimates show between 6,800 and 8,800 work hours saved annually as a result of these process improvements.



CSO conducts a security screening at a judicial facility.

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

Improved CSO onboarding: Applicants for contracted CSO vacancies are required to pass background investigations and receive favorable medical determinations as conditions of their employment. Both requirements add to the length of time for a CSO to begin working. In FY 2018, the USMS made concerted efforts to fill CSO vacancies in a more timely manner by partnering with service providers to improve the quality of the candidates submitted to fill vacancies, and issuing approvals to start work in advance of the completion of the background investigation and medical review. At the start of FY 2018, a total of 296 CSO positions were vacant or awaiting pending applicants to begin performance. This represents 6.8 percent of the total number of authorized CSO positions. By the end of the fiscal year, the USMS had reduced that number to 227 CSO positions vacant or awaiting pending applicants to begin performance, representing 5.2 percent of the total number of authorized CSO positions. Additionally, there were 3,271 medical determinations made for incumbent and applicant CSOs, and a total of 564 background investigations adjudicated for either initial investigations or periodic reinvestigations.

Provided CSO Phase II Training: CSO Phase II Training offered by the USMS produced a 99.8 percent pass rate by the 615 CSO trainees. Phase II of this training ensures that CSOs operating within federal court facilities possess the training, skills, and abilities necessary to detect and mitigate potential threats to the judiciary

posed by threat actors attempting to introduce contraband into secured facilities. The training also provides an additional layer of security for the judiciary, partnering agencies, and stakeholders in the fulfillment of their statutory obligations.

EFFECTIVE AND EFFICIENT CONTRACTING



In FY 2018, the USMS awarded three contracts for CSO services within the Second, Ninth, and Tenth Judicial Circuits. These contract awards ensure continuity of services at facilities under the agency’s protection and provide for 1,792 CSO positions, which represents 33.8 percent of the 5,306 total agency CSO positions authorized.

Modernized CSO firearms qualifications: The USMS initiated a pilot study in the field to modernize the firearms qualification course for CSOs. The agency is spearheading a plan which will modify the current CSO firearms qualification course to mirror the same course as DUSMs. The new course includes the requirement for CSO movement during the firing sequence, and an increase from 70 percent to 80 percent accuracy required to pass the firearms qualification. The pilot study identified unforeseen impacts and areas for improvement such as implementation challenges and the need for increased firearms training for CSOs.

Conducted physical intrusion testing: In FY 2018, the USMS conducted a total of 1,773 physical intrusion tests, resulting in a 99.7 percent completion rate for all districts. These tests provide compliance and quality assurance checks to further the successful implementation of skills and abilities learned through the CSO Phase II Training.

Initiated CSO Personal Identity Verification (PIV) card pilot: The USMS coordinated, funded, and is in the process of implementing a 400-person pilot to provide CSO PIV cards in the field. The CSO PIV card pilot program will provide increased security through the elimination of redundant, less secure, and costly access control systems.

Modernize the Physical Access Control Systems (PACS)

Modernized PACS: In FY 2018, the USMS issued 418 new electronic security project task orders at a total cost of \$56.2 million and funded 16 new PACS upgrade projects at a total cost of \$21.1 million. This continues to further

CUTTING EDGE
SECURITY APPROACHES

Personal protection is a responsibility that permits no errors. Our judicial process, the court family, and witnesses require cutting edge approaches to provide 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 technology. To address these challenges, the USMS has enhanced training for all law enforcement personnel as well as our protectees. Enhancing predictive and trend analysis allows the USMS to create risk assessments that define the appropriate levels of security. The 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 cases requiring long-term protection.

the effort to modernize PACS, improve security, and prepare for a fully compliant solution to Homeland Security Presidential Directive 12. The USMS also performed final inspections of 18 PACS upgrade projects in FY 2018.

Initiated the Enterprise PACS pilot program: The USMS began implementing the Enterprise PACS pilot program. The project is currently on track to be implemented at two field locations in Denver, Colorado, and Martinsburg, West Virginia, by the end of the fiscal year. The project is designed to test the feasibility of implementing a fully centralized PACS and eliminate the need to track and manage hundreds of disparate PACS servers.

Strategic Objective: Improve the management and structure of the judicial security mission set

Improvements to the management and structure of the judicial security mission set enhance performance outcomes.

Evaluate district management practices to establish a strategy to improve oversight of the judicial security mission To improve oversight, the USMS designed the Judicial Security District Leadership Workshop to inform chief and assistant chief DUSMs of judicial security policies. In April 2018, the USMS conducted the pilot course to 17 U.S. marshals, chief and assistant chief DUSMs. Five more iterations were held in FY 2018. Overall feedback from class evaluations has been extremely positive.

MISSION: WITNESS PROTECTION

The Witness Security Program enables the U.S. government to pursue and prosecute criminals ranging from a single actor to organized crime, gangs, or terrorist groups. In 1971, the USMS was tasked with the protection of witnesses whose lives are threatened as a result of their testimony based on the 1970 Organized Crime and Control Act. Witness protection is provided in different phases and on many fronts to ensure safety of witnesses and their families before, during, and after trial proceedings. The program is assessed on a continuous basis in order to provide timely services and to identify areas for improvement.

MISSION PROGRAM DATA

Figure 3 – Total Number of Witness Security Program Participants

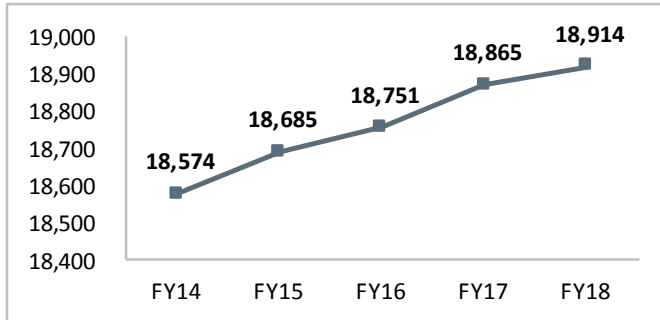
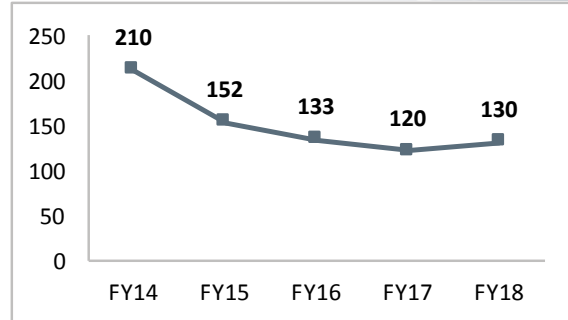


Figure 4 – Identified and Mitigated Security Breaches



Strategic Objective: 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. Personal protection is a responsibility that permits no errors. The USMS judicial process, the court family, and witnesses require cutting edge approaches to deliver the most effective security possible, including having the very best intelligence, behavioral, and threat analyses and risk assessment methodologies and solutions.



The USMS conducted a pilot training program with 24 participants to develop key competencies among operations personnel that implement protective service missions.

Define Levels of service, potential growth, and impact to resources

Enhancing protective operations training: The USMS judicial security and witness security missions designed a new training initiative focused on protective intelligence. Together they understood that the program needs to be flexible to accommodate increasing foreign national protectees, changing prosecutorial objectives, and the proliferation of social media technological advancements such as geo-tagging and Global Positioning System (GPS). During FY 2018, the USMS piloted the recently developed Protective Service Training Program curriculum with 24 participants. The eight-day training program builds on the protective services operations principles taught during basic training for DUSMs. It is designed to develop key competencies in effective coordination and implementation of protective service missions. These key competencies include protocols for briefing protected persons, conducting effective threat and vulnerability assessments, and using less-than-lethal defensive tactics. To enhance officer safety, the program also provides tactical firearms training and guidance on administering medical treatment. The program will serve as an annual training opportunity for districts and also senior inspectors responsible for planning and executing protective operational missions.

Helping protect those assisting DOJ in crime fighting efforts: During FY 2018, the witness security mission worked with the DOJ’s Office of Enforcement Operations (OEO), the U.S. Citizenship and Immigration Services (USCIS), and the Department of Homeland Security (DHS) to ensure the protection of clients that are not U.S. citizens by reviewing the business process of immigration services. These efforts helped strategically address the more than 2,750 requests for immigration services over the previous year, to include lawful permanent residence (LPR) and asylum requests/applications. The team also worked with the DOJ Office of the Inspector General (OIG) to improve services and records maintenance. These efforts enhanced protection and services to immigrants, which is vital to the future protection of those who have assisted the DOJ in fighting crime.

REDUCING RISK AND IMPROVING CLIENT RETENTION

Three new analytical tools were developed in FY 2018 for the preliminary interview process, retention, and relocation assessments. These tools help provide an enterprise-wide solution when making decisions on the consistent assessment, quantification, and visualization of a participant’s risk. They also outline best practices for the program including client management approaches according to specific risk drivers and methods to improve program retention. These pivotal products will expand the mission’s existing reporting, visualization, and analysis capabilities and streamline executive information and reporting.

Identify and address problems impeding successful relocation and employment

Strengthening partnerships to improve successful transition: The adjudication process represents the period of time to onboard and transition a client into self-sufficiency. To capture successful performance improvements, the witness security program began reengineering recordkeeping and metrics to effectively define client success. They began this process by partnering with program stakeholders to facilitate input and garner insight into client self-sufficiency. These stakeholders include DOJ’s OEO; the U.S. Attorney’s Offices in the Eastern District of New York, the Southern District of New York, the Southern District of California, and the Central District of California; the Federal Bureau of Investigation (FBI); and the Federal Bureau of Prisons (BOP). As a result of the wide range of stakeholder input, they are using the information to develop new analytical products.

Assisting clients in imminent danger: The USMS continues to build and maintain relationships based on trust with the USCIS and DHS to ensure the continuity of operations, timely processing of asylum applications for protected witnesses, and enabling of specific clients to receive LPR documents. The USMS also works in collaboration with the U.S. Department of Veterans Affairs, the Defense Personnel Records Center, the Social Security Administration, the U.S. Department of Health and Human Services (HHS), and the BOP. Specifically, collaborative efforts led to participants who were in imminent danger receiving full medical records and Medicare benefits upon the authorization of their new identities.

GOAL 2: INVESTIGATIONS

TO STRENGTHEN THE EFFECTIVENESS OF DOMESTIC AND INTERNATIONAL INVESTIGATIONS



To achieve its investigative missions, the USMS conducts three types of activities: fugitive apprehensions, protecting America’s children and communities, and asset forfeiture. In FY 2018, investigations focused on: reducing violent crime, disrupting criminal networks and transnational organizations, increasing safety of task force operations, enhancing surveillance technologies, tracking noncompliant sex offenders and locating missing children, and expanding collaboration with national and international law enforcement partners.

To further promote the USMS’s goals of strengthening the effectiveness of domestic and international investigations, in FY 2018 the USMS focused on the following supporting objectives:

- Maximize the efficiency of fugitive apprehensions
- Ensure the stability and safety of USMS international investigative missions and strategically expand the USMS footprint and capabilities around the globe
- Invest in cutting-edge investigative technology and modern infrastructure
- Protect children and communities through the rigorous investigation and arrest of noncompliant sex offenders
- Ensure effective financial investigation, management, and disposal of seized and forfeited assets to assist in the achievement of DOJ’s goals to disrupt and dismantle criminal organizations

MISSION: FUGITIVE APPREHENSION

Fugitive apprehension is a principal USMS mission and has the greatest opportunity to improve public safety by reducing the number of violent offenders in America’s communities. As the federal government’s primary agency for conducting fugitive investigations, the fugitive apprehension mission consists of domestic and international fugitive investigations, including fugitive extraditions and technical operations such as the Organized Crime Drug Enforcement Task Forces (OCDETF) overseen by the attorney general. The USMS has the authority to enforce the Fugitive Felon Act and may assist state and local agencies with their fugitive missions, even in the absence of interstate or other extra jurisdictional flight. Through interagency fugitive task forces, international operations, information-sharing programs, and close cooperation with other federal, state, local, tribal, and territorial law enforcement agencies, the USMS facilitates the timely apprehension of dangerous fugitives and helps preserve the integrity of the criminal justice system.

The USMS serves as the custodian of all federal arrest warrants until execution or dismissal and maintains a federal fugitive caseload of approximately 50,000 each fiscal year. Over the last decade, the USMS has apprehended or cleared more than 338,829 federal fugitives, including 34,935 in FY 2018.

MISSION PROGRAM DATA

Figure 5 – USMS Federal and Egregious State and Local Fugitives Apprehended or Cleared

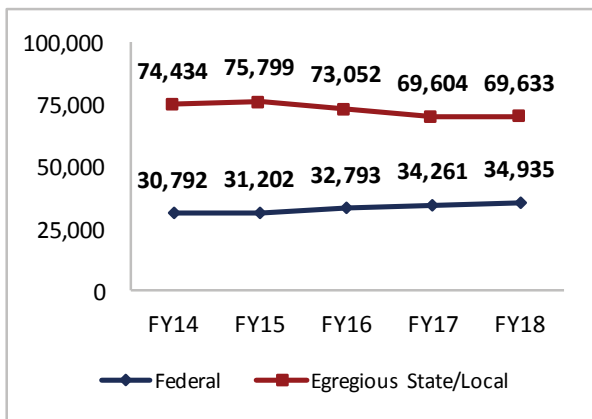


Figure 6 – USMS Warrants Cleared

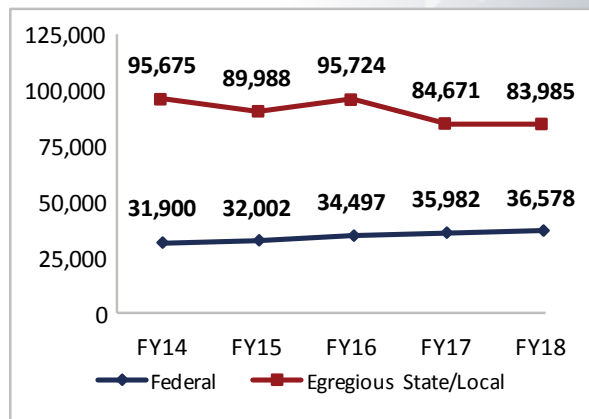


Figure 7 – FY 2018 Special Subtotals, USMS Federal and Egregious State and Local Fugitives Apprehended or Cleared

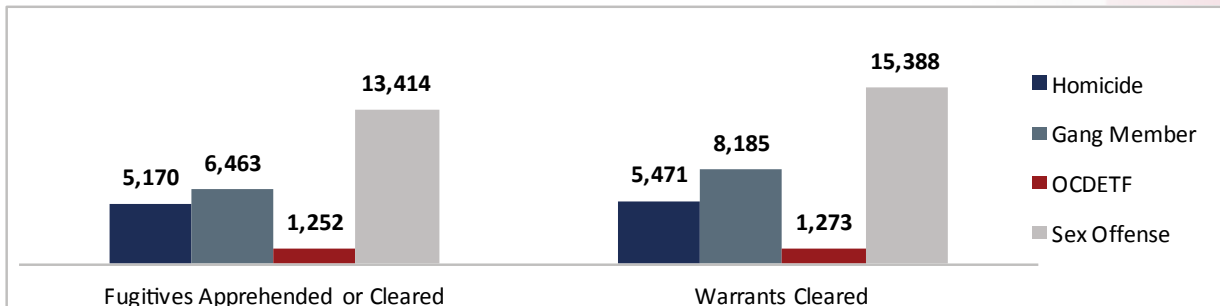


Table 1 – USMS Seizures from Fugitive Investigations, FY 2014 - FY 2018

USMS Seizures from Fugitive Investigations				
	Firearms	U.S. Currency (\$)	Vehicles	Narcotics (kg)
FY18	4,008	10,325,515	185	3,314
FY17	3,743	10,054,918	156	1,050
FY16	3,563	5,602,294	119	7,802
FY15	2,971	18,270,249	133	1,996
FY14	2,896	6,621,112	135	3,259

Strategic Objective: Maximize the efficiency of fugitive apprehensions

The USMS manages its investigative resources and invests in strategies to achieve the greatest programmatic gain to increase public protection. To have the greatest impact in U.S. communities, the fugitive apprehension program focuses on the most violent, most egregious federal, state, and local offenders.

Allocate resources efficiently to maximize effectiveness in state and local fugitive apprehension

Increasing the safety and effectiveness of USMS task force operations: In support of the Joint Law Enforcement Operations program, the USMS entered into a vehicle lease program in FY 2018 through the General Services Administration (GSA) to equip full-time TFOs assigned to USMS fugitive task forces with vehicles to be used in support of task force operations. Many state and local task force partner agencies rely on vehicles provided through this program to sustain their participation on the task forces, and the vehicle lease program enables TFOs to operate safe, low-mileage vehicles that will be replaced when age or mileage thresholds are reached. In FY 2018, the USMS leased 500 vehicles.



A vehicle lease program will equip full-time TFOs assigned to USMS fugitive task forces with safe, low-mileage vehicles.

Reducing violent crime with addition of a new regional fugitive task force: In FY 2018, the USMS established its eighth regional fugitive task force to cover the Eastern, Middle, and Western Districts of North Carolina and the District of South Carolina. Following extensive research and planning to determine the optimal organizational structure and placement, the Carolinas Regional Fugitive Task Force will enable the USMS to strengthen its fugitive apprehension resources while providing greater coverage in the high-crime corridors in the eastern part of the country. The USMS Regional Fugitive Task Force program serves as an important tool in support of the DOJ's violent crime reduction strategies.

Using technology to increase the safety and effectiveness of USMS fugitive apprehensions: In FY 2018, the USMS conducted approximately 56,000 surveillance operations related to 24,000 warrants. These operations dramatically reduce the amount of time, money, and resources expended to locate and apprehend violent offenders, as well as reduce the risk to the public and increase officer safety by allowing law enforcement to leverage technology for high-risk fugitive apprehensions.

Increase investigative capability and agility through non-traditional methods Protection of operational personnel involved in the enforcement mission is enhanced by ensuring they have access to the latest technology, tools, and safety equipment. The USMS piloted the Rapidly Advancing Manhunt program to establish best practices and prepare operational and administrative personnel to deploy quickly in support of large-scale manhunt situations. These types of USMS-led district and regional fugitive task force investigations are not routine in nature and generally evolve from high-profile crimes such as active shooters, child abductions, shooting of law enforcement officers, and facility escapes. The program aims to ensure USMS responses to rapidly advancing incidents are efficient and effective and focus on the mitigation of risk.

Formalize the roles and responsibilities for the support and oversight of domestic investigations In FY 2018, the USMS aligned its Gang Enforcement Program and the Organized Crime and Drug Enforcement Task Forces Branch to form the Organized Crime and Gangs Branch. Through strategic fugitive investigations, this new branch seeks to disrupt and destabilize criminal networks holistically, from street level gang members to high-ranking leaders of the most notorious transnational criminal organizations. Through this realignment, USMS support for DOJ priorities such as OCDETF, the National Public Safety Partnership, and Project Safe Neighborhoods, has led to USMS Gang Enforcement becoming an extremely valuable tool in the Department’s efforts to combat violent crime. Operation Triple Beam (OTB) is the USMS’s counter-gang operation designed to provide immediate relief from violent gang-associated crime. The USMS successfully conducted 17 gang enforcement operations in FY 2018, including 10 OTBs, resulting in approximately 2,360 arrests and 515 firearms seizures. OTB has demonstrated to be an effective method for reducing street-level gang violence. The demand for sustained violence reduction through OTB has risen significantly in FY 2018 from the five OTBs conducted, on average, over the previous few years. The attorney general praised these results, stating that OTB is a proven methodology that the DOJ will continue to prioritize.

Table 2 – FY 2018 Violent Gang Fugitives Arrested/Cleared, by USMS Arrest

Criminal activity	No. of arrests
Homicide	569
Robbery	667
Assault	1,067
Kidnapping	75
Sex offense	45
Weapons offense	1,128
Narcotics	1,609



In OTB Colorado, the USMS partnered with federal, state, and local law enforcement agencies to target fugitive gang members and the organizations responsible for committing violent crimes. The joint operation led to the arrest of 156 people.

Strategic Objective: Ensure the stability and safety of USMS international investigative missions and strategically expand the USMS footprint and capabilities around the globe

The globalization of crime and immediate mobility of fugitives require an intensive effort from law enforcement to address the increasing number of fugitives wanted by the United States who flee to a foreign country to avoid prosecution or incarceration and those wanted by a foreign nation but are believed to be in the United States. As other federal law enforcement agencies commit more resources to terrorism, cyber-based threats, transnational criminal organizations, and border security, the role of the USMS in the apprehension of violent fugitives takes on greater importance.

The USMS protects the public from transnational fugitives through coordinated enforcement efforts with foreign and domestic law enforcement by: directing, coordinating, and initiating transnational fugitive investigations conducted by USMS personnel, its task force partners, and foreign law enforcement agencies; managing USMS Foreign Field Offices and supervising extraterritorial investigations; assisting with and executing the U.S. government's extradition program; and developing strategic partnerships with foreign authorities to enhance the capabilities of international enforcement missions.

These coordinated enforcement efforts are facilitated by the presence of four foreign field offices, six Headquarters-based geographical areas of responsibility, and the Collateral Duty International Liaison Program. The USMS also maintains liaison positions with the International Criminal Police Organization [INTERPOL] U.S. National Central Bureau-Washington, DOJ's Office of International Affairs, and the Department of State's Bureau of Diplomatic Security Service.

In FY 2018, the USMS performed international enforcement activities in more than 70 percent of the world's nations through investigations and removal missions, despite having permanent foreign presence in only four countries. The USMS closed 1,840 transnational fugitive investigations requiring investigative coordination with 138 countries and territories, and managed and executed 770 removal missions through coordination with 72 foreign nations.

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

Argentina: For the third consecutive year, the USMS partnered with the Argentine Federal Police (PFA) to provide training at the INTERPOL National Central Bureau in Buenos Aires, Argentina. The reciprocal relationship offers investigators from the USMS and PFA an opportunity to demonstrate best practices and enhance cooperation throughout the Southern Cone of the continent.

Colombia: The USMS and Colombian National Police established a strategic partnership in FY 2018 to address extraditions and transnational fugitives. Over the course of the last 12 months, the USMS established and maintained a new removal mission strategy to effect significant cost savings for the U.S. Extradition Program in Colombia. Colombia maintains the highest number of removed fugitives of any country the United States shares a bilateral extradition treaty with—on average, more than 100 fugitives are returned from the U.S. to Colombia per year. As of September 2018, more than 30 missions have been conducted under the new strategy with great success. This cooperative relationship has also strengthened the USMS investigative mission in Colombia to target violent fugitives who flee the United States, including the location and arrest of a fugitive in Medellin, Colombia, who was wanted for a 2011 murder in Massachusetts.

Jamaica: The USMS has been a significant partner to combat transnational organized crime originating in Jamaica. At the forefront of this battle is the United States' effort to stem criminal lottery scams. The USMS aligned its investigative resources in a collaborative effort with U.S. and Jamaican law enforcement partners to locate, apprehend, and extradite those accused of committing this highly complex fraud. The criminal conspiracy of lottery scamming originates abroad and typically targets the most vulnerable Americans, often defrauding them of thousands of dollars and, in some instances, their life savings. Since 2016, the USMS has opened numerous investigations targeting persons wanted for lottery scamming and has successfully extradited 16 defendants to the United States to face justice.

Formalize funding, staffing, and technical support to outside continental United States (OCONUS)

missions In FY 2018, the USMS conducted a comprehensive requirements analysis and formalized protocols in support of USMS OCONUS operations. These bilateral missions are structured to assist authorities in identifying, locating, and apprehending top tier members of Transnational Criminal Organizations in an effort to significantly disrupt, diminish, and dismantle their organizations and stem the flow of drugs and undocumented criminal aliens crossing the southwest border (SWB) into the United States.

Strategic Objective: Invest in cutting-edge investigative technology and modern infrastructure

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

Build the capability for agile strategic and tactical intelligence The USMS developed biometrics capabilities and deployed a mobile application to transmit and receive important identifying information with the FBI's Criminal Justice Information Services and other law enforcement platforms. DUSMs often encounter tense situations while in the field and may not have the time or resources to access criminal justice information through a computer or call center. This application provides rapid, real-time access to crucial information on warrants, criminal history, and suspects for increased deputy safety and efficiency.

Provide technical expertise for new electronic surveillance technologies To further investigative resources, the USMS participated in research and development projects designed to enhance wireless communications collection capabilities. This capability development is an effort to keep pace with rapidly-evolving telecommunication systems and platforms.



The use of biometric technologies allow USMS personnel to quickly identify potential suspects in the field.

MISSION: PROTECTING AMERICA’S CHILDREN AND COMMUNITIES

The Adam Walsh Child Protection and Safety Act [AWA] was signed into law on July 27, 2006. The USMS was designated the lead federal agency to investigate violations of the Act and given the mandate to assist state, local, tribal, and territorial jurisdictions in locating and apprehending noncompliant sex offenders. As such, the USMS has taken an aggressive approach toward protecting communities from violent sex offenders and child predators by partnering with other federal, state, local, tribal, and territorial law enforcement authorities involved in the regulatory process of registration.

In FY 2018, the USMS led and conducted 383 sex offender operations in conjunction with federal, state, local, territorial, and tribal law enforcement partner agencies. During the course of these operations, the USMS assisted law enforcement partners with 54,328 compliance checks, or approximately 5.9 percent of the entire 2018 registered sex offender population, which stands at approximately 917,771 [source: National Center for Missing and Exploited Children].

MISSION PROGRAM DATA

Figure 8 – Noncompliant Sex Offender Investigations

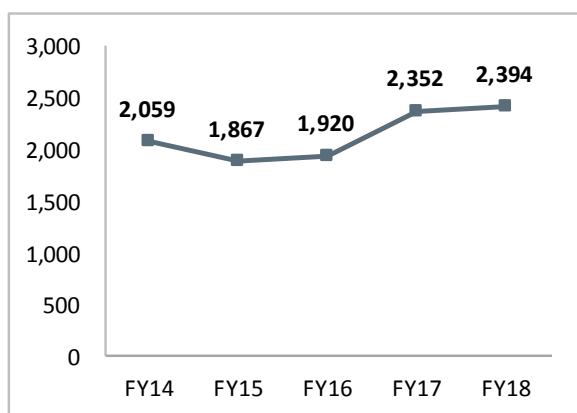
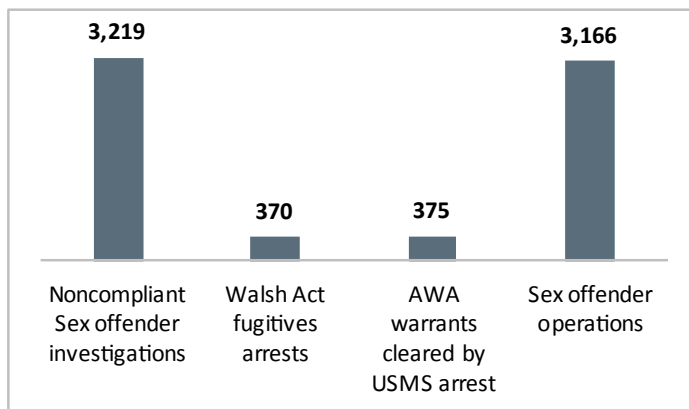


Figure 9 – AWA Activities from FY 2006 to FY 2018



Strategic Objective: Protect children and communities through the rigorous investigation and arrest of noncompliant sex offenders

Through specialized training, targeted programs and funding, enforcement activities, and collaborative partnerships with organizations such as the National Center for Missing and Exploited Children and the DOJ’s Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking Office, the USMS significantly supports all levels of domestic, international, military, and tribal law enforcement in pursuing unregistered and noncompliant sex offenders.

Strengthen USMS investigators’ and state and local task force investigators’ acumen through innovative training and communication

Recovering missing children: On November 16, 2017, the USMS assisted in the recovery of its 1,000th missing child, reflecting more than a decade of partnership between the USMS; its federal, state, and local law enforcement partners; and the National Center for Missing and Exploited Children. With the enactment of the Justice for Victims of Trafficking Act in May 2015, the USMS received expanded authority to respond to law enforcement requests for assistance in any missing child case where its resources are believed to be applicable. Now, under its expanded authority, the USMS tracks two types of missing child cases: fugitive/missing child cases that include a nexus to a previously existing USMS investigative authority, and critically missing child cases, which are based solely on a risk to the child, where the Act’s authority allows for USMS involvement. The USMS has been tracking program totals since 2005, with the first 500 recoveries occurring over 10 years and the last 500 recoveries occurring within the last three years.

Implementing training and awareness: The USMS continues to prioritize and provide continuing education to USMS personnel and state and local partners, as well as outreach initiatives for tribal and military populations. In FY 2018, the agency formalized a comprehensive annual training plan that outlines all mandatory internal training and outreach events, as well as external training opportunities for law enforcement personnel assigned to the noncompliant sex offender mission. The USMS also conducted two training events focused on the role of the USMS in investigating and prosecuting federal violations of the AWA, including resources and tools available to state and local investigators to assist in that effort. The Missing Child Unit developed and presented a new three-day training course to 50 USMS districts and regional fugitive task force supervisors and investigators that will assist in effective implementation of the mission.

Interdiction for the Protection of Children (IPC): Through a partnership with the Texas Department of Public Safety, the USMS developed and implemented a large-scale expansion of the IPC program. The IPC program is an innovative, proactive policing approach designed to prevent criminal offenses through active intervention as well as intelligence gathering. Initiated by the Texas Department of Public Safety to be used by patrol officers during traffic stops, the program teaches law enforcement personnel how to spot indicators of child sex trafficking and other factors that might suggest an at-risk youth. The USMS developed a curriculum in FY 2018 that is more closely aligned with the enforcement work conducted by USMS investigators every day. This newly developed curriculum served as the foundation for a training course for 108 USMS investigators trained this year. To date, the program has safely rescued nearly 500 children from sexual abuse and exploitation. In FY 2018, the USMS provided IPC training to authorities in Durham, England, marking the first USMS international IPC training. The exploitation of children often involves transnational criminality, e.g., child sex trafficking and child pornography offenses, and the USMS has seen increased requests from countries including Canada, the United Kingdom, Australia, Indonesia, and Spain.

CHILD IN IMMINENT DANGER

In 2018, the USMS was asked by a partner federal law enforcement agency to lead an effort to locate a 16-year-old child suspected of being a child sex trafficking victim. The child was known to be at grave risk of violent crime due to association with a group of highly violent adult offenders.

The child had been listed by law enforcement in the New Orleans area as being missing and endangered, but efforts to locate her had been unsuccessful. Eight months earlier, the child had been the target of a brazen shooting that killed two other individuals. She narrowly escaped with her life and was believed to be in imminent danger.

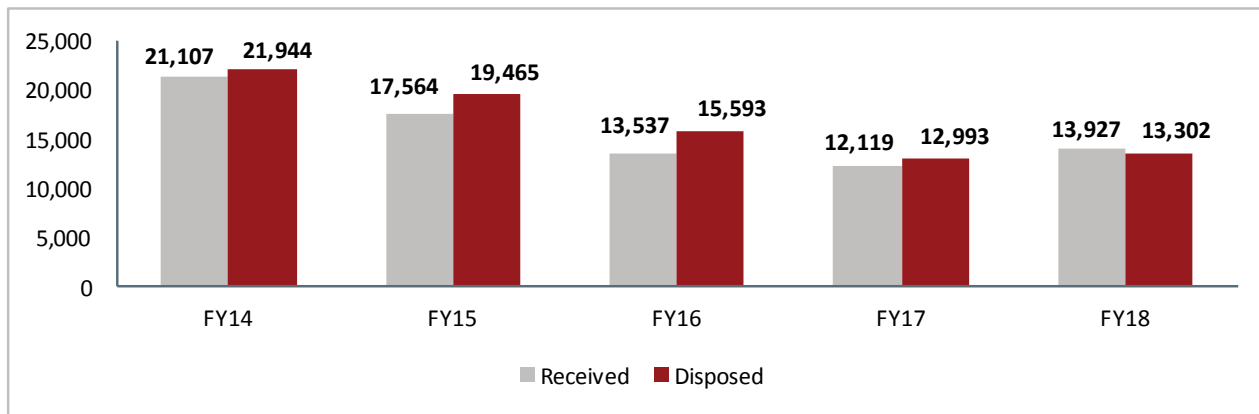
The USMS and its partner law enforcement agencies left no stone unturned in its around-the-clock effort to locate the child and provide protection from those who sought to do her harm. Twenty-four days after the search began, the USMS successfully located the child.

MISSION: ASSET FORFEITURE PROGRAM

The DOJ Asset Forfeiture Program (AFP) plays a critical and key role in disrupting and dismantling illegal enterprises, depriving criminals of the proceeds of illegal activity, deterring crime, and restoring property to victims. The USMS is the primary custodial agency of the AFP. In addition to core fiduciary responsibilities associated with the management and disposition of assets valued in the billions of dollars, the USMS also provides vital support to the U.S. Attorneys’ Offices and the investigative agencies by assisting with pre-seizure planning and financial investigations. As a world leader in asset management and asset disposal, the USMS AFP also receives requests for technical assistance from countries around the world. These requests range from conducting assessments of a country’s AFP to providing assistance with the restraint of property, both domestic and foreign.

MISSION PROGRAM DATA

Figure 10 – Assets Received and Disposed of by the USMS



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

Expand collaboration between AFP and international law enforcement partners

Providing training to other nations with direct results: The government of Sri Lanka requested assistance from the Office of Overseas Prosecutorial Development, Assistance and Training as it began the creation of an AFP. As the primary custodian of the DOJ AFP, the USMS was requested to meet with officials from Sri Lanka to provide information on best practices and processes. In December 2017, the USMS met with the prosecutorial branch of the Sri Lankan government which included the attorney general and deputy solicitor general. This meeting included the review of forfeiture practices, equitable sharing with local authorities, and management of assets.

As a result of this assistance, in May 2018 Sri Lanka enacted reforms to establish fast-track courts for the prosecution of financial and corruption related crimes. This increase in the prosecution of white collar crimes led the judiciary branch of Sri Lanka to request additional assistance from DOJ’s Office of Overseas Prosecutorial Development, Assistance and Training to become better informed about managing these types of cases and other forfeiture-related issues. In August 2018, the USMS met with the Sri Lankan judiciary branch which included four Supreme Court justices and seven appellate court justices to review strategies for asset preservation and expedited disposal strategies for trials progressing through the courts. In September 2018, a criminal case involving illegal vehicle importation, with assets valued at more than one million dollars, was brought before the courts of Sri Lanka. The justices overseeing the case directly addressed the issue of protecting the assets from devaluation during the trial. The best practices shared by USMS directly led the justices to address this issue, which had historically been ignored by the Sri Lankan courts.

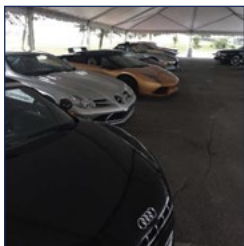
High stakes case with large returns: Chief Executive Officer Raymond Bitar, who operated the online gaming site Full Tilt Poker, used the site to run an international Ponzi scheme and steal hundreds of millions of dollars from the registered players. Upon conviction, a \$40.0 million money judgment was levied against Bitar. From 2012 to 2015, the USMS expended significant work on the post-conviction tracing, recovery, and liquidation of the criminal assets of Bitar and his associates, both domestically and internationally. Part of these assets included several financial accounts located on the small Channel Island nation of Guernsey. Three mutual legal assistance requests were sent to the Guernsey authorities seeking their assistance with the tracing, restraint, forfeiture, and recovery of the proceeds that had been laundered to accounts in Guernsey. In response to those requests, the Guernsey authorities used domestic proceedings to block the Bitar accounts as well as provided bank records that facilitated the U.S. investigation and forfeiture. Ultimately, their cooperation affected the final U.S. judgment of forfeiture and liquidation of accounts. In December 2017, more than \$12.8 million in criminal proceeds were recovered via this first-ever forfeited asset-sharing case with Guernsey.

Assist the DOJ component agencies to transform the AFP

Virtual currency: In FY 2018, the USMS sold a total of 5,883 bitcoins during two auctions for a total of \$55.8 million. The USMS continues to be the lead custodian for the 22 different types of virtual currencies seized by the DOJ and the U.S. Department of Treasury (USDT).

Selling assets tied to illegal pain clinics: The USMS, in collaboration with the DEA, FBI, and the U.S. Attorneys' Offices, coordinated the sale of 21 exotic cars, many of which were unique. These vehicles were seized as part of a multi-state DEA sweep in May 2015, which raided pain clinics operated by two doctors. The USMS took several steps to increase the exposure of the vehicles to a larger pool of potential bidders. This included holding a live auto auction in conjunction with a forfeited jewelry auction as well as scheduling the auction to be held during the Formula 1 International Race weekend in Austin, Texas in October 2017. International, national, and local media were on hand to film, report, and highlight the auction. Hundreds of people were in attendance at the asset preview day, and 252 online bidders and 62 live bidders participated in the auction. The vehicles sold for a combined value of \$2.7 million to include a one-of-a-kind 2006 Saleen S7 selling for \$461,000. The jewelry sold from other forfeited cases brought in \$1.5 million, netting a grand total of \$4.3 million in sales for the auction.

The USMS coordinated the sale of 21 exotic cars at a racing event. The cars were seized by the Drug Enforcement Agency, which raided illegal pain clinics.



Conducting forfeiture financial investigations: During FY 2018, the USMS directly identified \$31.6 million in assets to be targeted for forfeiture, contributed to the investigative efforts of \$54.4 million dollars in assets subject to forfeiture, and assisted U.S. Attorneys' Offices in defeating third-party claims against \$890,000 in assets. Through cash payments, established payments plans, and identified assets to satisfy outstanding forfeiture money judgments, the USMS was able to collect more than \$12.4 million in money judgment cases.

Large-scale drug trafficking operation (ongoing): In January 2018, the USMS was asked to assist with an OCDETF investigation into a large-scale marijuana growing and distribution operation throughout the Sacramento, California, area. For years, the operation would use funds from China to purchase residential properties in false buyer names, and then convert these residences into indoor marijuana growing locations. In April 2018, civil forfeiture actions were filed against more than 100 houses in the Sacramento region suspected of being related to this criminal organization.

Simultaneously, the USMS provided personnel from eight district and two headquarters offices to assist hundreds of federal and local law enforcement officers in a two-day operation to execute search warrants at approximately 74 houses and two businesses suspected of being grow locations. This represents one of the largest residential forfeiture efforts in the nation's history.

Seizures linked to animal fighting operations continue to increase: Since 2016, the USMS and the DOJ Environment and Natural Resources Division (ENRD) have worked closely to develop and implement a strategy for handling pre-seizure planning in federal animal fighting cases and pursuing civil forfeiture actions against seized animals involved in violation of the Animal Fighting Venture Prohibition of the Animal Welfare Act. In FY 2018, the USMS helped coordinate and participated in 15 seizure operations in 12 different districts in 10 different states and took custody of 455 dogs. This represents a 28 percent increase in animals seized from FY 2017. Since partnering with the ENRD, the USMS has taken custody of 811 dogs that have been linked to fighting operations.

PAYMENTS TO VICTIMS OF CRIME AND FORFEITURE PARTNERS

In FY 2018, the USMS issued 885 payments totaling \$1.6 billion to victims who suffered a direct loss caused by the offenses underlying the forfeiture actions. This included \$1.3 billion in payments to the victims of the Bernie Madoff case.

The USMS also processed 31,484 equitable sharing payments transactions worth \$405.4 million to approximately 2,429 state and local law enforcement agencies.

GOAL 3: NATIONAL DETENTION OPERATIONS

TO PROVIDE FEDERAL PRISONER SECURITY, DETENTION, CARE, AND TRANSPORTATION



To achieve the agency's goal of optimizing national detention operations with cost-effective and well-established business practices, in FY 2018 the USMS improved information sharing; advanced mission critical systems; developed detention-related solutions to rapidly assist with DOJ initiatives; updated protection, housing, medical care, and transportation policies; and enhanced detention management, forecasting capabilities, and aviation safety.

To further ensure the effective oversight of national detention management and prisoner transportation, in FY 2018 the USMS focused on the following supporting objectives:

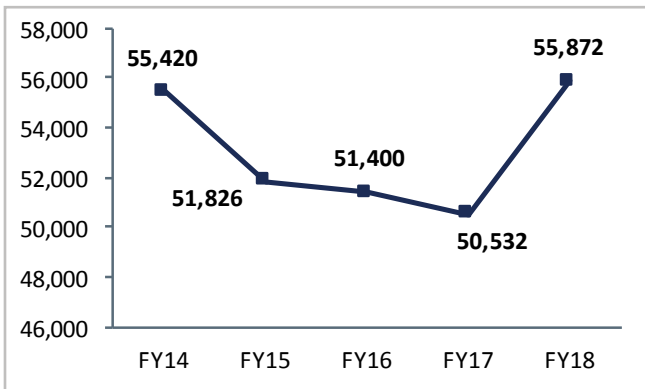
- Enable districts to resolve detention issues by improving data collection and creating performance measurement tools
- Implement innovative business practices to streamline detention operations
- Fully integrate and automate detention quality-assurance monitoring
- Provide adequate medical care in the most cost-effective manner
- Optimize the prisoner transportation network
- Transition to a National Detention Program
- Conduct an assessment to determine expansion of government transportation requirements and services

MISSION: PRISONER SECURITY, DETENTION, AND CARE

The prisoner security mission is a complex and multi-layered function, both in scope and execution. The USMS is responsible for national operational oversight of all detention management matters pertaining to individuals remanded to the custody of the attorney general. The USMS ensures the secure care and custody of these individuals through several processes including providing sustenance, ensuring secure lodging and transportation, evaluating conditions of confinement, providing medical care deemed necessary, and protecting civil rights through the judicial process. In FY 2018, the detention population increased by 16 percent from the low of 48,200 as reported in May 2017. The increase in the detention population is attributable to the general increase in prisoners received that began in May 2017 following the rescission of the Smart-on-Crime Initiative.

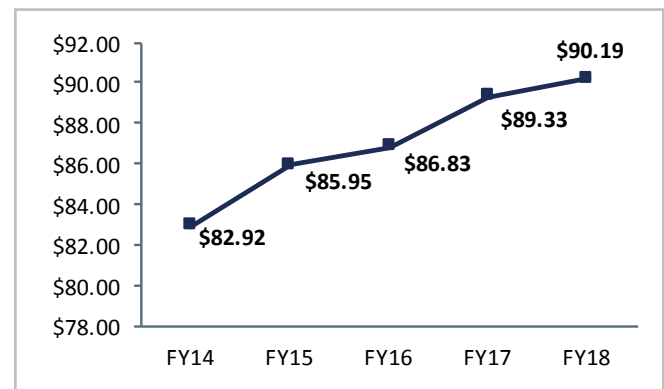
MISSION PROGRAM DATA

Figure 11 – Average Daily Prisoner Population (ADP)



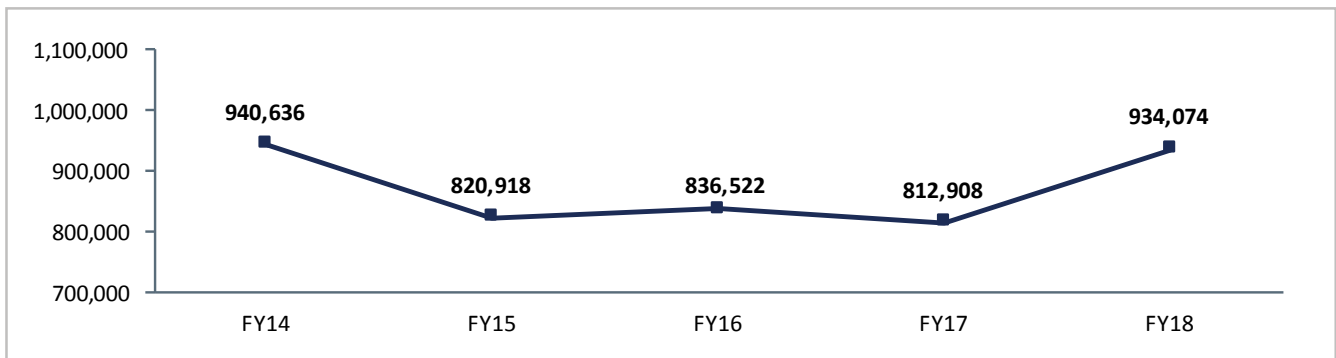
To house the USMS population in FY 2018, the USMS maintained a balanced approach to detention by housing 17 percent of prisoners in BOP detention facilities with beds specifically allocated for USMS use, 18 percent of prisoners in private facilities under direct contract with the USMS, and 65 percent of prisoners in Intergovernmental Agreement (IGA) facilities. The five-year ADP downward trend rose sharply in FY 2018 as the ADP increased by 10.5 percent from FY 2017.

Figure 12 – Per-Day Detention Costs (in dollars)



For all facility types, the per-day, per-capita detention cost was \$90.19 or 0.2 percent above the projected level of \$89.97 and 1 percent above FY 2017 costs. Aside from jail costs, the rate also includes detention services (in-district transportation and medical), which increased by 9.3 percent. Despite the 10.5 percent increase in ADP, the increased population levels resulted in greater economies of scale and therefore only a marginal increase in per-day detention costs.

Figure 13 – Prisoners Produced for Required Events



In FY 2018, prisoner productions were 12.4 percent above the projected level and 15 percent above FY 2017 productions. The increase in prisoner productions was attributable in part to the increase in the number of prisoners received as well as the increase in the overall detention population.

Table 3 – Average Per Day Jail Rate Paid by Facility

Performance Measure	FY 2017 (\$)	FY 2018 (\$)
Total	\$83.54	\$84.51
IGA Total	\$72.06	\$74.53
State and Local	\$73.67	\$75.58
Private, Indirect	\$67.05	\$71.10
Private, Direct	\$122.78	\$120.82

The USMS held the average per day, per capita jail cost to 0.8 percent above the projected level for all facility types and 1.1 percent above the FY 2017 cost. The rate paid at private facilities was 1.1 percent above the projected rate while the rate paid at IGA facilities was 3.1 percent higher than projected.

Table 4 – Time in Detention, Prisoners Serving Imposed Sentences in USMS Custody

Performance Measure	FY 2017	FY 2018
Prisoners with Short-term Sentences Released by USMS	32,129	44,442
Days-in-Detention, Post Sentencing		
30 days or less	21,954	33,903
31 to 60 days	5,651	5,625
61 to 90 days	3,480	4,028
91 days or more	1,044	886
Average Detention Time (Days)		
Pre-Sentence	12.0	9
Post-Sentence	28.6	22.6

An estimated \$90 million was expended to house post-sentenced prisoners. The USMS managed government resources efficiently by releasing 44,442 prisoners from USMS custody following short-term sentences. Short-term prisoners accounted for about five percent of the total USMS detention population. In FY 2018, this population increased by 38 percent with a corresponding 10 percent increase in the cost of housing short-term prisoners. Similar to FY 2017, 88 percent of the prisoners released following short-sentence expiration were arrested for immigration offenses.

Table 5 - Prisoners Received: By Offense

Performance Measure	FY 2017	FY 2018
Total	186,471	238,897
Immigration	58,663	113,646
Weapons	10,300	11,995
Drugs	25,603	25,467
Other	91,905	87,789

During FY 2018, the number of prisoners received by the USMS was 238,897 or 28.7 percent more than FY 2017. The number of prisoners received for immigration offenses increased by 95.1 percent; weapons offenses increased by 15.0 percent; and drug offenses decreased by 0.01 percent.

Strategic Objective: Enable districts to resolve detention issues by improving data collection and creating performance measurement tools

The USMS will develop systems that provide assessment and planning data to assist districts with managing complex detention problems. These systems will collect and display real-time, accurate information on detention costs and available federal, state, and local bedspace to resolve potential problem areas swiftly and at the lowest level.

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

Ensuring better information sharing: The USMS improved the national District Detention Management Reports (DDMR) intranet site to allow districts to view missing or erroneous data elements in prisoner records in order to improve data integrity as well as documentation of vital law enforcement information. These improved reports provide the districts a valuable tool they can utilize to manage their prisoner populations more efficiently and effectively.

Building mission critical case management modules: As part of the agency’s efforts to develop and deploy the new enterprise case management system, Capture, the USMS divided Prisoner Management into 10 functional areas: intakes; request designation; medical management; headquarters financial/billing; transportation; custodies; productions; facilities inspection; district financial/billing; and suspicious activity, assault, incident and death (SAID). These modules will provide greater functionality for detention-related activities and will change the way the USMS approaches prisoner management.

Develop an automated DDMR that captures each stage of detention from time of arrest to the time of release

Developing SWB detention reports: In response to the attorney general’s April 26, 2018, memorandum regarding criminal illegal entry and the associated expected escalation in the prisoner population along the SWB districts, the USMS led a crisis action team that developed specific and immediate SWB detention reports and tools. These reports and tools allowed SWB districts to manage their prisoner populations (tracking, movement, and bedspace capacity) more efficiently and effectively.

SOUTHWEST BORDER INITIATIVE

When the attorney general issued new policies for criminal illegal entry into the United States by an alien, the expectation was that the projected increase in immigration offenders received would overwhelm the available bedspace along the SWB states. As a result, the USMS prisoner operations mission formed the SWB working group with district leadership to facilitate communication, identify challenges, and collaborate on detention-related solutions. Coordination with existing and new detention facility providers to identify and procure additional bedspace continues in order to accommodate the housing needs along the SWB.

Strategic Objective: Implement innovative business practices to streamline detention operations

The USMS will improve prisoner-processing time and reduce redundancy through better data sharing.

Assess the feasibility and cost effectiveness of implementing strategically-sourced detention services

Updating restraint policy and procedures: After the U.S. Supreme Court took “no position on the question” regarding the use of restraints in the courtroom on May 14, 2018, the USMS continued its comprehensive review of its restraint policies and procedures. This review included guidance on the maximum restraints necessary to secure special population prisoners and direction on documenting deviations from the standard. This review also included changes in how the USMS will collect and analyze the type and amount of restraints purchased in order to establish proper accountability of equipment and ensure appropriate utilization of allocated funds.



USMS personnel escort prisoners at detention facilities. The agency continues to review and update restraint policies and procedures.

Enhancing Cooperative Agreement Program (CAP) to better assess and mitigate critical detention space challenges in affected districts: The USMS implemented CAP enhancements to standardize the process for critically analyzing detention-housing spending and to make better-informed business decisions on acquiring detention facility services from state and local law enforcement partners. These enhancements included automation of the CAP request and funding process; improved and expanded oversight of facility enhancement awards; establishing a standing CAP committee to review all CAP requests to determine eligibility, priority, and funding availability; and establishing the CAP project inspection program.

Strategic Objective: Fully integrate and automate detention monitoring with the Quality Assurance Program

The USMS will assess and update the jail review and Quality Assurance Review (QAR) standards to eliminate redundancy and enable trend analysis.

Implementing new restrictive housing guidelines for USMS prisoners: In response to the DOJ's "Report and Recommendations Concerning the Use of Restrictive Housing," the USMS developed training and reporting procedures to incentivize the 1,000 jails used by the USMS to report their use of restrictive housing. This effort increased the restrictive housing reporting compliance rate by 22.7 percent in FY 2018 and the USMS expects the restrictive housing reporting compliance rate to increase significantly in FY 2019.

Improving detention contract management and conditions of confinement: The USMS assigned eight detention contract administrators (DCA) to oversee private detention contract facilities throughout the United States in order to improve and enhance operational compliance with the Federal Performance-Based Detention Standards while providing safe, secure, and humane conditions of confinement and preserving the integrity and judicious expenditure of taxpayer dollars. The USMS also put in place a training program to educate both DCAs and detention management investigators on effective oversight of operations at private and IGA facilities.

Strategic Objective: Provide adequate medical care in the most cost-effective manner

The USMS will develop an electronic system to support the various aspects of the National Medical Care Program to alleviate workload and improve efficiencies.

Revising HHS' Public Health Service (PHS) Support Memorandum of Agreement (MOA): The USMS coordinated with the HHS' PHS to revise the USMS-PHS MOA. These efforts ensure the roles and responsibilities of both the USMS and the PHS are clearly defined to provide more effective and efficient PHS medical support to the USMS.

Develop cost-effective solutions for the care of chronically ill USMS prisoners

Renegotiating BOP Detention and Medical Memorandum of Understandings (MOU): The USMS renegotiated the Detention and Medical MOU with the BOP that outlines the fiscal and operational roles and responsibilities of the USMS and BOP concerning USMS prisoners housed in BOP facilities. Points of understanding included medical expenses, medical transportation, medical guard services, and medical community engagement. Now that the BOP is both operationally and fiscally responsible for the healthcare provided to USMS prisoners housed in their facilities, BOP is in a position to garner greater efficiencies and savings.

Developing a hepatitis C prisoner medical testing algorithm: The USMS developed a hepatitis C medical request-testing protocol for physicians to determine when it is medically necessary to treat hepatitis C infected prisoners. It costs between \$80,000 and \$100,000 and takes 8 to 12 months to treat a single USMS prisoner with curative hepatitis C medications. The USMS expects this protocol will save the USMS over \$600,000 annually.

Strategic Objective: Optimize the prisoner transportation network

In-district and out-of-district transportation categories have inefficiencies resulting from the lack of data system integration and require additional business rules to ensure the efficient use of ground and air transportation.

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

Updating policy, requirements, and internal controls for guard/transportation services: The USMS developed an acquisition strategy to team with the GSA and develop a national Blanket Purchase Agreement (BPA) for prisoner transportation and detention services to better address federal prisoner



The USMS is consolidating district prisoner transportation and detention services under a BPA to streamline administrative responsibilities.

detention account oversight, guard services quality assurance, and guard service procurement efficiency. Using this BPA, the USMS will realize significant cost-savings by no longer needing to award and administer separate guard contracts for every district acquiring contract guard services. Moreover, consolidating district prisoner transportation and detention services under a GSA BPA will streamline the administrative responsibilities associated with acquisition planning, project management support, funding, task order issuance, invoicing, and reconciliation.

Strategic Objective: Transition to a National Detention Program

Using a systematic method to conduct a business reengineering of detention management processes, this effort will result in an organization with business processes that preserve the integrity of the federal judicial process by administering the Federal Detention Management System and establishing national detention policy.

Enhance detention management and forecasting capabilities

Addressing prisoner record and cellblock security deficiencies: After extensive research and input from industry leaders, the USMS identified the requirements necessary to replace the current USMS legacy booking stations with a state-of-the-art Prisoner Enrollment and Verification Station (PEVS) biometric system that would be capable of managing over 200,000 bookings a year. These PEVS systems will support the USMS prisoner intake process by capturing prisoner biographical data and high-quality multiple biometric modalities (face, iris, finger, scars, marks, and tattoos), which is integrated with the USMS’s secure mission system platform. Districts will use this collection of biographical and biometric data to manage and securely monitor prisoners in detention facilities and reduce redundant data collection on prisoners processed by multiple agencies or DOJ components.

Automating prisoner notices and reports: In response to the attorney general’s April 26, 2018, memorandum regarding criminal illegal entry and the associated expected escalation in prisoner population along the SWB, the USMS developed the following detention reports to facilitate the tracking, movement, and bedspace capacity of prisoners along the SWB: an active prisoner report to assist the Southern District of California; a pending movement report for the District of Arizona; a status report for the Western District of Texas to monitor the average number of days a prisoner is in custody based on their detention status; a top 10 district ADP report; and a top 10 workload indicator report to monitor prisoner productions and prisoners received.

Develop a national emergency response framework

Improving monitoring and reporting of detention facility emergency situations: To address the continuity of operations (COOP) portions of the National Detention Emergency Response Framework, the USMS modified the automated detention facility review inspection checklist to include primary and alternate evacuation sites that districts would use in case a regional disaster required the immediate relocation of district prisoners. Furthermore, the USMS modified the detention facility QAR report templates to include a section that displays the detention facility’s contingency emergency sites.

SYSTEM FLAGS MORE CAUTIONARY INFORMATION

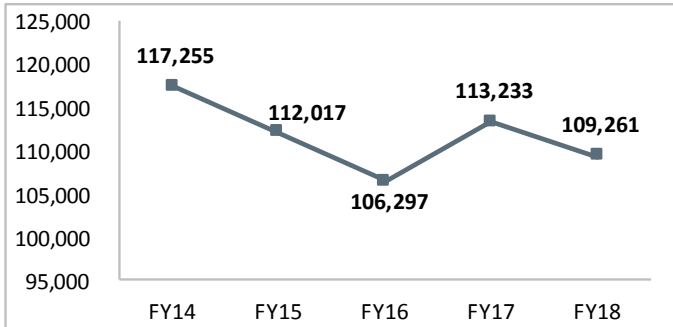
In FY 2018, the USMS system that tracks caution notifications underwent extensive technological updates to enhance officer safety. These changes provide operational personnel with instant awareness of all prisoner cautions, medical, and special handling information and substantially improves their situational awareness.

MISSION: PRISONER TRANSPORTATION (OUT-OF-DISTRICT)

The USMS transports prisoners to support the federal judiciary and the BOP. The agency also provides prisoner transportation to state and local law enforcement agencies and other federal agencies, including the military, on a space-available basis. The award-winning USMS Justice Prisoner and Alien Transportation System (JPATS) manages the coordination, scheduling, and secure handling of prisoners in federal custody, transporting them to detention facilities, courts, and correctional institutions across the 94 judicial districts through a network of aircraft, cars, vans, and buses.

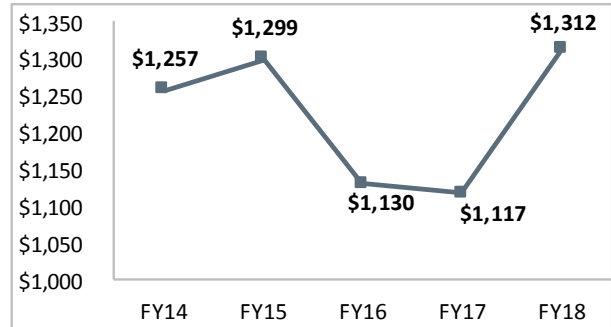
MISSION PROGRAM DATA

Figure 14 – Requests to Transport Prisoners by Air or Ground



Movement requests for FY 2018 were down slightly from the previous year.

Figure 15 – Transportation Unit Costs (in dollars)



Transportation unit cost increased in FY 2018 due to more days of in-transit housing and rising operating costs. The in-transit housing days increase was primarily due to a movement backlog caused by hurricane recovery operations and support.

Strategic Objective: Optimize the prisoner transportation network

The USMS will develop solutions to improve data systems integration that will minimize inefficiencies, develop business rules, and implement systems to ensure the efficient use of ground and air transportation.

Implement industry best-practice aviation safety program: The stage 2 International Standard for Business Aircraft Operations (IS-BAO) evaluation of JPATS transportation operations has been completed. The audit team determined that JPATS is being operated in a safe manner and has an effective safety management system. It recommended that JPATS receive IS-BAO stage 2 registration. By meeting these standards, JPATS operates in accordance with applicable federal aviation regulations, public law, and Federal Management Regulation 102-33 and complies with IS-BAO standards. By achieving its stage 2 IS-BAO registration, JPATS is approved for a two-year period, effective through the end of November 2019.

Strategic Objective: Conduct an assessment to determine the potential value of JPATS expanding government transportation requirements and formalizing expanded services

As the largest transporter of prisoners in the United States, JPATS successfully meets its mission in support of the federal judiciary, BOP, and the USMS. With well-established business processes and fixed aviation operations and sustainment capabilities, JPATS provides taxpayer value to DOJ, other federal agencies, and state and local governments. To further improve efficiencies, JPATS conducts aviation operations needs assessments internally across the DOJ and possibly later, across the government.



USMS personnel coordinate prisoner transport using a network of aircraft, cars, vans, and buses.

Develop an outreach plan to identify non-federal transportation requirements and governance opportunities

A JPATS outreach plan was developed to gather requirements for non-federal transportation needs. It was executed in stages through the project lifecycle and consisted of internal and external customer inputs. Educational briefings and materials were created to illustrate JPATS’ operational capacity and clearly articulate partnering benefits. This information was given to USMS districts and divisions, BOP, and external law enforcement agencies to ensure current and potential customers are aware of services provided by JPATS.

GOAL 4: SAFETY OF LAW ENFORCEMENT PERSONNEL

TO PROMOTE OFFICER SAFETY AND PROVIDE EFFECTIVE SUPPORT DURING DOMESTIC AND INTERNATIONAL EMERGENCIES



In FY 2018, the USMS continued to make significant strides to ensure its operational personnel possess the most advanced officer safety training and equipment, as well as the proper medical and technological capabilities to respond to emergencies. This included establishing a formalized long-term safety training program focused on advanced firearms, general operations, and active shooter threats, as well as a review and replacement plan for safety-related equipment. Further, the USMS expanded response capabilities and medical mission support and broadened specialized skills for rapid deployment.

To achieve the critical goals of promoting officer safety and providing effective support during domestic and emergency operations, in FY 2018, the USMS focused on the following supporting objectives:

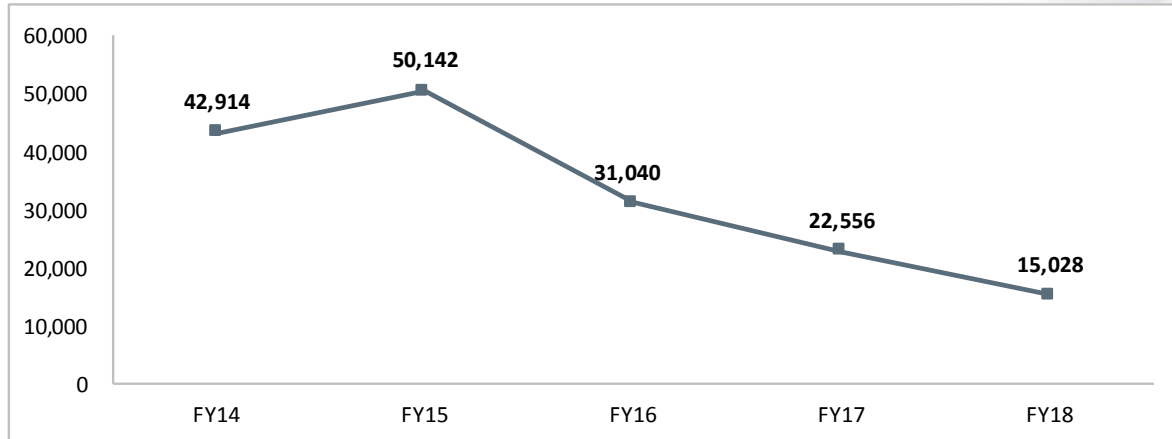
- **Mitigate the risk to DUSMs and ensure the highest level of readiness for the mission**
- **Ensure effective rapid response to emergencies and crises**

MISSION: LAW ENFORCEMENT PERSONNEL SAFETY

USMS protective, investigative, and detention missions place operational personnel, along with various law enforcement partners, in situations with a potential for violence. Ensuring the safety of law enforcement personnel and America’s communities is paramount to the agency.

MISSION PROGRAM DATA

Figure 16 – Special Operational Hours Dedicated to High-Threat and Emergency Situations



In FY 2018, the Special Operations Group supported districts with operational planning, high-threat warrant execution, and operational and vulnerability assessments for several high-threat trials and fugitive operations.

Table 6 – USMS Officer Safety Training Statistics

USMS Courses	DUSM	Non-USMS	Total Trained
High-risk fugitive apprehension (HRFA)	102	233	335
HRFA Human Performance	104	-	104
Firearms Instructor Training Program	44	-	44
Less-than-Lethal Instructor Training Program	23	-	23
Tactical Pistol and Rifle	7	5	12
Tactical Training Officer	24	-	24
Tactical Task Force Officer	-	31	31
Total	304	269	573

Strategic Objective: Mitigate the risk to DUSMs and ensure the highest level of readiness for the mission

To maximize risk reduction, the USMS must ensure consistency when communicating standardized approaches to apprehension in all scenarios and reinforce this message in all policies, procedures, and tactical training.

Establish a formalized long-term safety training program

Advanced firearms instructor development: As part of the continual focus on identifying ways to improve officer safety, the USMS reviewed its firearm instructor certification process. All USMS employees who are authorized to carry firearms and all others who carry firearms under the authorization of the USMS must be qualified by a USMS firearms instructor. The firearms instructor is responsible for: instructing safe and effective weapon handling skills to operational personnel; evaluating personnel skill levels, identifying any training

deficiencies and conducting training to remedy such deficiencies; assisting managers by identifying local training and range resources, scheduling range sessions, estimating the types (ammunition, cleaning equipment, weapons, etc.), and amounts of equipment needed, shipping weapons as necessary, and providing recommendations on firearms-related topics and issues; developing and maintaining an understanding of relevant USMS policies pertaining to firearms, deadly force, and post-shooting procedures; and properly completing and maintaining all firearms-related documentation, conducting all inspections and making certifications as required by USMS directives.

Currently, the firearms instructor can only complete the Firearms Instructors Training Program (FITP) through the Federal Law Enforcement Training Center (FLETC) to be certified by the USMS Training Division. Because ballistics, tactics, and weapons change over time, the USMS developed a curriculum for an advanced firearms instructor course. This course was piloted in September 2018. Lessons learned from this pilot will be implemented in the roll-out of this course in FY 2019. The goal of this training is to ensure that firearms instructors stay current.

The USMS reviewed its firearm instructor certification process to focus on ways to improve officer safety. An advanced firearms instructor course was piloted to ensure instructors stay current.

General Operations Officer Safety Training: In FY 2018, the USMS began a new initiative to ensure officer safety training is developed not only for the enforcement mission, but also for the general operations missions. Working with the Eastern District of Louisiana, the USMS developed training that incorporated USMS general operation mission areas including courtroom, cellblock, prisoner handling, and sally port operational spaces. These mission areas have not had the same focus as enforcement operations for officer safety training; however, these areas account for the majority of all USMS operational activity. The USMS designed decision-making training exercises consisting of scenarios and micro scenarios within operational spaces. The training incorporated district standard operating procedures and USMS policy on how personnel should operate within the district, how to ensure officer safety within a courthouse, as well as general prisoner handling/transportation. This initiative represents the beginning of a training program to bridge the training gap that exists for operational personnel assigned to general operations.



Increasing response readiness to active shooters: In FY 2018, the USMS Strategic National Stockpile Security Operations (SNSSO) entered into a curriculum development and implementation phase for a training program designed for site security officers to advance readiness for direct intervention in an active shooter/active threat event. With the rapid emergence of this threat, it was deemed logical and necessary for the SNSSO to effectively support the frontline security of national medical countermeasure storage facilities to improve their tactical preparation. Seven SNSSO Active Shooter/Threat Instructor Training Program (ASTITP)-certified senior inspectors spearheaded this project.

The SNSSO Active Shooter Training Team worked closely with the HHS' security provider, as well as the Centers for Disease Control and Prevention's (CDC) Office of Safety, Security, and Asset Management (OSSAM), to tailor the training package for their unique environment. The training development committee met to discuss the details of the training evolution, the facilities to be used, and the training aids to be offered. The SNSSO procured many training tools that include Glock imitation airsoft handguns, theater quality realistic blood pools, and various officer safety products.

In June 2018, the SNSSO Active Shooter Training Team conducted a pilot of the program at the USMS Southeast Regional Fugitive Task Force training area. The SNSSO conducted an eight-hour course for HHS contracted site security officers from around the nation. The participants successfully demonstrated the objectives established by the training protocol.

SNSSO increased its readiness for direct intervention to an active shooter/active threat event, while supporting the multi-year training progress identified by the SNSSO, the CDC, and the OSSAM.

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

In FY 2018, the USMS underwent a review of its ballistic shields as part of its ongoing effort to ensure that officer safety-related equipment remains state-of-the-art and fits the needs of the agency. After reviewing its current inventory and researching the latest developments in ballistic shield technology, the USMS decided to issue a new ballistics shield contract. This contract will allow the USMS to develop a shield replacement program that provides for replacement every five years instead of the previous lifecycle of up to 15 years.

Preparing districts to handle health emergencies: SNSSO provided USMS partners with medical countermeasures, such as antibiotics, to ensure response and continuity of operations during an event and trained and supported district personnel to secure these countermeasures. SNSSO, in partnership with the Florida Department of Health State Medical Countermeasure Coordinator, briefed the U.S. marshals, chief DUSMs, and judicial security inspectors of three Florida districts on the benefits of closed point of dispensing (POD) sites. A POD site is a facility where medications like antibiotics are dispensed or where vaccines are administered during a health emergency. It was determined that it would be beneficial for the USMS to establish a closed POD in each courthouse/federal building, and approval was obtained from each district’s chief judge to implement this plan. SNSSO personnel scheduled meetings, presentations, and introductions between the local county Health Department planner and courthouse staff. SNSSO personnel also provided technical support, training, and Homeland Security Exercise and Evaluation Program (HSEEP)-compliant exercises to district personnel responsible for the oversight of the PODs in order to ensure that personnel were confident in applying their new skills. The closed PODs established throughout Florida will be able to serve courthouse personnel to include an average of four family members per household.

Expand the agency’s response capability and ensure adequate medical mission support

The Operational Medical Support Unit (OMSU) was created by the Special Operations Group (SOG) and is currently managed by SOG staff. As a sub-unit within SOG, the OMSU provides supervision, training, and equipment to its members who are DUSMs and possess an emergency medical technician (EMT) or EMT-paramedic certification. OMSU medics operate under the medical direction of the Johns Hopkins University Hospital Division of Special Operations. This partnership with Johns Hopkins University allows all OMSU medics to operate under an expanded scope of medical protocols. These protocols afford OMSU



USMS personnel take part in medical training.

medics additional equipment and skills, which allow them to provide care at a higher level than a typical EMT. The OMSU is comprised of approximately 75 collateral-duty DUSM medics.

Expansion: OMSU expanded its collateral-duty medic personnel in the program by adding 26 new medics. All 26 new medics attended a one-week, 40-hour course from the Johns Hopkins University Department of Special Operations Medicine in Baltimore, Maryland to receive their “expanded skill sets” and their protocols from the SOG/OMSU medical director. In addition to this course, all new medics also attended an eight-day, 80-hour tactical medical course and a 40-hour Adjunct Instructor Training Program [AITP] course at the SOG Tactical Center [SOGTC] in Pineville, Louisiana. In total, each new medic received 160 hours of medical and tactical training.

Ongoing skill development: During FY 2018, SOG/OMSU provided two, 40-hour medical recertification courses for 40 OMSU medics. These medical recertification courses incorporated the National Registry of EMT standards. Every SOG/OMSU Medic received AITP certification from the USMS Training Division. This one-week, 40-hour course was added on to the OMSU medical recertification courses. In addition, 15 OMSU medics participated in advanced medical training by attending the Special Operations Medical Association Scientific Symposium focusing on recent advances in tactical medicine from the United States military medical special operations community.

Enhancing medical mission support: The USMS OMSU provided six, four-hour sessions at USMS headquarters to instruct the Administrative Trauma Course to 79 USMS administrative and contract employees. This course mirrored the Deputy Trauma Course [DTC] and provided instruction on self-care and buddy aid with regard to trauma medicine. All participants received an administrative trauma individual first aid kit for their personal safety.

Leverage the capabilities of the agency’s SOG to ensure rapid deployment to USMS missions where required

The USMS frequently assesses the resource requirements to train, certify, equip, and maintain a proficient and tactically-sound unit. The importance of these trained experts in high-risk situations is pivotal, as is the necessity to conduct mandatory specialty and recertification training to ensure SOG members remain prepared to deploy.

Furthering skills through advanced training and more frequent certification: SOG transitioned from a biannual mandatory recertification training [MRT] to a quarterly MRT cycle. This change increases frequency and reduces the training interval to put the SOG training plan in line with other federal tactical teams. SOG conducted three unit-wide MRTs at the USMS SOGTC. During each MRT, SOG personnel completed 60 or more hours of training, which were applied toward the goal of 192 training hours annually, as recommended by the National Tactical Officers Association.

High-level specialized training: SOG expanded operational capabilities by sending SOG members to specialized training including the U.S. Border Patrol Tactical Unit Level 1 Breaching Course, the 7th annual sniper summit, Forced Entry Tactical Training, and Inland Boat Operators Training. Additionally, SOG conducted one specialized training course for SOG snipers utilizing SOGTC facilities. This training is required to develop and sustain perishable skill sets required for maintaining operational readiness.

Advancing expertise to other missions: During FY 2018, SOG provided support to the USMS Training Division by hosting the pilot course for the Protective Services Training Program. The new course was designed to expand the skills of USMS personnel who are tasked with serving on personal protection details. The pilot program provided 24 students with eight days of advanced training over a two-week period.

MISSION: DOMESTIC AND INTERNATIONAL EMERGENCY SUPPORT

The USMS equips operational personnel with critical tactical communication capabilities, including equipment that is interoperable with federal, state, and local law enforcement partners. The USMS also ensures that procedures, systems, and resources, such as adequately trained personnel, are in place to allow for rapid response to national emergencies, crises involving homeland security, special assignments, and security missions.

Strategic Objective: Ensure effective rapid response to emergencies and crises

The USMS seeks to ensure resources, procedures, and systems are in place to allow for rapid response during emergencies and crises. Effective rapid response includes equipping USMS personnel 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 USMS staff, and respond to ongoing changes throughout the event.

COOP: The hurricane season just prior to FY 2018 was the most active in U.S. history, causing widespread damage and destruction throughout the country and cumulatively affecting seven USMS offices and over 180 USMS personnel. In response, the USMS Office of Emergency Management provided oversight and

RESPONSE TO SUPER TYPHOON



On October 25, 2018, Super Typhoon Yutu made landfall on the island of Tinian and the southern part of Saipan at its peak intensity with a minimum central pressure of 900 millibars, maximum sustained winds of 180 mph, and gusts of up to 190 mph. This made it the most powerful tropical cyclone worldwide in 2018, and it was the strongest tropical cyclone to pass over Saipan and Tinian in the Northern Mariana Islands according to the historical database of the National Oceanic and Atmospheric Administration. Two people were killed, hundreds were injured, and more than 3,000 houses were destroyed, leaving tens of thousands homeless.

In response to Yutu, HHS deployed more than 50 medical and public health personnel along with caches of medical supplies and equipment into Guam ready to respond to medical and public health needs in the storm’s aftermath. USMS SNSSO deployed eight personnel for three weeks to Guam and Saipan to receive any Strategic National Stockpile (SNS) material shipped to the impacted area. They also supported HHS Incident Management Teams in fulfilling all Emergency Support Function #13 [ESF-13] public safety and security requests. These missions included protection of personnel in the austere environment, risk/threat assessments of material staging areas, and route reconnaissance prior to movements.

guidance to the affected district offices and coordinated the deployment of approximately 242 USMS employees nationwide under the ESF-13, supporting national law enforcement and public safety and security. Building on lessons learned from successful mission delivery during this unprecedented national disaster, the USMS Continuity Program continued to focus on building a culture of emergency preparedness through training and exercises. COOP successfully trained 71 USMS Continuity Program points of contact on emergency preparedness in an effort to increase the USMS's ability to mitigate, respond, and recover rapidly to emergencies. Additionally, 89 USMS personnel participated in the National Level Exercise, a full-scale continuity exercise that took place in May 2018, practicing for the response and recovery of core capabilities associated with a major hurricane.

Expanding USMS response capability: In FY 2018, SNSSO senior inspectors and the USMS OMSU medics conducted 12 DTCs for 225 DUSMs, USMS TFOs, and state/local partners. Furthermore, all medics participated in conducting a medical refresher course during SNSSO sustainment training. This course consisted of four hours of classroom presentations and three scenarios that tested and validated the immediate action drill learned in the DTC. In addition, SNSSO and OMSU medics provided training to 13 HHS contracted site security officers. The course provided students with knowledge of how to use various components of the individual first aid kit or high-risk individual trauma kit. The course further discussed physiological responses to blood loss and loss of oxygen; gave an overview of the tactical combat casualty care, which included providing scenario-based learning, to students and requiring them to respond to various events such as the effective use of a tourniquet; and provided several debriefings from deputies involved in shootings over the last 10 years. The training focused on active threat event considerations, tactical responses to such events, communication and transition to local law enforcement response, and medical responses to injured persons. SNSSO instruction in DTCs enhanced officer safety within and outside the USMS and enabled the SNSSO to mitigate risk to personnel involved in high-risk operations and training.

IMMEDIATE IMPACT OF TRAINING

Three days after completing the USMS DTC, a TFO was conducting an interview on a fugitive case when multiple gunshots were heard just outside the building. Upon immediate arrival on the scene, the officer observed an individual suffering from several gunshot wounds. One gunshot was in the back of the victim's arm, the other was to the back near his side. Being on the scene within a minute of the incident, the officer took quick action to assist the victim who was having difficulty breathing due to the bullet hole in his back. While fire and EMS personnel were in transit, the officer applied a training-issued chest seal to the victim, preventing a tension pneumothorax (collapsed lung). The trauma hospital credited the officer's actions for saving the victim's life.

Another TFO provided lifesaving measures to a citizen who was involved in a traffic accident. The DTC course graduate recognized life-threatening bleeding and applied his DTC-issued tourniquet to the lower extremity of the citizen who also survived due to the actions of the officer.

Similarly, a DTC graduate provided lifesaving measures to a fugitive who sustained a self-inflicted knife wound to his neck. The TFO applied his DTC-issued quick clot combat gauze and held pressure on the wound until local emergency medical services arrived. The trauma hospital credited the actions for saving the fugitive's life.

GOAL 5: PROFESSIONAL WORKFORCE

TO ENSURE PROFESSIONALISM AND ACCOUNTABILITY, AND PROMOTE INNOVATION IN THE USMS PROFESSIONAL WORKFORCE



To support its professional workforce missions, the USMS focuses on three activities: hiring a professional workforce, providing training and development opportunities, and assessing USMS programs to ensure they meet the highest standards. In FY 2018, the USMS made significant advancements to its recruitment and hiring capabilities as well as leadership and management development. The USMS expanded its workforce assessment and district administrative structure while optimizing current and future operations, strengthened crisis services, enhanced international partnerships, and updated the compliance review process.

To further the agency's goals of ensuring professionalism and accountability and promoting innovation in the USMS professional workforce, in FY 2018 the USMS focused on the following supporting objectives:

- Pursue innovative solutions to redesign USMS positions and structure to meet current and future mission requirements
- Develop the workforce competencies that meet the current and future needs of the USMS
- Further the advancement and standardization of USMS core competencies through a unified learning architecture
- Increase productivity, accountability, and compliance by refining employee management practices

MISSION: PROFESSIONAL WORKFORCE

The USMS requires a professional workforce to accomplish its complex and varied missions. The workforce consists of approximately 5,100 employees, 70 percent of whom are law enforcement. Professional, administrative, and technical functions provide the necessary foundation to achieve USMS strategic goals and objectives, execute the mission, and manage a diverse workforce. The agency continues to assess organizational and business structures, evaluate the workforce composition, and ensure the right people with the required skill sets are in the right locations.

Strategic Objective: Pursue innovative solutions to redesign USMS positions and structure to meet current and future mission requirements

The USMS will implement innovative solutions and transformational change to meet the needs of its mission. Specifically, the agency will explore innovative Human Resources (HR) solutions to allow for the future growth and flexibility of its workforce.

Establish a district administration structure to increase flexibility, create career paths, and address succession planning The District Administrative Structure Project was created to increase flexibility and efficiency of district operations, create career paths, and address succession planning for district administrative positions. As part of this project, a HR team visited district offices of different sizes and structures and held several focus groups to help define a standard administrative structure that would meet the needs of districts across the USMS. After receiving approval for the position configuration, another HR team completed a district-by-district analysis to develop cost estimates and an implementation strategy. The action plan was approved by USMS executive leadership, and a more-detailed, phased implementation plan was put in place. Human resource-led position management teams are now holding individual meetings with district leadership to put the action plans in place. The union has also been notified of the impact of the study on bargaining unit positions. Plans for changes to bargaining unit positions will not be implemented until the USMS HR Division and the union come to a consensus on the proposed changes. When implemented, the new district administrative structure will help create a career path for in-district employees to progress to higher-level administrative positions, including the GS-13 administrative officer. It also supports the addition of finance- and procurement-related positions that help professionalize the administrative support functions of the district, provides for position flexibility, and enhances succession planning by redefining and developing skill sets for these key administrative positions.

Strategic Objective: Develop the workforce competencies that meet the current and future needs of the agency

The USMS will refine its capabilities by identifying the competencies and the resultant career paths to meet current and future mission requirements and to ensure that a process is in place to select and promote the most qualified candidates.

Reestablish student hire capability to expand applicant pool options The USMS implemented key portions of the Office of Personnel Management's Pathways program to reestablish its student hire capability, thus expanding its applicant pool options. Pathways allows students or recent graduates to gain experience in the federal government. The USMS developed work plans for targeted series and finalized an MOU to allow for use of the Pathways hiring authority. The USMS also developed internal guidance and published the information on its website to help the HR staff and hiring managers use the Pathways authority in the hiring process. The recent graduate authority portion of Pathways was implemented in 2017 to post key administrative positions and in 2018 for DUSM vacancy announcements. The use of Pathways has resulted in an expanded applicant pool for hard-to-fill positions, especially in targeted geographic locations.

PROMOTING QUALIFIED CANDIDATES



In June 2018, the USMS celebrated the one-year anniversary of the competency assessment and updated scoring formula used to evaluate candidates for promotion to supervisory or senior professional criminal investigator positions. The updated assessment process allows applicants to participate in live competency-based assessment exercises. After much positive feedback, the USMS is expanding this process for use with higher-level leadership positions. This updated process will support the selection of candidates to lead the USMS, both now and in the future.

Successfully define today's environment and employee needs to ensure the USMS is well positioned to meet tomorrow's challenges

Strengthen crisis services: The Office of Crisis Services management structure was reevaluated in FY 2018. The Employee Assistance Program [EAP] moved from under the Office of Crisis Services to become an independent program. The EAP's administrator position, was reappraised, classified, and filled. In addition, EAP was restructured to include the Employee Resiliency Program. EAP was granted additional clinical resources and is currently in the process of hiring a psychologist to provide additional resources and support to USMS employees and family members.

In FY 2018, EAP completed a comprehensive evaluation of EAP contract services provided by Federal Occupational Health. EAP determined that services provided by the current vendor do not meet the standards or needs of the USMS population. To ensure a strong and healthy workforce, EAP is currently in the process of restructuring to provide programs and contract services with the goal of retaining valued staff members and quickly returning employees to the workforce following an illness, personal issue, traumatic incident, or injury.

National Management Conference: The USMS 2018 National Management Conference brought together more than 200 USMS leaders for an opportunity to connect and address issues facing the USMS. The conference, the first in several years, brought together district and headquarters' divisions leadership in one place, where they could have candid conversations about the challenges, opportunities, and initiatives the USMS faces as a whole. The three-day conference covered many topics ranging from budget

cycles, to effective communications, cyclical replacement of equipment, and professional development. Conference participants were provided the most up-to-date information about USMS operations, activities and policies. The conference also aimed at fostering leadership development while providing integral information about the current USMS state of affairs.



The National Management Conference brought together more than 200 USMS leaders to discuss challenges, opportunities, and initiatives the agency faces as a whole.

MISSION: TRAINING AND DEVELOPMENT OPPORTUNITIES

A comprehensive training plan is an integral component for an organization to promote and ensure professionalism, accountability, and innovation. Through training, the USMS is able to address the needs of the organization and the needs of its personnel. The USMS strives to identify employee needs and develop mechanisms to provide critical training within the budget and resource constraints that exist in today’s workplace.

Strategic Objective: Establish the Training Division as a Training Center of Excellence to further the advancement and standardization of USMS core competencies through a unified learning architecture

The USMS will centralize training to ensure its strategic approach to develop workforce competencies is achieved.

Establish the process to determine agency training needs, centralize oversight, and coordinate all USMS training and utilization of assets

Instructor Training: Federal Law Enforcement Training Accreditation (FLETA) requires that all accredited programs be taught by certified instructors. The USMS has adopted this best practice and requires that all USMS instructors complete either the AITP offered by the Training Division, or the Law Enforcement Instructor Training Program offered by FLETC. In FY 2018, the USMS certified 150 instructors.

BASIC DEPUTY U.S. MARSHAL TRAINING



The Marshal Mile is the culmination of weeks of Basic Deputy training including physical conditioning. It is a grueling final test of endurance that combines a long distance run, calisthenics, and teamwork. The Marshals Mile is the last major event before graduation and family members attending the ceremony are waiting at the end of the run to congratulate the new DUSMs on their successful completion. Family members are also invited to place the USMS patch on vests after the run.

LearnUSMS utilization: The USMS is working to standardize the tracking of its policy compliance, which means higher efficiency. The agency wants to improve all its training records by creating a one-stop repository for all training details, such as pass/fail rates, testing standards, employee compliance, and attendance on its LearnUSMS system. In addition, the system tracks medical requirements for employees by sending reminders for physicals and confirming when the physical is actually complete. Rather than ask employees to take a mandated travel course via the State Department (High Threat Security Overseas Seminar), the USMS has added the class to its LearnUSMS system and has already had 198 employees complete the course. There has been an overall savings of \$19,800 that translates into increased readiness and compliance for the USMS.

Create leadership and management developmental training for administrative and operational personnel: The USMS is committed to providing professional development leadership training to all levels of employees, with a primary focus on operational and administrative specialties in the journeyman through Senior Executive Service levels. The USMS undertook extensive curriculum review of its Supervisory Leadership Development (SLD) and Chiefs Development (CDP) training programs. The review found that the curriculum required improvements to address potential skills gaps, offer distinctions between leadership and management training, and provide for a more balanced program with in-depth management training and enhanced leadership curriculum. These improvements are in the process of development with a pilot program launch in FY 2019. The key changes in the new pilot program include a behavioral assessment and training model designed to increase effective communication and team building skills. During FY 2018, the USMS had eight employees certified to conduct behavioral assessments and implement training into the SLD and CDP courses, thereby enabling a self-sufficient, mobile, and independent program.

Enhance partnerships and standardize international training

International Training – Ukraine: In October 2017 and September 2018, the USMS traveled to Ukraine at the request of the U.S. Department of State’s Bureau of International Narcotics and Law Enforcement Affairs to facilitate a training partnership with the National Anti-Corruption Bureau of Ukraine. In October 2017, USMS personnel provided three separate HRFA training classes to 60 Ukrainian personnel primarily involved in the apprehension of fugitives. During these classes, Ukrainian law enforcement officers received expert instruction in numerous officer safety-related topics of instruction including: tactical medicine, operations planning, building entry, vehicle takedowns, and firearms. In September 2018, the USMS provided follow-up training comprised of a one-week class, repeated three times (20 persons per class). This training focused on specific subject areas, such as breaching and HRFA drills, all of which culminated in a field training exercise scenario where the students incorporated all of the instruction from the previous week into a simulated operation.

International Training - ongoing support of Plan Columbia and Merida

Initiative: In FY 2018, the USMS in support of Plan Columbia trained 86 Colombian law enforcement officers in court security and investigations. The USMS also supported the Merida Initiative and trained over 700 Mexican law enforcement officers in fugitive investigations.

Through a training partnership with the National Anti-Corruption Bureau of Ukraine, USMS personnel provided three separate HRFA training classes to 60 Ukrainian law enforcement officers.



MISSION: ACCOUNTABILITY AND INTEGRITY

Accountability and integrity of agency programs, personnel, and financial activities are of the highest concern in the USMS. Through the collective efforts of Internal Affairs, Compliance Review, and Discipline Management, the agency investigates allegations of misconduct and integrity violations, ensures compliance with USMS and DOJ policies and procedures, and provides effective advice and guidance to USMS management and discipline officials on adverse actions resulting from employee misconduct.

Strategic Objective: Increase productivity, accountability, and compliance by refining employee management practices

The USMS will ensure an efficient employee performance management system including clear performance work plans, a comprehensive and effective compliance review process, and an equitably administered disciplinary process.

MISSION PROGRAM DATA

Figure 17 – Internal Affairs Caseload

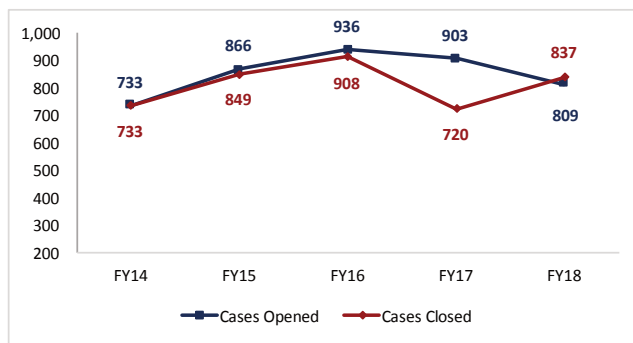


Figure 18 – Use of Force Incidents

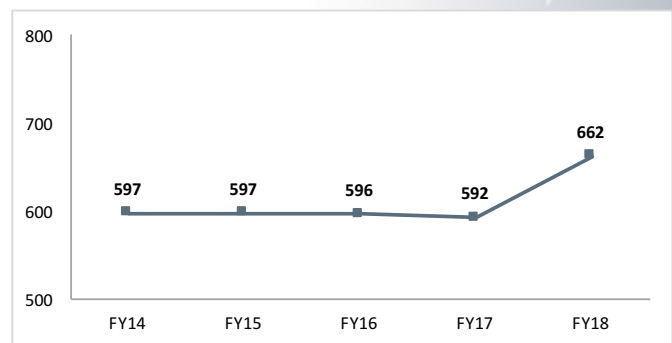
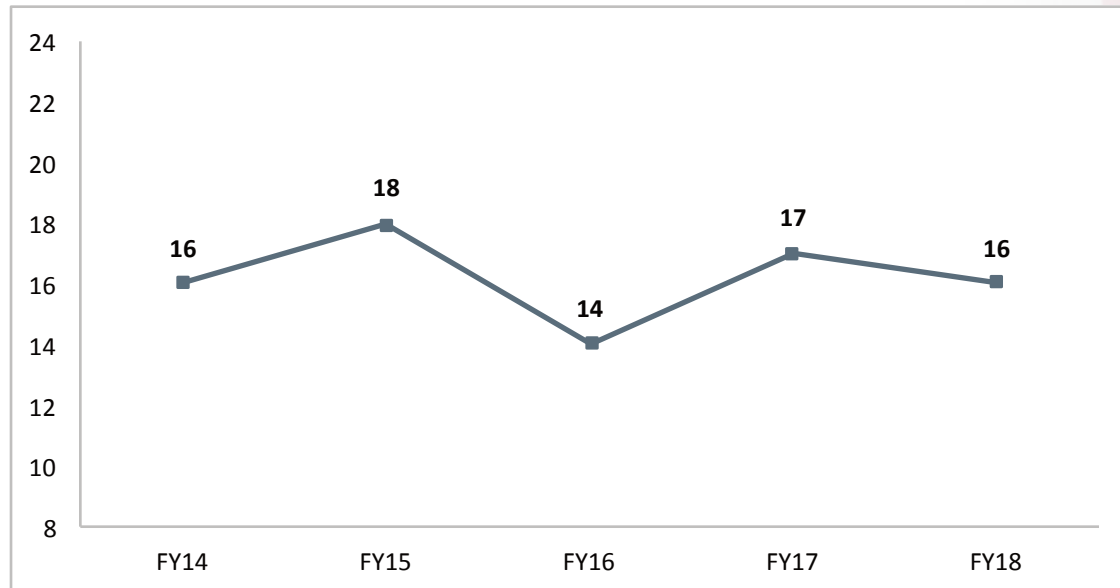


Figure 19 – Compliance Review Assessments



In FY 2018, the USMS conducted 16 risk-based reviews consisting of one division and 15 districts.

Refine the discipline process to ensure timely resolution and equitable implementation of disciplinary measures

The USMS worked diligently in FY 2018 to reduce the open caseload of misconduct investigations and increase timeliness of case closures. The USMS aggressively analyzed pending misconduct investigations to identify those with moderate allegations which could be referred to the respective districts and divisions for action. This resulted in a drastic reduction of the open caseload which allowed Internal Affairs investigators to focus on cases which pose paramount risk to the agency.

During FY 2018, the USMS published two additional installments of the widely regarded Integrity Bulletin. This serial publication spanning several years provides the employee population with guidance on trending issues within the USMS and examples of employee misconduct that have resulted in disciplinary action. The bulletin also includes pivotal reminders and refreshers on policy and procedures to ensure compliance remains at the forefront of employee consciousness. In FY 2018, the Integrity Bulletin addressed topics such as sexual misconduct, removals and appeals to the Merit Systems Protection Board, documentation of investigations, and cellblock procedures.

Shift from a comprehensive compliance review process to a risk-based review process and automate the business process

Risk-based compliance review process: The Office of Professional Responsibility-Compliance Review transitioned from a compliance-based to a risk-based approach by focusing on assessing the higher risk program areas. With this new risk-based approach, district/division findings are now determined and reported to USMS management by the risk level (low, medium, high) and impact to operations.

Decreasing policy-processing time: The Office of Policy manages over 250 policy directives and more than 120 standard operating procedures incorporated in policy directives. In 2018, the Policy/Standard Operating Procedures Impact Statement was automated to enhance agency accountability, accessibility, and transparency. The automation strengthened the approval process of proposed policy directives being issued by USMS headquarters' component leadership. Additionally, the USMS announced the Policy Accountability Reporting Tool to identify any agency policy and/or standard operating procedure inconsistencies. These innovative solutions accomplished a decrease of aged policy directives (10 years or older) by 48 percent from 124 to 65 from FY 2015 to FY 2018.

Reducing agency audit recommendations: The USMS reduced the number of its aged audit recommendations that remained open over two years by 25 percent from four in FY 2017 to three in FY 2018. This reduction related to an improvement in communication with external audit entities and our collaboration with program managers and agency leadership.

TRAINING ON THE USE OF FORCE

In FY 2018, the USMS coordinated a seminar for 50 employees collectively representing the Shooting Review Board, Internal Affairs, Proposing/Deciding Officials, and various districts and divisions. The seminar focused on prevalent issues related to use of force and explored the impacts of a life-threatening incident on human response and decision making. The curriculum was geared toward those involved in evaluating the appropriateness of use of force, and provided scientific research to better understand the physical and psychological stressors applied to individuals placed in a potentially deadly situation. This valuable instruction further empowered agency use of force subject matter experts to evaluate, analyze, and improve preparedness for dangerous encounters.

GOAL 6: INFRASTRUCTURE DEVELOPMENT

TO DEVELOP A STRONG AND EFFICIENT OPERATING INFRASTRUCTURE BY MODERNIZING BUSINESS PROCESSES AND SYSTEMS



The USMS's attention to financial accuracy and efficiency makes it the DOJ leader in financial and procurement management. The agency's willingness to embrace new technology ensures that its mobile workforce now has secure access to USMS networks and communications, regardless of location. The USMS also invested in its employees and infrastructure this year by: advancing formulation, budget, execution, procurement, and accounting processes; elevating health, wellness, and safety programs; and enhancing USMS systems and intelligence products for better information sharing.

To achieve the agency's goals of infrastructure development, in FY 2018, the USMS focused its resources on the following supporting objectives:

- Enhance the ability to obtain and manage resources supporting the USMS strategic mission requirements and strengthen audit processes to comply with budgetary and financial management requirements
- Address the complexities of HR management in the federal environment
- Leverage technology, modernize business processes, and drive USMS performance

MISSION: FINANCIAL MANAGEMENT MODERNIZATION AND COMPLIANCE

The USMS's financial management configuration comprises budget formulation and execution, financial and accounting services, financial systems management, financial statement preparation, audit coordination, data analytics, and procurement activities and compliance.

Strategic Objective: Enhance the ability to obtain and manage resources supporting USMS strategic mission requirements and strengthen audit processes to comply with budgetary and financial management requirements

Through reengineering the budget and financial business structures and practices, the USMS achieved, for the second consecutive year, an unqualified audit opinion without material weaknesses or significant deficiencies. The USMS continues to strengthen compliance using a systemic approach that meets evolving resource management requirements and federal financial management standards.

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

Funding the Immigration Enforcement Initiative: The USMS secured 40 new operational positions and \$8.7 million in base funding to support the president's January 25, 2017, Executive Order "Border Security and Immigration Enforcement Improvements." The initiative increased the workload across USMS missions, specifically in prisoner operations, judicial security, and investigative operations.

Funding the Violent and Gun-Related Crime Reduction Task Force: The USMS secured \$5.9 million in base funding to support the president's February 9, 2017, Executive Order "Task Force on Crime Reduction and Public Safety." The multi-agency task force focuses on reducing violent and gun-related crime in particularly hard-hit urban areas by using innovative means to locate individuals, organizations, and gangs within specific high-crime jurisdictions.

Funding the Construction Appropriation: The USMS received \$53.4 million as part of the FY 2018 Omnibus Bill to fund 54 construction projects across 37 districts. The funding allows the USMS to reduce the backlog of projects and provide safe and secure work environments for USMS personnel, prisoners, and the public. Over the past decade, construction and renovation demands on the USMS have increased significantly. Unfortunately, funding has not increased, contributing to safety concerns affecting hundreds



The USMS secured funding to support a multi-agency task force to reduce violent and gun-related crime in hard-hit urban areas.

of facilities. The 54 construction projects were chosen based on criteria such as the extent of safety and security risks, the age and condition of the facility, and whether the project was part of a new courthouse or court-initiated project.

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

Improving decision-making with performance data: The USMS made significant progress to streamline and optimize processes for analyzing and generating financial and procurement metrics and analytics. By using optimized approaches to support and further strengthen data-driven decision-making across the enterprise, the USMS developed new performance metrics and analytics in FY 2018. The Untimeliness in Recording Procurement Obligation metric provides the number of procurement obligations that were not recorded systematically at the same time when contracts were awarded. The Online Booking What If Analysis was developed in FY 2018 and now provides cost avoidance statistics when divisions use the E2 Solution system to book for hotels and transportation when scheduling trips two or three days in advance instead of calling a travel agent. These new metrics and analytics also focus on identifying and further strengthening the underlying quality of USMS financial and procurement data, which lead to improvements in financial management and performance oversight.

Simplifying the travel voucher process: The USMS added a system functionality within the DOJ's travel system that enables users to import expenses from their travel card directly onto their travel voucher. This effort simplifies and optimizes the travel voucher process to ensure all valid expenses are listed on each voucher. It will help alleviate the submission of supplemental vouchers, which will benefit the USMS in overall process efficiency.

Outbound Intra-Governmental Payment and Collection (IPAC) process: The automation of the outbound IPAC process allows for the automated recording of a collection document in the IPAC system as well as the creation of a corresponding receipt document in the Unified Financial Management System [UFMS]. This new development eliminates duplicate data entry and streamlines the outbound IPAC process.

Three-way reconciliation of capitalized property: The USMS successfully developed and implemented a new reconciliation procedure to ensure all assets recorded in its Property Asset Control Enterprise Solution and all expenditures related to capitalized property and assets are accurately and properly reported in the UFMS. Both data sources are then reconciled to the capitalized property and asset schedules for tracking purposes.

Expanding procurement functions and services in the Austin Processing Center (APC): Beginning with contract awards effective October 1, 2018, all district security officer contracts have been executed and managed by the procurement APC team in conjunction with assigned contracting officer's representatives at each associated district office. Centralized management of these personal service contracts has allowed for greater efficiencies and audit readiness through streamlined and standardized practices. Additionally, with the higher warrant authority levels at the procurement APC team, progress has continued by incorporating option periods to allow for more efficient and effective management of these contracts in the following years.

Further, the procurement APC team has been partnering with headquarters to provide support throughout the field. Beginning with contract awards effective October 1, 2018, and beyond, all asset forfeiture-related, simplified acquisition procurement actions have been forwarded to the procurement APC team for execution to support the asset forfeiture mission. Not only has this provided support to field operations, but also has allowed for consolidation and leveraging of buying power, where appropriate, to incorporate regional or national contract vehicle solutions.

Lastly, the improved model employed by the procurement APC team has seen a continued decrease

in the agency’s internal control deficiencies specific to simplified procurement actions, personal service contracts, and contract reporting through the Federal Procurement Data System - Next Generation, in support of improved oversight and management of important procurement processes.

Establishing USMS Procurement Principals Committee: In FY 2018, the USMS initiated the Procurement Principals Committee to bring together all executive leadership responsible for managing various procurement teams throughout headquarters operations. This committee provides a recurring opportunity to discuss issues impacting the contract specialist personnel, under job series 1102, the management of their procurement assignments, and a voice within the overall decision making on acquisition-related items through the Office of Procurement. Additionally, the committee affords an opportunity to discuss changes taking place throughout the civilian sector that apply to the management and execution of procurement work and their impact across the USMS.

Successfully transition to the DOJ UFMS

Piloting electronic invoicing: The USMS successfully led the DOJ in piloting new system functionality to meet the Office of Management and Budget’s electronic invoicing mandate using USDT’s Invoice Processing Platform (IPP). The implementation of this functionality will reduce the cost of entering invoices and responding to invoice inquiries through the web-based centralized service that manages government invoicing. IPP also improves financial management by preventing over-billing and avoiding interest penalties.

Piloting electronic collection: The USMS also successfully piloted replacing paper check collections with electronic collections through Pay.gov to streamline asset forfeiture and financial services business processes. Transitioning manual check deposits to electronic collections through Pay.gov will eliminate the handling of paper checks from the mail, the manual scanning of checks, data entry of accounting codes, and will improve process timing and quality of the deposits made to the USMS.

Establish financial processes and systems to address evolving requirements and reporting needs

Reengineering internal budget processes: The USMS is in the process of implementing a financial data application platform. This form-based, workflow-

LEADERSHIP IN THE FINANCIAL MANAGEMENT ARENA

The USMS Financial Services Division (FSD) has provided support to multiple DOJ bureaus and offices, boards, and divisions as they begin the migration from their existing financial systems to the UFMS. FSD personnel have met with the Office of Justice Programs, BOP, Executive Office for the United States Attorneys, Tax Division, Executive Office for Immigration Review, and DOJ’s OIG to share USMS experiences and lessons learned from the agency’s UFMS implementation. These meetings allowed for the sharing of best practices, giving offices a basis for implementation as well as eliminating unnecessary duplication if a process was already mapped out by the USMS that could be utilized elsewhere. Chief Jill Polk of FSD was recognized in FY 2018 by DOJ’s Justice Management Division with a service award as a result of these collaborations, further demonstrating to other components the support available as they begin the migration to the UFMS.

ENHANCING FINANCIAL MANAGEMENT CREDIBILITY, INTEGRITY, AND ACCOUNTABILITY

The USMS is leading the effort for sustained financial management within the DOJ. For the second consecutive year, the USMS is the only reporting component in the DOJ with no outstanding notice of findings, or other findings to include significant deficiencies or material weaknesses.

driven data collection and consolidation solution will optimize, streamline, and increase compliance of USMS budget execution and formulation processes agency-wide. This solution will increase timely oversight of spending activity and increase transparency. Emerging trends and projections from the increased oversight and transparency will inform management ahead of time on issues such as reallocations and reprogramming.

Digital Accountability and Transparency Act: The USMS successfully continues to meet requirements of the Digital Accountability and Transparency Act (DATA Act) of 2014, which requires agencies to report detailed information on spending to the USDT. To ensure the integrity and accuracy of USMS financial and contract data, the USMS implemented a reconciliation process to identify errors and make adjustments accordingly. This successful reengineering has allowed the USMS to transmit quarterly error-free files to USDT. In addition, these efforts led to improved efficiencies and guaranteed that the USMS had no findings for action as part of the FY 2017 and FY 2018 Assurance Statement. The USMS was the only component within the Department with no findings to be addressed. As a result of this accomplishment, the “DATA Act Team” has been selected as recipients of the 37th USMS Director’s Honorary Award.

Personal Services Contractors: The USMS has successfully established a new financial recording and reporting process to track and account for payments to personal services contractors. With this new process in place, the USMS is able for the first time to individually monitor payments against the awarded contract amounts, easily determine the cost of the entire program, and make timely contract closeout actions.

Implementation of new financial reporting requirements: The USMS successfully implemented and reconciled the new crosswalk of the statement of net cost, the full costs of a federal program or activity less any exchange revenues earned from its activities and budgetary outlays to adhere to reporting requirements outlined in the Statement of Federal Financial Accounting Standards 53. During implementation, the USMS validated the accuracy of its reporting in the statement of net cost and budgetary outlays which resulted in full reconciliation of the new reporting requirement. Additionally, adjustments were made to the memo accounts posting logic controls.

Audit Readiness: The USMS continued to provide communication support of audit requirements through its monthly Audit Café. The Audit Café is an open forum for program offices to ask questions or request assistance and provides a venue to inform staff on upcoming audit requests as well as identify areas of improvement for better efficiency. The Audit Quality Control Group also assisted clarifying any issues that the auditors may have regarding our business processes and internal control. These efforts allow the USMS to continue to sustain a clean audit report.

INCREASED AUTHORITY LEVELS FOR GOVERNMENT PURCHASE CARDHOLDERS

The USMS Office of Procurement worked across the agency to successfully implement a government-wide change to the micro-purchase threshold, applicable to the purchase of supplies only. Effective October 1, 2018, the micro-purchase threshold for supplies was increased to \$10,000. The Office of Procurement conducted meetings and transactional reviews to determine the most appropriate assignment of purchase card authority based on activities at the individual offices, and in support of the USMS’s overarching mission aligned with DOJ Justice Management Division’s guidelines.

Reengineer procurement structure and processes to better support the USMS mission and improve audits, realize cost savings, and streamline business processes Analysis of USMS procurement data shows that offices throughout the agency purchase many of the same items during the year, often from common vendors. However, the contracts for these purchases are currently decentralized, and prices can vary significantly from one office to the next. To boost efficiency in terms of time and cost savings, the USMS is identifying opportunities to develop standardized agency-wide or regional contracts for these purchases

to allow for consistent requirements and leverage buying power. The first of these standardized contract vehicles was executed in April 2018 for conducted electrical weapon systems (aka TASERs) with a firm-fixed price for the base plus four option periods that resulted in cost savings of approximately \$94,000 over the five-year period. Following the success of the first national contract, the agency took action to negotiate and award a national contract for tactical shields, which also served to support the agency's focus on making cyclical replacement a top priority. The USMS finalized a follow-on contract for professional and administrative support to the district offices with a cost savings of approximately \$7.8 million over the life of the five-year contract. Additionally, a national contract solution for vehicle outfitting is under development for award in early FY 2019.

MISSION: MODERNIZATION OF TECHNOLOGY, SYSTEMS, AND BUSINESS PROCESSES

The USMS must address the dual challenge of supporting legacy systems that lack necessary capabilities and acquiring technology solutions to deliver effective and efficient capabilities. Central to this effort is aligning with best practices and ensuring compliance with federal mandates.

Strategic Objective: Address the complexities of human resource management in the federal environment

The USMS HR Division will be structured and staffed to meet the demands of managing the complexities of human capital in today's federal government.

Evaluate HR operating procedures and develop innovative service delivery methods

Implement EmpowHR: The USMS and the DOJ use the National Finance Center (NFC) as its human resource line of business service provider. DOJ requires that all components implement EmpowHR to process personnel actions and interface with NFC. Over the past year, the USMS worked with DOJ to define security roles, complete data cleanup, test the system, complete parallel and user acceptance testing, and train HR personnel in the use of the new system. EmpowHR went live at the USMS in October 2017. Because EmpowHR is a workflow system that interfaces with NFC, the USMS can now process actions using data fields prepopulated by their system. When the personnel action workflow is complete, actions are processed and automatically uploaded into NFC. The USMS is now in compliance with DOJ requirements, the agency's HR Division can use a streamlined tool for the processing of personnel actions, and EmpowHR facilitates the sharing of information between and among HR, payroll, finance, and related functions.

Implement USAStaffing 2.0 to process USMS vacancy announcements: In 2016, the Office of Personnel Management announced a mandatory upgrade to USAStaffing to process vacancy announcements. With the support of DOJ, the USMS transitioned to the new system by preparing templates, training HR staff and USMS end users, and piloting the new system in a training database. USMS vacancies were first posted in the new system in December 2017 and the improved version is fully operational at the USMS. USAStaffing has enhanced functionality, is more user-friendly, and has improved reporting capabilities.

Mitigate the mental and emotional trauma of various distressing workforce environments In FY 2018, the USMS strengthened the capabilities of its Critical Incident Response Team in anticipation of the team's expansion. The USMS developed and implemented new deployment strategies as well as training and team member development procedures in anticipation of a larger response team by the end of the fiscal year. Further, the EAP and the Employee Resiliency Program provided seminars, newsletters, counseling, resiliency services, and traumatic incident management for headquarters personnel and district employees.

Strategic Objective: Leverage technology, modernize business processes, and drive agency performance

The USMS will improve data capabilities to provide timely, integrated information for USMS, federal, state, and local law enforcement.

Vehicle disposal vendor: In FY 2018, the USMS fully implemented the use of a national vehicle disposal vendor to assist with excessing government vehicles. This preferred method allows the vendor to coordinate all aspects of auctioning off vehicles. With a national vehicle disposal vendor in place, the overall efficiency of the fleet program for the USMS is improved. The streamlined approach for vehicle disposal through a national vendor lessens the administrative burden on districts and eliminates the amount of time spent obtaining quotes and completing necessary paperwork. This contract reduced the average processing time from 57 days to 22 days. Proceeds are also received 50 percent faster than the other disposal methods, allowing the USMS to reinvest the proceeds more quickly for replacement vehicles.

Elevating health and safety through training and education:

The USMS furthered its efforts to elevate the importance of safety and health. This included coordinating Automated External Defibrillator and Cardiopulmonary Resuscitation training for 1,773 USMS employees and 959 court employees; and conducting a training conference for new and veteran safety and health officers. The USMS acting deputy director attended the five-day training to once again reinforce the strong commitment the agency has to officer safety. Finally, improvements to basic first aid, respiratory protection, hearing conservation, recordkeeping, and hazardous communication training modules are delivered through the USMS's learning portal. These and other efforts improve the current USMS Safety and Health Management System and mitigate agency-wide safety and health concerns.

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

One-stop IT shop: ConnectIT, a modern and compliant cloud-based solution, was released in February 2018 as the agency's new one-stop shop for all IT-related services, including USMS forms, hardware and software requests, service desk incidents, and IT service requests. ConnectIT allows users to create and submit requests entirely within the application, replacing fillable PDFs and scanned documents. Its mobile compatibility and inbound email capabilities will empower users to submit IT requests directly from the field. ConnectIT provides end-to-end visibility into the status of incidents and requests, allowing users to track fulfillment in real time. In addition, the USMS's tracking application within the Communications Center was replaced in November 2017.

Upgrading data center equipment:

The USMS replaced its outdated and unsupported legacy data center equipment to ensure USMS continuity of services and capabilities across its data systems. As part of the upgrade, the USMS moved its servers to another facility. The new equipment standardizes hardware and software resources across data centers, reduces data center costs, and provides a significant increase in application availability, performance, and reliability. All USMS applications were successfully migrated to the new equipment in 2018 without any impact to the customer base.

Implement Microsoft Office 365: The USMS transitioned its email services to the DOJ-managed use of Microsoft's Office 365 in an effort to support the DOJ's email and collaboration services initiative to move operations to the cloud and to comply with the Office of Management and Budget's mandate to consolidate enterprise services. The new Office 365 email solution contains enhanced features and functionality, including a significantly larger mailbox, real-time shared document editing, enhanced team collaboration tools, and access to email, calendars, and contacts "anywhere, anytime." The Office 365 email solution allows

ESTABLISH AN INSIDER THREAT PROGRAM

In FY18, the USMS Tactical Operations Division, Office of Security Programs, refined business processes to create its Insider Threat Prevention and Detection Program. In compliance with Executive Order 13587 and DOJ Order 0901, the USMS Insider Threat Program was developed to safeguard classified information and deter, detect, and mitigate insider threats. This includes developing capabilities to gather, integrate, centrally analyze, and respond to key threat-related information. To accomplish this, the USMS developed standard operating procedures by working with the National Insider Threat Task Force Liaison Team under the joint leadership of the U.S. attorney general and the director of National Intelligence. The USMS team of subject matter experts installed an insider threat monitoring tool in conjunction with the witness security mission, partnered with other USMS programs, established a USMS committee, and implemented the insider threat online training for all USMS personnel. With the establishment of an insider threat program, the USMS can continue to identify security risks facing the mission to not only analyze insider threat inquiries, but also educate all personnel about how to report possible threats to the Insider Threat Committee.

USMS users to work virtually anywhere while greatly reducing the USMS hardware footprint. Additionally, the ability to perform electronic discovery [eDiscovery] was significantly enhanced through the introduction of Microsoft's Security and Compliance Center. The improvements allow for enhanced email searches due to direct integration with the Office 365 Cloud.

PROJECT "SHIELD"

As part of transitioning the USMS from Blackberry mobile phones to iPhones, the agency's Information Technology Division set aside funds for developing new applications that would assist the field. Working with the USMS Investigative Operations Division, the team built an application that would allow deputies to quickly get criminal histories and warrants. Within six months, the app was able to pull information from the FBI's NCIC. This turned out to just be the beginning as the app, fielded to all of USMS in July 2018, is now able to perform state and local warrant queries, read drivers' licenses, and run automobile/watercraft license plates. Response time is typically within 2 – 5 seconds, making it much faster than the older method requiring a computer or asking a non-USMS task force member to call their dispatcher. Further, the team negotiated a contract with the vendor that allows all DOJ personnel (except FBI, due to licensing reasons) to use the app. The app is being described as a true game-changer and has provided numerous good "catches," including one case where it prevented a young child from being placed in the care of an adult who turned out to have a child molestation conviction.

FY 2016-18 ENACTED RESOURCES BY USMS STRATEGIC GOAL

Dollar amounts are in the thousands (000s)

[] = Funding sources

S&E = Salaries & Expenses

Goal 1:

STRATEGIC GOAL 1	2016 Enacted			2017 Enacted			2018 Enacted		
Judicial and Courthouse Security [S&E] Protection of Witnesses [S&E] Construction [Construction]									
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	1,673	1,380	370,681	1,256	1,141	319,870	1,270	1,174	337,096
Protection of Witnesses	153	107	33,900	181	168	39,575	183	173	41,320
Total Enacted - S&E	1,826	1,487	404,581	1,437	1,309	359,445	1,453	1,347	378,416
Reimbursable FTE		19			23			32	
Total Enacted with Reimbursable FTE - S&E	1,826	1,506	404,581	1,437	1,332	359,445	1,453	1,379	378,416
Construction			15,000			10,000			53,400
Grand Total Enacted - S&E and Construction	1,826	1,506	419,581	1,437	1,332	369,445	1,453	1,379	431,816
Note: Represents S&E operational resources only and Construction appropriation									

Goal 2:

STRATEGIC GOAL 2	2016 Enacted			2017 Enacted			2018 Enacted		
Fugitive Apprehension [S&E]									
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Fugitive Apprehension	1,301	1,214	288,258	1,524	1,379	361,636	1,542	1,481	383,271
Total Enacted - S&E	1,301	1,214	288,258	1,524	1,379	361,636	1,542	1,481	383,271
Reimbursable FTE		99			106			103	
Total Enacted with Reimbursable FTE - S&E	1,301	1,313	288,258	1,524	1,485	361,636	1,542	1,584	383,271
Note: Represents S&E operational resources only									

Goal 3:

STRATEGIC GOAL 3 Prisoner Security & Transportation (S&E) Detention Services (FPD) Justice Prisoner and Transportation System (JPATS)	2016 Enacted			2017 Enacted			2018 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Comparison by activity and program									
Prisoner Security and Transportation	878	756	194,535	724	685	162,901	731	703	169,742
Total Enacted - S&E	878	756	194,535	724	685	162,901	731	703	169,742
Reimbursable FTE									
Total Enacted with Reimbursable FTE - S&E	878	756	194,535	724	685	162,901	731	703	169,742
Detention Services	19	19	1,258,440	27	17	1,430,414	27	27	1,536,000
Grand Total Enacted - S&E and FPD	897	775	1,452,975	751	702	1,593,315	758	730	1,705,742

JPATS	123	107	52,916	123	108	51,565	123	110	52,282
Total Operating (President's Budget) Level - JPATS	123	107	52,916	123	108	51,565	123	110	52,282
Actual Operating Level - JPATS	123	96	53,182	123	94	42,990	123	95	54,467

Note: Represents S&E operational resources only , FPD appropriation, and JPATS Revolving Fund

Goal 4:

STRATEGIC GOAL 4 Tactical Operations (S&E)	2016 Enacted			2017 Enacted			2018 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Comparison by activity and program									
Tactical Operations	129	133	28,582	122	115	42,532	124	119	44,303
Total Enacted - S&E	129	133	28,582	122	115	42,532	124	119	44,303
Reimbursable FTE		36			33			35	
Total Enacted with Reimbursable FTE - S&E	129	169	28,582	122	148	42,532	124	154	44,303

Note: Represents operational resources only

Goals 5&6:

STRATEGIC GOAL 5&6 All S&E Decision Units [S&E]	2016 Enacted			2017 Enacted			2018 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	549	500	121,640	409	403	104,161	409	410	108,561
Fugitive Apprehension	443	435	98,154	532	489	126,241	532	520	132,231
Prisoner Security and Transportation	326	271	72,231	275	242	61,875	275	246	63,857
Protection of Witnesses	54	39	11,965	65	60	14,212	65	61	14,676
Tactical Operations	48	41	10,635	46	41	16,037	46	41	16,037
Total Enacted - S&E	1,420	1,286	314,625	1,327	1,235	322,526	1,327	1,278	335,362
Reimbursable FTE		256			175			225	
Total Enacted with Reimbursable FTE - S&E	1,420	1,542	314,625	1,327	1,410	322,526	1,327	1,503	335,362
Note: Represents S&E administrative resources only									

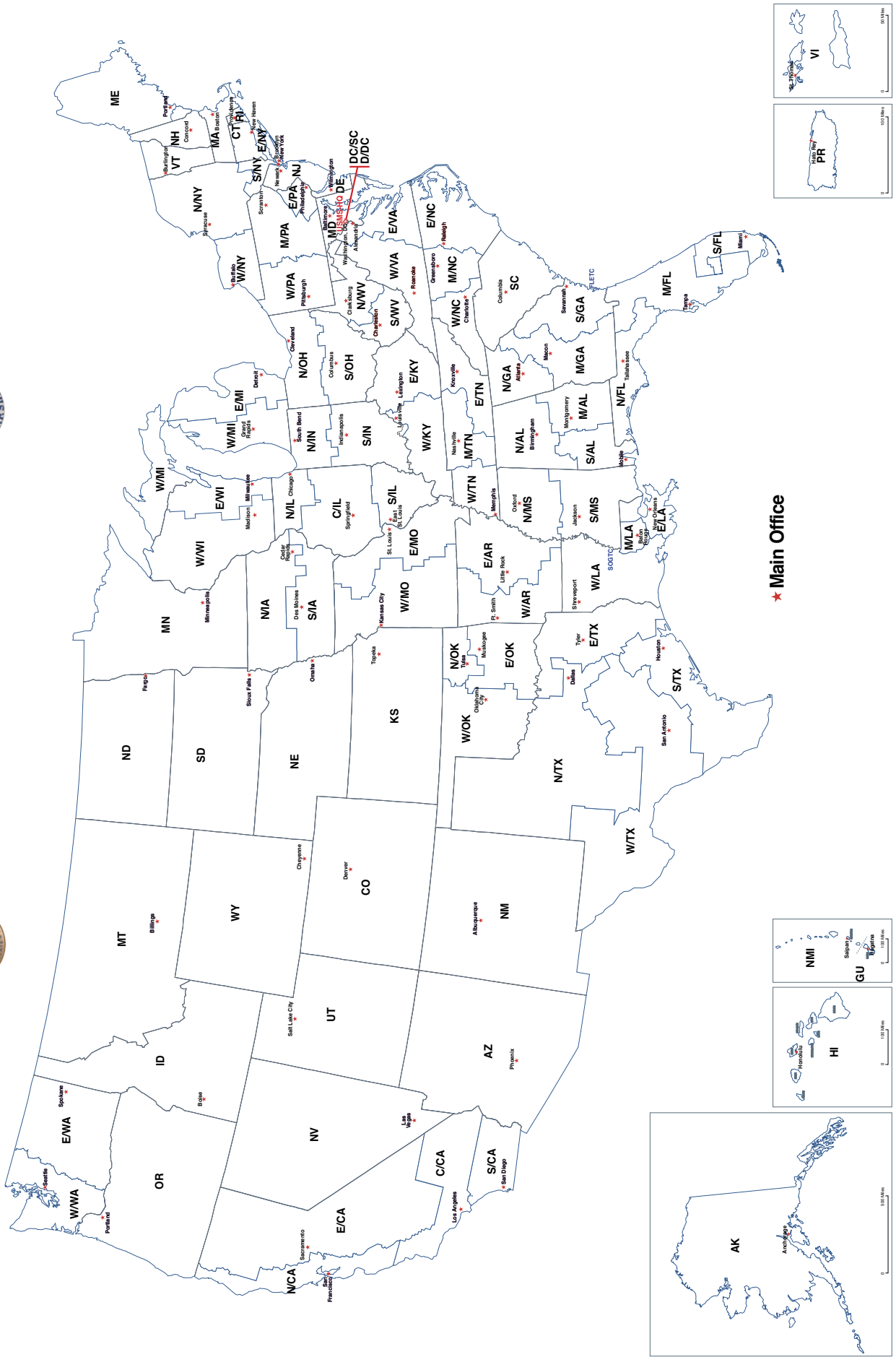
ACRONYM LIST

ACRONYM	DESCRIPTION
ADP	Average Daily Prisoner Population
AFP	Asset Forfeiture Program
AITP	Adjunct Instructor Training Program
APC	Austin Processing Center
ASTITP	Active Shooter/Threat Instructor Training Program
AWA	Adam Walsh Child Protection and Safety Act
BOP	Federal Bureau of Prisons
BPA	Blanket Purchase Agreement
CAP	Cooperative Agreement Program
CDC	Centers for Disease Control and Prevention
CDP	Chiefs Development Program
COOP	Continuity of Operations
CSO	Court Security Officer
DATA	Digital Accountability and Transparency Act
DCA	Detention Contract Administrator
DDMR	District Detention Management Reports
DHS	Department of Homeland Security
DOJ	Department of Justice
DTC	Deputy Trauma Course
DUSM	Deputy U.S. Marshal
EAP	Employee Assistance Program
EMT	Emergency Medical Technician
ENRD	Environment and Natural Resources Division
ESF-13	Emergency Support Function #13
FBI	Federal Bureau of Investigation
FITP	Firearms Instructors Training Program
FLETA	Federal Law Enforcement Training Accreditation
FLETC	Federal Law Enforcement Training Center
FSD	Financial Services Division
FY	Fiscal Year
GPS	Global Positioning System
GSA	General Services Administration
HHS	Department of Health and Human Services
HR	Human Resources
HRFA	High-Risk Fugitive Apprehension
IGA	Intergovernmental Agreement
IGB	Intelligence Governance Board
INTERPOL	International Criminal Police Organization

ACRONYM	DESCRIPTION
IPAC	Intra-Governmental Payment and Collection
IPC	Interdiction for the Protection of Children
IPP	Invoice Processing Platform
IS-BAO	International Standard for Business Aircraft Operations
JPATS	Justice Prisoner and Alien Transportation System
LPR	Lawful Permanent Residence
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MRT	Mandatory Recertification Training
NCIC	National Crime Information Center
NFC	National Finance Center
OCDETF	Organized Crime Drug Enforcement Task Force
OCONUS	Outside Continental United States
OEO	Office of Enforcement Operations
OIG	Office of the Inspector General
OMSU	Operational Medical Support Unit
OSSAM	Office of Safety, Security and Asset Management
OTB	Operation Triple Beam
PACS	Physical Access Control System
PEVS	Prisoner Enrollment and Verification Station
PFA	Argentine Federal Police
PHS	Public Health Service
PIV	Personal Identity Verification
POD	Point of Dispensing
QAR	Quality Assurance Review
SAID	Suspicious Activity, Assault, Incident and Death
SLD	Supervisory Leadership Development
SNS	Strategic National Stockpile
SNSSO	Strategic National Stockpile Security Operations
SOG	Special Operations Group
SOGTC	SOG Tactical Center
SWB	Southwest Border
TFO	Task Force Officer
UFMS	Unified Financial Management System
USCIS	U.S. Citizenship and Immigration Services
USDT	U.S. Department of Treasury
USMS	United States Marshals Service



U.S. Marshals Service Districts





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