



United States Marshals Service Strategic Plan: 2020-2024

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America. Article. I. Section. 1. All legislative Powers herein granted shall be vested in a Congress of the United States, which shall consist of a Senate and House of Representatives. Section. 2. The House of Representatives shall be composed of Members chosen every second Year by the People of the several States, and the Electors in each State shall have the Qualifications requisite for Electors of the most numerous Branch of the State Legislature. No Person shall be a Representative who shall not have attained to the Age of twenty five Years, and been seven Years a Citizen of the United States, and who shall not, when elected, be an Inhabitant of that State in which he shall be chosen. Representatives and direct Taxes shall be apportioned among the several States which may be included within this Union, according to their respective Numbers, which shall be determined by adding to the whole Number of free Persons, including those bound to Service for a Term of Years, and excluding Indians not taxed, three fifths of all other Persons. The actual Enumeration shall be made within three Years after the first Meeting of the Congress of the United States, and within every subsequent Term of ten Years, in such Manner as they shall by Law direct. The Number of Representatives shall not exceed one for every thirty Thousand, but each State shall have at Least one Representative; and until such enumeration shall be made, the State of New

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MESSAGE FROM THE DIRECTOR



This is an exciting time to serve as the United States Marshals Service's eleventh director. We are celebrating a remarkable 230 years of service to this beautiful nation and the American people. Over these centuries, our U.S. Marshals have endured many extraordinary challenges to the human spirit. In the great tradition of our ancestors, we will continue to meet every challenge for the betterment of our communities. This drive to meet every challenge is in our DNA.

Our deputies and administrative professionals are not always seen, but they are relentless in their incredible work of investigating and capturing fugitives and noncompliant sex offenders, protecting the judicial family, witnesses, victims, and their dependents, disrupting criminal organizations through seizing assets gained illegally, transporting and detaining prisoners, protecting and recovering America's children, and so much more. These impressive feats are accomplished through integral teamwork between our operational and administrative professionals.

Over the past six years, we have greatly improved our business processes and systems, promoted innovation, strengthened our domestic and international investigations and emergency support, more effectively and efficiently protected the judicial process, optimized national detention operations, enhanced officer safety, and ensured professionalism and accountability throughout the agency.

In this next term of strategic planning, we will focus on meeting the challenges of the 21st century and engage dynamically in leadership development, increased staffing, advanced training, violent crime reduction, and innovation to meet the ever-evolving landscape for old and new missions. It is important to me that we develop strong, ethical leaders and that our workforce is so well-immersed in The Marshals' Way that in a moment of decision it will become second nature to think of their training and make the best, informed decisions. The Training Division will be charged with career-long training and guidance for each professional. Lifelong learning and planned professional development will be our standard.

We will aggressively update our training, focus on officer safety, address our toughest situations, and strengthen our teams to protect, defend, and enforce the American justice system. Strengthening our foundation will empower and enhance our workforce and make certain that we are well-prepared, ready, and able to accomplish our missions. We will continue to be recognized as the go-to agency in law enforcement.

Please join me in applauding our great U.S. Marshals Service for magnificent accomplishments over the past two centuries and for adapting to the changing environment while still providing great service to our Nation. We will honor and keep the charge of our ancestors! It is my privilege and honor to present the United States Marshals Service Strategic Plan: 2020-2024.

Sincerely,

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

- ➔ Leadership among law enforcement
- ➔ Empowering informed decision-making
- ➔ Accountable to the public and partners



One USMS

Mission Values



- Justice:** *Impartial administration of the law*
- Integrity:** *Consistency in actions and values*
- Service:** *Resource to the American justice system*

People Values



- Unified:** *Aligned with mission*
- Empowered:** *Making effective decisions*
- Inclusive:** *Diverse workforce and partners*

Goals and Objectives FY2020-2024



Goal 1: Invest in our Workforce

- Develop our Workforce Based on Identification of Emerging and Mission Critical Competencies
- Provide Value-Added Training for All
- Build an Organizational Culture that Attracts and Retains Top Talent
- Identify Opportunities for Automation to Increase the Efficiency of our Workforce
- Strengthen Productivity, Accountability, and Compliance by Refining Management Practices



Goal 2: Strengthen Investigations across the Mission Set

- Expand Investigative Capabilities through a Combination of Technology and Strategic Partnerships
- Institutionalize USMS Investigative Culture
- Protect Children and Communities through Rigorous Criminal Investigations, Prosecutions, and Enhanced Outreach



Goal 3: Safeguard against Security Threats and Ensure Safety through Innovation

- Mitigate Officer Safety Risk across all Mission Areas
- Identify, Deter, and Prevent Harm to Protected Persons through Forward-Looking, Risk-Based Approaches to Protection and Intelligence
- Strengthen the Agency's Ability to Protect Sensitive and Vital Information, Technology, and Infrastructure against Threats
- Deliver Secure, Modern, and Efficient Prisoner Detention and Transportation Operations
- Promote Intelligence Sharing and Collaboration



Goal 4: Enhance the Business Environment

- Modernize Business Processes and Technology Infrastructure
- Promote Evidence-Based, Data-Driven Decision-Making
- Promote Effective and Efficient Governance and Asset and Vendor Management
- Promote Knowledge Sharing and Enhance Communication across the Organization

Strengthen our Foundation

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NE USMS

STRENGTHEN OUR FOUNDATION

MISSION

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

VISION

Leadership among law enforcement by empowering informed decision-making—accountable to the public and partners.

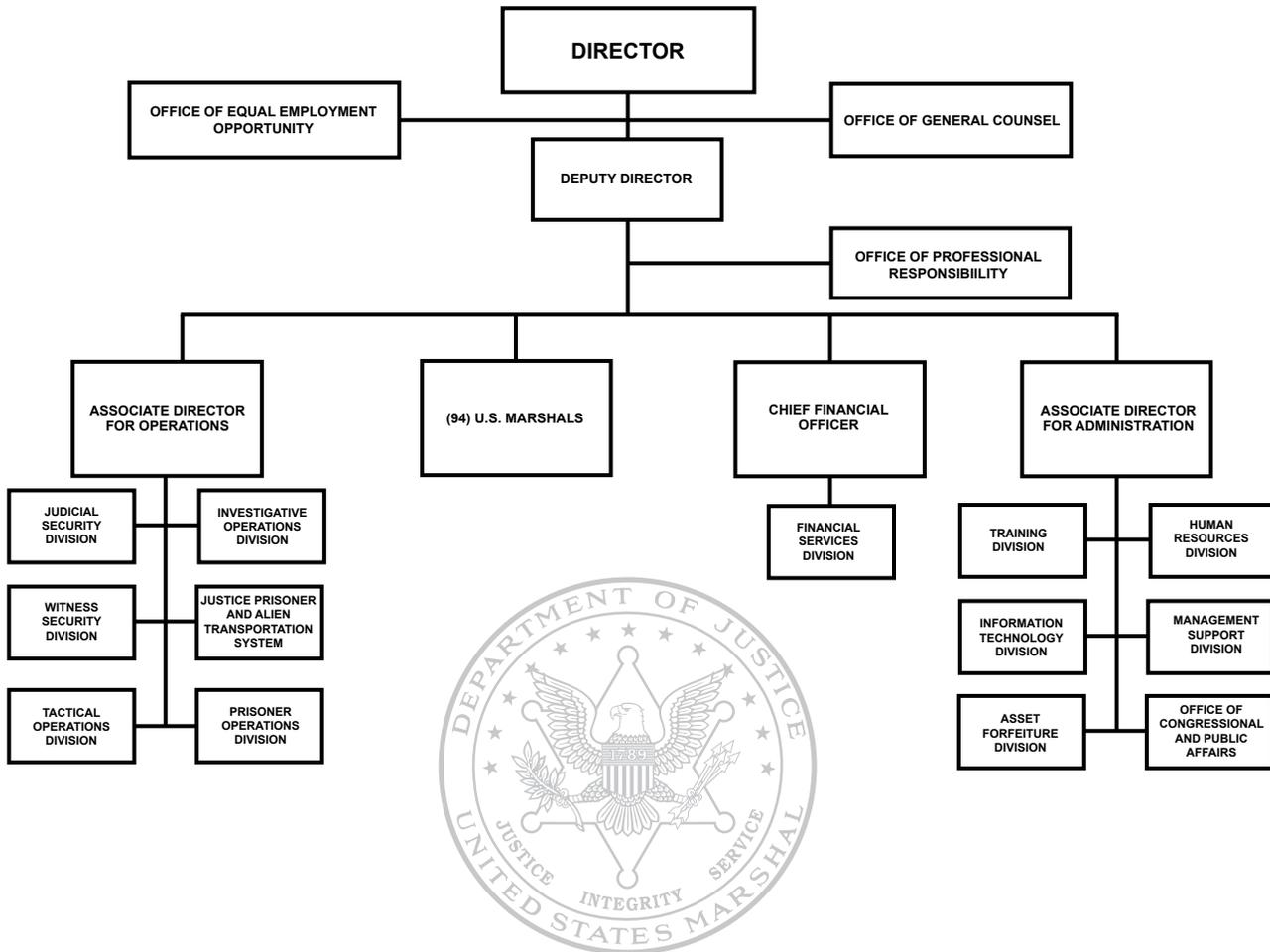
PREFACE

United States Marshals Service Strategic Plan: 2020-2024

As we look back at the past half-decade, we see not only the accomplishments, but the effort, the commitment, and the teamwork that was required to meet the goals of the 2012-2018 Strategic Plan. The United States Marshals Service (USMS) divisions and districts came together to improve operational, administrative, and infrastructure challenges. We are now equipped to take on more advanced technology, changes in demographics, organizational culture, and administrative inefficiencies while strengthening our accountability, investigations, security, and systems. Accomplishing these strategic goals will better our agency and strengthen our foundation.

ORGANIZATION CHART

UNITED STATES MARSHALS SERVICE



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GOAL 1: INVEST IN OUR WORKFORCE

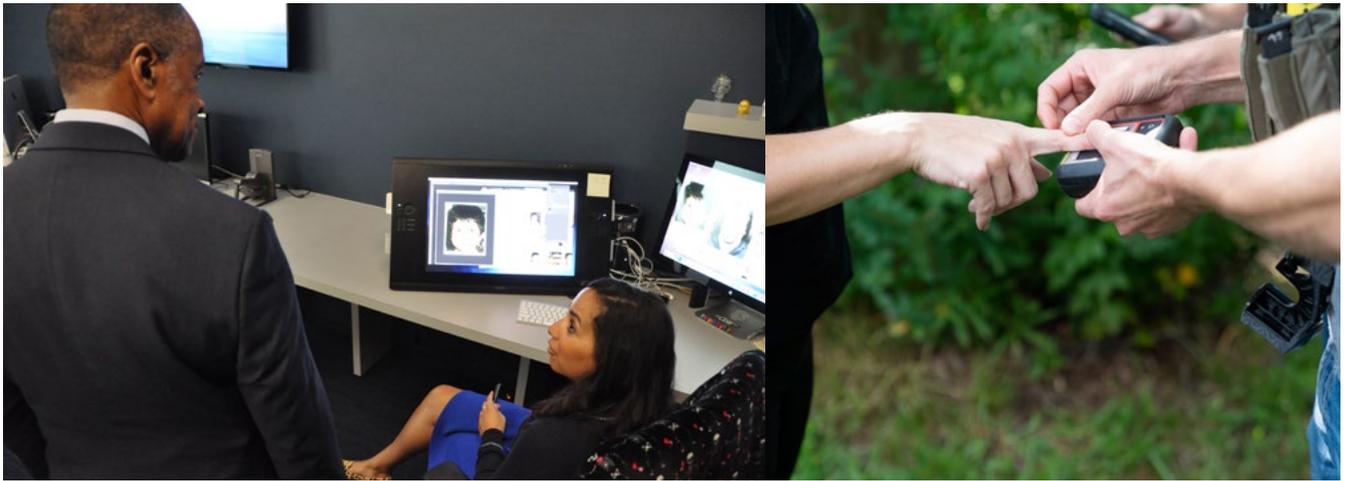
The USMS workforce is our most valuable resource. The focus of this goal is to determine the human resource needs of the agency, manage the background investigation program, recruit and employ a culturally diverse workforce, provide for the health, safety, and well-being of the workforce, provide for the career advancement, continuing education, and skills development of the workforce, and promote employee participation in setting goals, objectives, and business practices of the agency. This goal emphasizes our commitment to ensure that our workforce has the right mix of competence, capacity, and empowerment to be successful. Identifying future skill requirements and forecasting the demand is difficult for federal agencies. The USMS will identify core competencies for personnel and develop comprehensive training plans to mitigate skill gaps, enhance employee developmental opportunities, boost morale, and improve talent retention. Ultimately, the USMS aims to lead through example by prioritizing our human capital and training needs in the same way we exemplify our law enforcement programs through protection and investigation.

OBJECTIVES

- 1.1 Develop our Workforce Based on Identification of Emerging and Mission Critical Competencies
- 1.2 Provide Value-Added Training for All
- 1.3 Build an Organizational Culture that Attracts and Retains Top Talent
- 1.4 Identify Opportunities for Automation to Increase the Efficiency of our Workforce
- 1.5 Strengthen Productivity, Accountability, and Compliance by Refining Management Practices

Performance Goal:

Expand developmental opportunities; increase employee retention; streamline hiring process.



OBJECTIVE 1.1: DEVELOP THE WORKFORCE BASED ON IDENTIFICATION OF EMERGING AND MISSION CRITICAL COMPETENCIES

It is essential to coordinate across the USMS to identify personnel and competencies that may be affected by evolving technology and mission requirements. Success requires reaching out to and working with external (federal and non-federal) agencies to strengthen our workforce competencies and use these across different mission sets. Developing agile operations will keep our workforce flexible, experienced, and knowledgeable. Anticipating and planning for the effect of technology on extant duties and tasks will prepare the agency for success.

Strategies

1.1.1. Identify competencies specific to program and agency requirements to meet current and future agency demands.

Automation through technology affects the duties and skill sets necessary to be successful. We will identify competencies and positions affected by this change in technology and workload. Establishing critical competencies will form the foundation for career development. After identifying the positions affected and competencies needed, we will be better equipped to develop our existing workforce and recruit qualified candidates in operational, professional, technical, and administrative positions. As the need for training and hiring continues to increase, we will be monitoring for any strain on our workforce, especially those that are responsible for the hiring process as well as developing and facilitating new training.

1.1.2. Incorporate new and emerging competencies into career development planning.

We must adjust our training to ensure our workforce is prepared to address these new

requirements caused by the evolving technology. We will develop structured processes to incorporate these identified competencies.

Our training will address the effect of machine learning (a subset of artificial intelligence that uses algorithms to recognize patterns to automate specific tasks) on personnel and adjust their skillsets, including effective use of these new technologies.

In addition to administrative training, we will address operational competencies, incorporating officer safety while addressing current and anticipated shifts in domestic and international programs. This training will be continuous, scalable, and adaptable for future changes.

1.1.3. Promote diversity and gender equity within the workforce.

We will take steps to ensure that our workforce is representative of the community we serve by aggressively recruiting a qualified and diverse workforce. Additionally, we will provide training for our current personnel that emphasizes the benefits of diversity in problem-solving and demonstrates the value of each employee and the importance of

empowering everyone to share ideas and solutions that may have otherwise been held back.

1.1.4. Fortify professional and leadership development and provide opportunities for diverse experiences.

The agency is best served when personnel have diverse experiences throughout their career and hold a true, holistic understanding of operations. We will establish rotational assignments—not just within the USMS but also in other federal agencies and the private sector. These experiential opportunities will enhance the development of our workforce, increase employee engagement, and help prepare them for enriched career opportunities.



OBJECTIVE 1.2: PROVIDE VALUE-ADDED TRAINING FOR ALL

The USMS recognizes the importance of enabling and empowering our workforce to excel, and to do that, we must invest in our training programs. Our training division will be present throughout an individual's career from "hire to retire." It is our goal to instill ethical decision-making into our workforce. We will foster a lifelong learning culture, promoting continuous skill set acquisition and refinement while ensuring parity of training opportunities across programs, locations, and job series. The USMS will take action to determine training and certification requirements to eliminate skill gaps and provide training opportunities throughout an individual's career. Moreover, we will establish a means of identifying potential leaders among our workforce and prepare these future supervisors, managers, and senior executives to be effective leaders.

Strategies

1.2.1. Provide criminal investigators with the ability to execute several missions through advanced training.

To maintain efficiency and allow managers to leverage their workforce, the USMS will provide structured training for Deputy U.S. Marshals (DUSMs) to ensure they are capable of accomplishing the full scope of investigative and protective responsibilities. A standardized competency-based training using both in-person and distance-learning training programs will ensure consistent development across the agency to meet the demand of workforce transformation. Completion of the standardized training will be required for DUSMs to achieve full performance level.

1.2.2. Pursue innovative methods and mechanisms to ensure effective training.

We are focusing on our training methods and processes in addition to the delivery mechanism. We will develop and implement an agency onboarding process for training that maximizes

the connection to the mission and our new hires' chances for success. Beyond onboarding training, we will reduce the time from training-need identification to curriculum development and execution.

We are committed to providing quality training with USMS-relevant data and examples for our professional, technical, and administrative staff. In order to ensure officer safety through operational training, we must reduce the barriers to updated tactical, technical, and officer safety techniques to update the content. We will do this by streamlining the transfer of knowledge from real-world scenarios and techniques in the field to the training division to update training programs.

We will capitalize on modern technology to update our training platforms and methods and assess innovative delivery mechanisms, such as mobile applications, micro-learning, or interactive learning (e.g., gamification, quizzes, or virtual reality). This will allow us to train more effectively and update the curriculum to better-align with the dynamic skills and identified training needs.

1.2.3. *Expand leadership and management development.*

Identifying and developing career path roadmaps will pinpoint training and developmental opportunities. This will provide clarity and prepare the workforce for increased responsibilities and promotional opportunities. We will evaluate our potential leaders to select suitable and willing leaders. The USMS leadership training program will hone their natural traits to ensure effective leadership and cultivation of positive agency-focused culture. We want to ensure a culture of inclusion, where employees feel valued, content, and share our passion for fulfilling our mission.



1.2.4. *Increase knowledge, utilization, and optimization of baseline analytical and reporting tools.*

Training in critical thinking, analytical methodology, and data communication are skills increasingly in demand across public and private sectors. Effective data-driven decision-making requires the USMS to expand these skill sets beyond current statistics-based jobs. We expect all personnel to develop and exploit these skills.



1.2.5. *Identify skill gaps and conduct an assessment to determine training and certification requirements.*

In addition to our adaptation to emerging technology, we must capitalize on professional certification opportunities. Utilizing industry experts to augment USMS-centered developmental training ensures we capitalize on best practices. This new certification process will complete a comprehensive agency-wide training plan.





OBJECTIVE 1.3: BUILD AN ORGANIZATIONAL CULTURE THAT ATTRACTS AND RETAINS TOP TALENT

Cultural and demographic changes have affected what people value, and applicants are looking for a workplace that reflects their priorities. One of the most sought-after factors in choosing or staying with an organization is the organization's culture. To diagnose our culture and climate, mitigate burnout, and promote work-life balance, we will analyze and optimize data already gathered, advocate for continuous process improvement, and develop our hiring programs. Our focus is to attract and retain a diverse applicant pool and pursue new and creative hiring options for hard-to-fill positions.

Strategies

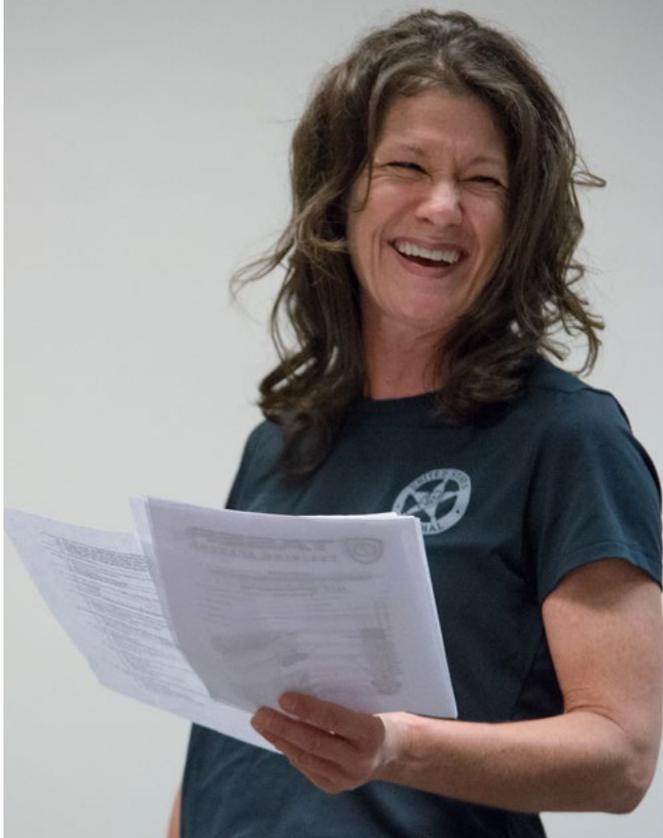
1.3.1. Maximize assessment tools to identify and emphasize cultural change.

To improve the USMS culture, leadership stature, and work-life balance of our personnel, we will analyze data from the Federal Employee Viewpoint Survey (FEVS) from the Office of Personnel Management (OPM) to identify opportunities for improvement. In addition to the FEVS, we will create new USMS-specific assessment tools to identify the cultural challenges we face and develop communication paths for program and district leadership to seek guidance on localized issues. USMS leadership will help by promoting and encouraging the utilization of these tools. A culture of high performance will become our norm across the agency.

1.3.2. Develop, implement, and monitor action plans to address cultural change.

The USMS will create action plans to address the challenges, issues, and risks identified through assessments and will monitor and report the

integration process through periodic reviews. We will then summarize and communicate new best practices to maximize the effectiveness of change. Adoption of these principles will be vital for rewarding impact, and adoption will be dependent on the example set forth by USMS leadership.





OBJECTIVE 1.4: IDENTIFY OPPORTUNITIES FOR AUTOMATION TO INCREASE THE EFFICIENCY OF THE WORKFORCE

The USMS will invest in technologies that increase efficiency and productivity among the workforce as well as within the hiring process. We will create an intuitive workflow for hiring managers—a system that allows human resource specialists to focus on customer interaction by further automating the workflow process, which will bring transparency to hiring officials and eliminate the need for continuous manual entry into multiple systems for tracking. To prepare for increased automation, we must establish a product team and identify a low-code, configurable workflow and case management solution for complex business processes.

Strategies

1.4.1. Centralize workforce management data.

The current patchwork of talent management systems creates inefficiencies. Consolidating processes into a standard platform will increase capacity and timeliness while mitigating manual and superfluous data entry. With proper security protocols in place, sensitive personnel details will be made accessible to the appropriate units without anyone having to repeat the actions necessary to recapture this data.

Centralizing this information, essentially creating a fully detailed personnel profile and resume, would provide a means for many other potential opportunities for efficiencies. Access to portions of the personnel profile would allow programs and districts to effectively manage collateral duties, internal career changes, and rotational assignments. The result is a better-managed program with considerably more developmental opportunities.

1.4.2. Improve “Time to Hire” performance.

We face multiple challenges in filling federal positions. No matter the position sought in the

past, a candidate likely experienced a wait in the hiring process with the USMS. The lengthy, highly-regulated process is a risk government-wide. To address these challenges, the USMS will advocate for rule changes and will seek opportunities to participate in pilot programs. Additional risk management involves providing training for hiring officials and staffing specialists. We will seek to improve the hiring experience for both managers and applicants.

1.4.3. Create efficiencies in the background investigation process.

A contributor to the delay in “time to hire” is the background investigation process, which creates risk by missing opportunities to fill a position with the best candidate due to the lengthy process. We will maximize efficiency and productivity by establishing automated workflows and case management. We will continuously conduct a risk analysis to improve the waiver and reciprocity process. We will evaluate and utilize a range of options to bring candidates on board during the pendency of a background investigation when there is a high probability of a favorable adjudication.

1.4.4. Streamline operational hiring and merit promotion of personnel.

In line with our broader goal to simplify procedures, we will specifically focus on improving the process for hiring and promoting operational and key administrative personnel. Through the implementation of improved business processes and new application automation, we will be able to minimize inefficiencies. The efficiencies gained through enhanced automation will expand across all hiring and promotion activities.

1.4.5. Leverage automation to maximize efficiency across professional misconduct investigations, corrective, and discipline actions.

The current process requires multiple programs to manage case progress through several isolated information systems. A unified case management system, interfaced across relevant program areas, will increase efficient data entry and data mining. This reduction in manual case management and data entry will increase timely case resolutions and return “minutes and hours” to our workforce. Automated reporting, including statistical trend analysis, will identify risks, training opportunities, and localized issues that can be quickly addressed, thereby reducing the number of future misconduct cases.



OBJECTIVE 1.5: STRENGTHEN PRODUCTIVITY, ACCOUNTABILITY, AND COMPLIANCE BY REFINING MANAGEMENT PRACTICES

The USMS has come a long way with normalizing its compliance and communication practices across teams. Still, we desire to build onto this effort by standardizing and automating performance management where possible, identifying and mitigating common compliance deficiencies, emphasizing the importance of knowledge management, empowering leaders to be accountable and to hold others accountable, and sharing lessons learned across the offices to ensure professional responsibility. Through further leadership development, we will create a culture and discipline process that aims to prevent misconduct and gives supervisors and managers the skills and knowledge necessary to avoid the need for disciplinary action.

Strategies

1.5.1. Strengthen employee performance management and evaluation system.

Key to the USMS performance is the robust use of performance metrics, integrated across the mission and programs. The foundation of USMS success is the high performance of the individual team member. We will refine and update performance guidance to encourage the use of performance metrics that coordinate individual performance within the chain of command and to the agency as a whole. Individuals will then be able to see how their work contributes to the success of the agency.

1.5.2. Strengthen the risk-based review process and automate the business process.

The USMS will continue to incorporate enterprise risk management to maximize the identification of key risk areas. We will utilize the high-risk areas identified in the risk portfolio to prioritize reviews and follow-up inspections. To optimize the use of existing personnel and determine

additional support required, we will assess our existing resources, technologies, and tools. The review process will incorporate remote testing via automated databases with a new emphasis on report-preparation to display trends, highlight areas of risk, and enable testing of key processes and internal controls.

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

The agency will identify common deficiencies and track the increases or decreases in defined areas through a consolidated reporting process. We will coordinate actions in response to trends with the appropriate program(s) to ensure successful corrective actions are taken. We will ensure that the implementation and testing of internal controls at the system level and establish continuous, automated quality control applications. We will reduce the need for a direct, manual review process by ensuring agency internal controls are incorporated during the development of automated systems.

1.5.4. *Decentralize discipline management.*

We will ensure consistency by training and empowering leadership to handle appropriate discipline management cases within their respective divisions and districts as well as developing comprehensive training, peer case review sessions, and guidance. The increased awareness of common disciplinary cases and how to handle them will result in well-informed and well-equipped management, establishing a faster, more efficient discipline process.

1.5.5. *Establish a Force Review Branch.*

Our deputies face difficult situations regularly and, sometimes, this means using force. The creation of a Force Review Branch would relieve Internal Affairs of the associated duties and permit a more in-depth review of each specific use of force to enhance the analysis of tactics, training, and potential improvements of personnel safety. This branch will promote transparency and hold our agency accountable to the public. Any potential misconduct detected by the Force Review Branch will be referred to Internal Affairs for investigation. The implementation of a program dedicated to addressing the use of force will decrease risk to personnel, partners, and the agency.

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GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

We must manage our investigative resources and invest in strategies to achieve the greatest programmatic gain to increase public protection. The integrated efforts of our investigators, analysts, and administrative professionals allow the USMS (1) to effectively execute our investigative missions across fugitive, protective, criminal, financial, prisoner, and internal affairs investigations and (2) to protect the rule of law and all who participate in the judicial branch. External partnerships with other federal, state, local, tribal, and international law enforcement entities further enhance this synergy and are essential to achieving our mission. Our goal to strengthen and expand the USMS investigative skill set also includes equipping the USMS workforce with the latest technology, tools, and training.

OBJECTIVES

- 2.1. Expand Investigative Capabilities through a Combination of Technology and Strategic Partnerships
- 2.2. Institutionalize USMS Investigative Culture
- 2.3. Protect Children and Communities through Rigorous Criminal Investigations, Prosecutions, and Enhanced Outreach

Performance Goal:

Increase investigations for noncompliant sex offenders; increase percent of USMS federal fugitives apprehended or cleared; increase adoption of egregious state and local cases.



OBJECTIVE 2.1: EXPAND INVESTIGATIVE CAPABILITIES THROUGH A COMBINATION OF TECHNOLOGY AND STRATEGIC PARTNERSHIPS

The USMS is committed to developing and promoting strategies for the reduction of violent crime and the administration of justice through judicious domestic and international expansion, efficient allocation of resources, and strengthened partnerships to maximize the impact of criminal investigations and fugitive operations. One of the challenges facing the fugitive apprehension program is the volume of program responsibility and the corresponding limited resources. The breadth of responsibility has expanded from federal fugitives to include USMS assistance in the apprehension of state and local fugitives. To affect the greatest public protection, the fugitive program will allocate resources efficiently and ensure finite resources are devoted to the most important law enforcement priorities. To be more agile within a constantly changing technological landscape, we will more rapidly assess technological innovations, their impact on the agency, and how solutions should be deployed. We supplement our equipment inventory through collaborative efforts but require continuing strategies to understand and invest in new technology, capabilities, and investigative solutions (e.g., allocating personnel and resources dedicated to research, development, and training of evolving trends and tools). Additionally, we will focus on strengthening our capability to capture, manage, and share information agency-wide and with our partners.

Strategies

2.1.1. Invest in Gang Enforcement Infrastructure

To reduce the impact criminal organizations have on the United States, we will develop innovative platforms and focus resources on disrupting and dismantling violent street gangs through the expansion of the Gang Enforcement Program. We will identify new solutions to target and disrupt transnational criminal organizations and gangs, including those networks that traffic drugs, bulk cash, arms, and people.

2.1.2. Invest in Fugitive Task Forces

The nationwide network of USMS fugitive task forces focuses investigative efforts and resources on impacting violent crime by targeting fugitives wanted for committing violent felony offenses. We will invest in the fugitive task forces by ensuring

they are adequately staffed, equipped, and trained to execute fugitive investigations safely. Task forces will identify criminal activities for future state and federal prosecutions. This investment will strengthen our capacity to combat violent crime.

2.1.3. Strengthen Law Enforcement and Industry Partnerships

Every USMS investigative program relies on liaison or cooperative partnerships to achieve success. We will enhance existing partnerships and develop new collaborative relationships with law enforcement, the Department of Defense, the Intelligence Community, financial industry, and other governmental agencies to further USMS investigative, intelligence, and enforcement needs. We will strengthen relationships and improve outreach with tribes and tribal law enforcement and the military population to reduce violent

crime and assist in managing their sex offender populations. We will assess where to make strategic investments in foreign law enforcement partners based on requirements for extraditions and transnational fugitive investigations.

2.1.4. *Advance USMS interest abroad.*

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. We will strengthen our infrastructure to locate, capture, and remove transitional fugitives and identify key areas to invest in strategic global partnerships and capacity building. We will prioritize opportunities for temporary duty assignments, regional expansion, and to right-size existing programs. The sustainment and development of innovative programs will be used to enhance current investigative capabilities in the international arena. We will invest in our personnel to equip and prepare them to lead in joint, interagency, intergovernmental, and multinational environments.

2.1.5. *Advance strategic and tactical intelligence functions.*

We will advance platforms that share law enforcement information between agencies. To support this, we will develop and expand investigative and information sharing tools that leverage state, local, and federal agency data to be utilized on an enterprise basis by field investigators and analysts. We will advance tactical and strategic criminal, protective, and prisoner intelligence functions by researching and leveraging emerging information collection methods, while assessing program needs to establish the requirements to support investigations using surveillance and counter-surveillance techniques.

2.1.6. *Establish an investigative equipment lifecycle management strategy.*

Law enforcement agencies need to update and develop new techniques and technologies on a frequent and recurring basis to stay ahead of

technological and telecommunications industry advancements and their use by criminals. These advancements are driving technology and protocol changes that require law enforcement to update or replace existing equipment quickly. It is critical the U.S. Marshals have the most up-to-date equipment to support investigations of fugitives, gang members, sex offenders, and international and foreign fugitives while ensuring officer and public safety.

To meet these challenges, we will develop and implement strategies to systematically replace investigative cyber, electronic, and aviation surveillance tools and equipment. This effort will require synchronization of current cyclical replacement budget development and procurement action lead times, based on the workforce, officer safety concerns, inventory of items, industry replacement standards, warranties, estimated useful life, and cost-benefit analysis as inventory ages.

2.1.7. *Enhance criminal and civil seizures and forfeitures in Department of Justice (DOJ) cases.*

Our investigators and investigative support staff are expert communicators and are naturally collaborative. Fortifying our partnerships with the lead investigative agency for criminal and civil seizures and forfeitures will strengthen the financial investigation and identification of forfeitable assets, both domestically and abroad.

2.1.8. *Increase investigative capability and efficiency through the use of investigative technology.*

Ever-changing technology remains a challenge for the entire law enforcement community to keep pace with rapidly emerging technology and expand capabilities within constrained resources. Through collaborative efforts, the USMS can supplement equipment inventory and regularly evaluate emerging technologies through the Office of Operational Technologies and other similar programs.

We will cultivate collaborative partnerships to address evolving technological investigative capabilities and maximize the use of technology to conduct complex investigations to expand officer safety and increase efficiency and success of

fugitive apprehensions and other investigations.

We will leverage web-based platforms and expand the agency's capabilities in mobile identification and biometrics to transmit important identifying information. We will assess the use of specialized investigative technology to optimize investigations, including expanding the use of existing electronic, aerial, and video surveillance resources.

We will evaluate and, when necessary, acquire and deploy technologies required to counter technologies used by criminals and their organizations.

2.1.9. *Strengthen protective investigations, protective operations, and analyst skillset.*

The USMS and the Federal Bureau of Investigations (FBI) work together regularly to assess and investigate all threat communications received. The FBI has responsibility for investigating threats for the purpose of prosecution; we conduct protective investigations that focus on determining a suspect's true intent, motive, and ability to harm the targeted individual, regardless of the possibility for prosecution. These investigations are our highest priority and involve the systematic discovery, collection, and assessment of available information.

We will take a hard look at the protective enterprise (operations and intelligence) and develop the means, methods, and processes to fully protect judicial officers in the current and evolving threat environment.

We will invest in and focus on strengthening our protective operations. We will strengthen support to district offices for investigation of threats and inappropriate communications directed at USMS protected persons and facilities. Among these support activities, includes the dissemination of intelligence and information related to the safety and security of members of the judiciary and other USMS protectees. Training criminal investigators to achieve their full performance level will include the use, analysis, and sharing of protective

intelligence information. Centralized collection, analysis, and dissemination of intelligence to districts ensures appropriate measures are put into place to protect the judicial process.

2.1.10. *Enhance USMS capability to perform investigative functions in the cyber arena.*

We will enhance our capabilities by implementing a full range of investigative cyber tactics, techniques, and procedures as it relates to our investigative mission(s). A cyber unit will be created to provide USMS investigators with the ability to conduct autonomous investigations in furtherance of USMS fugitive, sex offender, and protective investigative activities. We will implement and reassess policies to keep pace with emerging technology and pursue the development of training for USMS investigators on cyber-based techniques and threats. Additionally, we will work collaboratively with law enforcement and other agencies and entities to enhance resources in support of this objective.

The U.S. Marshals Service maintains and nourishes **partnerships** with other federal, state and local law enforcement agencies to **accomplish** the **mission** to **protect** the federal judiciary, **apprehend** federal fugitives, **house** and **transport** federal prisoners, **manage** and **sell** seized assets acquired by criminals through illegal activities, and **operate** the Witness Security Program.



OBJECTIVE 2.2: INSTITUTIONALIZE USMS INVESTIGATIVE CULTURE

The agency recognizes the importance of a strong, positive, and empowering culture. This objective highlights the skillsets of our investigative team and our plan to incorporate their culture throughout the agency. USMS investigators and analysts are strong communicators and creative problem solvers; they are lifelong learners, keeping abreast of developing industry techniques, technologies, and laws. We will instill the fundamental skillset of our investigators and investigative staff throughout the agency to strengthen our workforce by enabling and empowering them not only to recognize issues but to come up with solutions. Additionally, we will strengthen our existing training, including missing child investigations, gang enforcement, and threat investigations that often take place in the pre-crime, privacy, and civil liberties space.

Strategies

2.2.1. Establish a certification program with continuing education requirements.

The investigative culture begins in the basic training program where deputies learn to master problem-solving and communication skills, including interviewing techniques, relationship building, and quality report writing. Continuing education programs will keep these skills fresh and establish an investigative culture throughout the agency.

An investigative mind and skillset are useful in all areas of the agency. Problem solving and communication skills will strengthen and empower our workforce to identify any potential issues and propose solutions to overcome these obstacles. We will build on the current curriculum for our deputies as well as incorporate the fundamental investigative skills and techniques into a training program for personnel throughout the agency. This training will incorporate a number of investigative topics and scenarios and will be standardized across the districts and divisions.

2.2.2. Experience investigative opportunities through temporary deployment.

Education is just the first step in accomplishing this objective to institutionalize the investigative culture and analytical mindset. We will also provide the opportunity to use their skills while experiencing other areas of our agency, other DOJ agencies, and across the entire federal government. These experiences will strengthen our workforce, along with our interagency partnerships.

2.2.3. Encourage membership in professional associations.

USMS leadership recognizes the importance of professional associations as a means of bettering our agency by expanding the knowledge of our workforce. We will encourage all personnel to expand their professional development by joining a relevant professional association. We encourage our workforce to network and discover new best practices as well as share our experiences, lessons learned, and best practices to better the law enforcement community.

2.2.4. Annual USMS conferences incorporating all aspects of investigations.

We have several conferences across the agency of varying lengths, topics, and depths of information covered. These conferences are packed full of valuable information that would prove beneficial to be shared across our different mission sets. The USMS leadership team attends many of these conferences and provides agency-wide updates. These conferences will deliver a consistent message and provide an opportunity to learn from others in the agency. We will develop a plan to maximize efficiencies while allowing for individual training courses along with combined informational sessions in these new annual conferences. We will create new and ongoing training courses, such as an integrated investigators basic and advanced course for the agency that incorporates threat, fugitive, and sex offender investigations.

2.2.5. Include investigative culture in performance plans.

We will incorporate protective intelligence performance measures into district leadership's performance plans and throughout the agency. This will reinforce the effort to institutionalize the investigative culture and utilize investigative skillsets through problem-solving, quality writing, and lifelong learning. The performance plans will encourage leadership to promote the culture and ensure everyone has opportunities for development through training, conferences, professional associations, rotational assignments, and other avenues that may expand on this effort and the individual's experience in our agency.



OBJECTIVE 2.3: PROTECT CHILDREN AND COMMUNITIES THROUGH RIGOROUS CRIMINAL INVESTIGATIONS, PROSECUTION, AND ENHANCED OUTREACH

We must manage our investigative resources to adapt to a changing landscape of new, expanded, and existing federal authorities. We will be resourceful in meeting challenges and, where opportunities present themselves, advocate for additional personnel and funding. While the USMS has successfully bridged many communication gaps between federal, state, local, tribal, and territorial partners, more needs to be done to most efficiently and effectively execute our mission.

Strategies

2.3.1. Implement USMS responsibilities under the International Megan's Law.

The International Megan's Law was enacted to prevent child exploitation and other sexual crimes through advanced notification of sex offenders traveling internationally. The USMS will foster relationships with our international partners through international working groups and attempt to develop information-sharing platforms to ensure proper notification of trans-national sex offenders. We will collaborate with the Homeland Security Investigation's Angel Watch Center to form new relationships with external stakeholders to enhance global outreach in the interest of preventing victimization of children domestically and abroad. We will educate and work collaboratively with federal, state, and local prosecutors in an effort to enforce International Megan's Law and hold accountable those sex offenders who fail to report international travel.

2.3.2. Increase USMS outreach and initiatives related to missing, endangered, or abducted children.

The Justice for Victims of Trafficking Act empowers the USMS to assist state, local, and

other federal law enforcement agencies, upon the request of such an agency, in locating and recovering missing children. The Missing Child Unit (MCU) was established to develop, implement, and oversee a comprehensive nationwide missing child investigative program to manage this mission. The MCU will work collaboratively with USMS districts and regional fugitive task forces to increase the visibility of this program, as well as provide training and resources so that, through this increased exposure, the USMS will witness an increase in the adoption of missing child cases in an effort to identify victims of human trafficking.

The MCU will provide outreach through interagency communication, conferences, and internal USMS training to promote its capabilities. The MCU will develop, implement, and oversee initiatives to support a nationwide missing child investigative program. The MCU will continue its strong partnership and collaboration with the National Center for Missing and Exploited Children, as well as with federal state, local tribal and territorial partners.

2.3.3. *Strengthen USMS investigators' and law enforcement partners' acumen through innovative skills enhancement and communication.*

We will enhance and expand training to develop the skillset of USMS investigators, thereby increasing agency capacity to build successful prosecutions. Additionally, we will enhance training on agency mission systems for new and existing users and trainers, including assessing the viability of distance learning and non-traditional classrooms to expand accessibility to the workforce.

We will strengthen our training program related to state and local personnel involved in sex offender investigations focusing on investigating and prosecuting federal criminal violations of the Adam Walsh Act. Additionally, we will strengthen our efforts in communication and outreach to all levels of law enforcement and public sector entities overseeing the regulatory process for sex offender registration. Where appropriate, we will draw upon external expertise to develop informational material designed to enhance the delivery of our message.



GOAL 3: SAFEGUARD AGAINST SECURITY THREATS AND ENSURE SAFETY THROUGH INNOVATION

The USMS is responsible for providing a safe and secure business environment in support of the rule of law. We must be principled in our approach and continuously engaged in risk, threat, and vulnerability assessments. These efforts will result in tailored, intelligence-driven protection that identifies and mitigates threats and vulnerabilities before they can be exploited by enemies to the judicial process. Success in this goal will be characterized by a consistent and principled approach to addressing security matters and the effective prioritization of resources according to risk. This prioritization will occur across protective operations and security programs, with demonstrable impacts in threat prevention and deterrence and vulnerability mitigation that minimizes the occurrence of incidents that could result in disruption to the judicial process or loss of life. This goal looks specifically at best practices, innovation, intelligence, and increased collaboration within and outside of the USMS to improve how we keep people and places safe every day. We will regularly conduct detailed analysis and evaluation of the protective enterprise for continuous improvement as well as anticipation and response to the evolving threat environment.

OBJECTIVES

- 3.1. Mitigate Officer Safety Risk across all Mission Areas
- 3.2. Identify, Deter, and Prevent Harm to Protected Persons through Forward-Looking, Risk-Based Approaches to Protection and Intelligence
- 3.3. Strengthen the Agency's Ability to Protect Sensitive and Vital Information, Technology, and Infrastructure against Threats
- 3.4. Deliver Secure, Modern, and Efficient Prisoner Detention and Transportation Operations
- 3.5. Promote Intelligence Sharing and Collaboration

Performance Goal:

Ensure that protected witnesses and members of the judicial family remain unharmed and the judicial process is unimpeded; hold detention and transportation costs at or below inflation.

Performance Measure:

Number of assaults against protected court family members; number of security breaches mitigated; average detention and transportation costs.



OBJECTIVE 3.1: MITIGATE OFFICER SAFETY RISK ACROSS ALL MISSION AREAS

The USMS is acutely aware of the importance of officer safety and mental health. Having a strong and healthy team is critical to the success of the mission and workforce morale. We will identify policies, procedures, and training that increase officer safety while assessing both mission-specific and agency-wide safety risks and developing corresponding mitigation strategies. This will be an ongoing effort requiring regular attention and updating to ensure our officers and other engaged personnel are properly cared for and are fortified and prepared to face the difficult tasks they tackle each day—physically, emotionally, and mentally.

Strategies

3.1.1. Promote officer safety.

Federal law enforcement is a demanding, often stressful career. In addition to the physical protection required to shield our officers, the USMS will analyze risks associated with health and wellness to the agency's law enforcement and impacted administrative personnel. Equipped with this knowledge, we will develop and disseminate corresponding mitigation plans that emphasize a holistic approach to work-life training, communications, and rapid response capabilities.

3.1.2. Improve officer response to stress and adversity.

Deputies are called upon to make the most difficult decisions—a choice between life and death. Officer mental health is a major component of officer safety and wellness. The USMS will research, identify, and offer resiliency training and services to effectively prepare for, recover from, and adapt to stress and adversity.

3.1.3. Enhance operational planning to better address risk and standardize processes and procedures across all USMS mission areas.

As a required part of any operation, the after-action

reporting should assess risks and mitigation efforts, define roles and accountability, outline operation-specific logistics, and identify best practices following the operation or event. We will assess current operational planning documentation and processes to identify opportunities for streamlined data-entry and improved mission-related data collection to identify best practices, risks, and lessons learned by operational personnel in the field.

3.1.4. Invest in cyclical replacement of officer safety equipment.

Since 2011, we have greatly increased the inventory and use of ballistic shields after several shooting fatalities involving task force officers and Deputy U.S. Marshals. The USMS has purchased one shield for every two operational employees. Shields combined with ballistic vests and other officer safety equipment are used for task force operations as well as courthouse shooting incidents.

We plan to incorporate a 10-year replacement cycle for shields into the larger cyclical replacement of officer safety equipment. This methodology will ensure that USMS personnel have the equipment they need to execute our missions safely. Other equipment included in our goal of cyclical replacement include stun guns, vehicles, and encrypted tactical communications.



OBJECTIVE 3.2: IDENTIFY, DETER, AND PREVENT HARM TO PROTECTED PERSONS THROUGH FORWARD-LOOKING, RISK-BASED APPROACHES TO PROTECTION AND INTELLIGENCE

The USMS faces many unique challenges in the execution of its protective mission. The scope of our responsibility is reflected in the number of facilities, protected persons, employees, and persons remanded in USMS custody. The inherent nature of the threat posed by our adversaries is dynamic with different and evolving motivations and capabilities and are often well-hidden prior to an attack. There will never be enough resources to mitigate all identified vulnerabilities or address all potential threats. To be successful in the face of these challenges, we will ensure the prioritization and application of resources, investigations, and protective operations according to risk at the agency, district, facility, and operational levels where appropriate. We will improve our ability to leverage and analyze existing data, such as incidents and facility vulnerability assessments, district crime and caseload characteristics, and preventative measures implemented over time. This will result in identifying trends, potential attackers, attack vectors, and vulnerabilities before they occur.

Strategies

3.2.1. Explore the development of a judicial security risk management framework tailored to the specific threats and vulnerabilities to the judicial process, facilities, protected persons, and USMS employees.

We will implement best practices in threat and vulnerability assessment methodologies proven successful across the U.S. Government, with an emphasis on the agency's protective mission and risk management as a tool to inform decision-making at the agency-wide, district, facility, event, and operational levels. To ensure the methodologies are valuable and effective, the USMS will utilize experts from each component of the agency's security missions and those specialized in risk and data management.

3.2.2. Strengthen program management across the protective mission set.

To more effectively and efficiently support our mission, we will focus on improving the management of our protective missions. This includes a streamlined and risk-based resource prioritization. We will establish new methods to support operational activities through information and data-based assessments.

3.2.3. Leverage existing institutional and operational knowledge, research, and analytical capabilities to continue to be a center of excellence in protection and intelligence.

Our workforce harbors a vast body of knowledge and experience that is vitally beneficial to the mission. We will begin the task of breaking through barriers of human resistance to knowledge management. The USMS will look to establish an agency "memory" where our collective experiences will help those who come after us. This will involve improving the agency's ability to store, manage, share, and analyze information across the protective enterprise.

3.2.4. *Modernize enterprise-level solutions for the deployment of technical countermeasures and human capital in support of the Judicial Facility Security Program.*

The USMS employs cameras, card readers, alarms, intercoms, and other technical countermeasures in addition to its officers to protect the judiciary and its partners. Modernizing our equipment, systems, and capabilities is essential to the judicial security mission. Equally as important is modernizing our approach to human capital management in this mission set; this includes updating hiring standards (qualifications), deployment strategies, and staffing models while taking into account the utilization of more robust technical countermeasures.

3.2.5. *Enhance the effectiveness of the USMS Protective Operations.*

By establishing a principled approach to security, we can consistently address concerns across the nation and the agency. We will establish an accredited, sustainable Protective Services Training Program to standardize and enhance the effectiveness of the USMS Protective Operations.

Deputy U.S. Marshals
**arrested an average of 361
fugitives per operational
day in fiscal year 2019.**



OBJECTIVE 3.3: STRENGTHEN THE AGENCY’S ABILITY TO PROTECT SENSITIVE AND VITAL INFORMATION, TECHNOLOGY, AND INFRASTRUCTURE AGAINST THREATS

The USMS must modernize cybersecurity capabilities to combat emerging threats. We will invest in improving our capabilities as well as continually assess our readiness and vulnerabilities in both USMS and protected persons information systems. Additionally, we will educate and train USMS staff and protected persons in safeguarding personal and sensitive information in the modern threat environment.

Strategies

3.3.1. Mitigate insider threats.

The USMS has many adversaries, but not all threats are external. Malicious insider threats are very real. It is critical to detect, deter, and mitigate these threats before they occur and cause substantial damage. We will enhance our Insider Threat Prevention and Detection program by utilizing assets across the agency and strengthening automation to detect and identify possible insider threats. We will utilize continuous process improvement to maximize our efficiency and effectiveness based on emerging insider threats.

3.3.2. Manage the risk to USMS data.

We must all act as sentries to guard and protect the agency’s data. What you deal with daily may not seem vital to you, but every little bit made accessible to our adversaries is helpful to them—like pieces to a puzzle. In addition to our awareness training, we will develop and implement risk-based plans to more reliably identify, assess, and mitigate risk to USMS information technology, infrastructure, and sensitive information. The ability to plan for the worst and to ensure it does not happen are the hallmarks of our protective mission and will become the hallmarks of our information technology security culture.

3.3.3. Ensure proper adoption of security policies, procedures, and tools.

Tools and policies are only as good as the individuals charged with using or following them. It is important that we perform meaningful security program audits to ensure the effectiveness of technology policies and tool implementation while identifying opportunities for improvement. When any such opportunities are discovered, the agency will assess the findings, determine how best to address them, develop a plan, and implement solutions. These opportunities will become part of a larger, systematic review process to identify and address systemic security issues.

3.3.4. Coordinate with our partners regarding cyber and information security standards and expand awareness with protectees.

The USMS’s National Center for Judicial Security (NCJS) provides subject matter expertise, training, and development for worldwide endeavors related to court security, the protection of the judicial family, and securing the rule of law. The products and services offered by NCJS are designed to assist both security teams and protected persons.

The NCJS’ efforts serve as a force multiplier through standardization of tactics, techniques, and procedures, and contribute to a stronger, more unified global court security strategy. The USMS will coordinate with the NCJS and its partners to promote cyber and information security to raise awareness and ensure consistency in standards across the board.



OBJECTIVE 3.4: DELIVER SECURE, MODERN, AND EFFICIENT PRISONER DETENTION AND TRANSPORTATION OPERATIONS

Prisoner movements across the 94 judicial districts take place for a variety of reasons, such as to testify at a trial, serve a sentence at a facility, or transfer between institutions. Prisoners are also moved for pretrial hearings, competency examinations, medical studies, and observations. It is important to improve this process continually. The agency will utilize modern tools and best practices in related logistics, detention, and transportation business processes to balance efficient, streamlined prisoner movement with the security of USMS personnel and the public.

Strategies

3.4.1. *Modernize the USMS prisoner booking process, cellblock monitoring, and transportation to better ensure accuracy and accountability with new technology and more efficient operations.*

The existing prisoner enrollment process is burdensome and plagued by outdated technology, end-of-life equipment, data not meeting current National Institute of Standards and Technology standards, and limited prisoner subject modalities. New technology and additional biometric modalities will ensure better prisoner accountability and improve cooperation with state, local, and federal investigations. This modernization effort will standardize booking environments and processes across all 94 districts and locations. The addition of new biometric data to current processes at enrollment will meet the prerequisites for information-sharing amongst law enforcement departments to support nationwide enforcement.

3.4.2. *Improve detention planning, post-sentence and short-term sentenced prisoner management, forecasting, and problem-solving to more effectively manage resources across the enterprise.*

The management of capacity and transportation capabilities will be flexible and make varied types of transportation available for districts to effectively manage and move prisoners. The objective is to provide an efficient transportation network that increases the availability of local pre-sentence detention bed space for district offices by reducing the post-sentence detention time and removing short-term sentenced prisoners from local pre-trial bed space.

3.4.3. *Develop a nationwide detention management program to support all 94 districts with specialized and specific detention management skills.*

This program will work with the Prisoner Operations Division to support the effective management of resources and implement national detention related initiatives. The program will provide resources, training, and support to those responsible for detention management on prisoner related matters. This program will also create the framework to provide each deputy with the prisoner operations, investigations, and management skills necessary at the journeyman level.

3.4.4. Optimize the national prisoner transportation network by coordinating improvements across partners for air and ground routes, hub locations, transportation modes, and facilities.

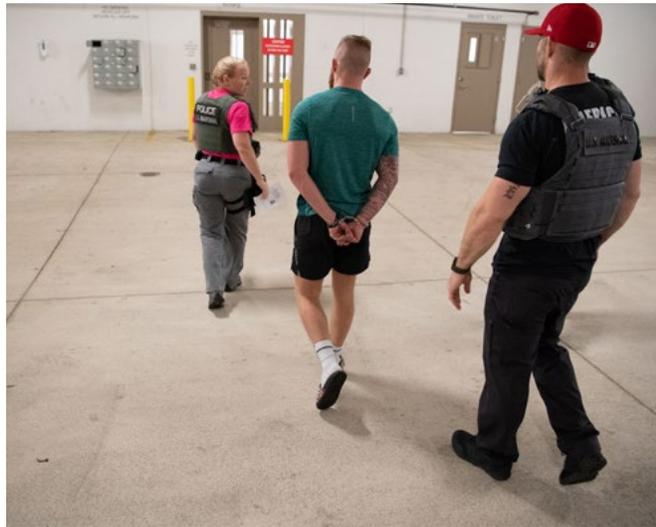
The Justice Prisoner and Alien Transportation System (JPATS) division continues to look for opportunities to improve and increase prisoner movement efficiencies throughout the prisoner transportation network. The strategy pursues an ongoing analysis of routes, hub locations, modes of travel, and prisoner housing to reduce transportation cost and in-transit housing days throughout the transportation network.

3.4.5. Develop applications and reports to enhance prisoner movement processes, enable decision-making, and increase efficiencies.

Prisoner transportation logistics are very complex, and tools are required to provide decision-making capabilities. Many variables and large data sets are evaluated to predict future capacity and prisoner movement volumes. Software applications and automation efforts are vital to enable efficient and optimum solutions for prisoner movement processes.

3.4.6. Fortify the Aviation Safety program and reduce risk through certification, training, and implementation of industry best practices.

JPATS places a high value on safety and industry best practices and has become a leader in the federal and state government for aviation safety. Recently, JPATS achieved the International Standard for Business Aircraft Operations (IS-BAO) Stage 2 certification. Under this strategy, JPATS will continue to pursue risk reduction through training, certifications, and implementation of industry best practices and expects to receive IS-BAO Stage 3 certification.



**JPATS is a leader
in government
aviation safety
programs and is
recognized by
the International
Standard for
Business Aircraft
Operations.**



OBJECTIVE 3.5: PROMOTE INTELLIGENCE SHARING AND COLLABORATION

Information and its communication are the lifeblood of the USMS. The agency will increase collaboration, communication, and knowledge-sharing between headquarters and district personnel. Aggregating our knowledge within the agency will strengthen our foundation and allow us to act as a unified force. We will take advantage of opportunities for increased, formalized information and intelligence-sharing with partners in federal, state, and local law enforcement. This objective focuses on improved collaboration and coordination, safety and security of U.S. Marshals Service personnel and protected persons, enhanced agility and innovation, increased confidence in, and satisfaction with, USMS intelligence, and parity with other DOJ intelligence enterprises and programs.

Strategies

3.5.1. Establish an Information and Intelligence Sharing Program Office.

Personnel and leaders across the agency must become experts with classified and unclassified information and intelligence sharing tools, databases, and resources available to federal, state, and local partners. The establishment of an Information and Intelligence Sharing (IIS) Program Management Office (PMO) in consultation with the Office of the Director of National Intelligence, Program Manager for the Information Sharing Environment, will facilitate the aggregation of knowledge needed to strengthen our foundation and allow us to act as a unified force.

The IIS-PMO will be responsible for researching, prioritizing, acquiring, implementing, and sustaining state-of-the-art information and intelligence sharing tools. This will result in enhanced agility, innovation, and interoperability with federal, state, and local partners and improve our ability to share intelligence.

3.5.2. Implement the USMS Intelligence Governance Board.

The increased demand for intelligence-driven decision-making and the corresponding expansion of USMS intelligence and intelligence community liaison positions requires modernization and standardization of intelligence planning, collection, processing, production, dissemination, and evaluation across the agency.

Establishing, implementing, and enforcing professional law enforcement intelligence methodologies and standards throughout the USMS via an Intelligence Governance Board (IGB) will improve stakeholder value placed on intelligence, enable effective intelligence exchanges with internal and external stakeholders, and strengthen USMS leaders' ability to make informed decisions.

The IGB will reduce the risk of inconsistent application of intelligence methodologies and processes, in turn reducing the duplication of efforts and interoperability shortfalls. Additionally, we will have increased confidence in

and satisfaction with USMS intelligence as well as effective intelligence exchanges and improved decision-making.

3.5.3. *Establish a career ladder and career development guide for USMS intelligence professionals.*

Today's labor market is constantly evolving. To stay ahead of the curve, the USMS must focus on retaining its talent and investing in its workforce. The proactive investment in our people through the development of a career ladder and career path guide will provide USMS intelligence personnel with the competencies and the resources needed to perform their jobs successfully and achieve career progression. This will provide a clearer understanding of career progression opportunities, attraction and retention of talented professionals, establishment of fair and transparent expectations, effective employee development, and parity with other DOJ intelligence enterprises and programs.

3.5.4. *Conduct a complete assessment of information and intelligence sharing gaps across the agency and with external partners and stakeholders.*

We must increase the divisions' and districts' awareness of each other's intelligence relationships, operations, and activities to avoid duplication of efforts, ineffective coordination with intelligence community and law enforcement partners, or inefficient use of resources. Establishing primacy over interagency relationships by division and requiring each division to establish points of contact and procedures for coordination germane to each agency will enable streamlined and more effective coordination and collaboration. Likewise, codifying those relationships via formal agreements will ensure durability post-personnel departures and institutionalize procedures, solidifying enduring collaboration and intelligence exchanges.

3.5.5. *Establish a Threat Information Sharing and Analysis Center (TISAC).*

Protective intelligence is nuanced information needed to fully understand the risk associated with a particular protected person, facility, or event. It is derived from USMS efforts to identify, investigate, and assess threats, evaluate protective vulnerabilities, and determine the potential

consequences of those threats and vulnerabilities. When collected, processed, analyzed, and disseminated properly, protective intelligence assists USMS leaders in making sound protective decisions.

The establishment of a TISAC will cut across operational boundaries, assist in developing a common understanding of multi-domain operating environments, and enable collective decision-making among internal and external stakeholders. This will ensure the safety and security of USMS personnel and protected persons, improve collaboration and coordination, and establish a shared understanding of risks and common operating procedures.

3.5.6. *Bolster the judicial security mission by strengthening protective operations.*

Our Protective Intelligence Program produces intelligence that enables us to prevent harm to USMS protected persons and allows justice to be served without fear of reprisal or repercussion. USMS leaders use protective intelligence to make informed decisions regarding the employment, withdrawal, or withholding of scarce protective resources. Without the benefit of such intelligence, we could deploy protective resources unnecessarily, inadvertently reduce their effectiveness, or even fail to deploy them when needed most.

The program produces protective intelligence from the investigation and analysis of incidents, inappropriate communications, and threats directed towards USMS protected persons, facilities, and events. Over the past three years, incidents, inappropriate communications, and threats rose steadily by more than 40%. The Office of Protective Intelligence expects this rise to increase steadily over the next several years and anticipates an equal rise in more complex threats. To aid in this mission, we must also enhance our tactical communications and data networks. These technical capabilities are critical to mission success and the safety of law enforcement officers.





GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

To accomplish our operational objectives, the USMS recognizes the importance of a productive and efficient business environment. This goal strengthens the infrastructure, technology, policy, and procedures that make operations possible by modernizing business processes and technology infrastructure as well as promoting evidence-based decisions, asset management, and knowledge sharing.

OBJECTIVES

- 4.1 Modernize Business Processes and Technology Infrastructure
- 4.2 Promote Evidence-Based, Data-Driven Decision-Making
- 4.3 Promote Effective and Efficient Governance and Asset and Vendor Management
- 4.4 Promote Knowledge Sharing and Enhance Communication across the Organization

Performance Goal:

Maximize net proceeds to the Assets Forfeiture Fund; maintain Unqualified Audit Opinion with no material weaknesses or significant deficiencies; implement data repository.



OBJECTIVE 4.1: MODERNIZE BUSINESS PROCESSES AND TECHNOLOGY INFRASTRUCTURE

We will analyze current systems, processes, and policies to assess changes necessary to improve efficiency and effectiveness. We will leverage and optimize technology to enable modern, agile processes to quickly respond and align to changing mission needs and innovations. These improvements will ensure we are operating at the highest level to best-serve our nation and to perform our various mission sets.

Strategies

4.1.1. Conduct program evaluations to identify the root causes of systematic issues.

We will leverage the lessons learned through information and intelligence-sharing to improve operations. The program evaluations will enable us to create a repository of best practices, program improvements, and common product issues. The agency will develop in-house expertise and products that are dynamic enough to address all our various operations.

4.1.2. Restructure USMS policies.

The current system used to communicate agency standards, conduct, and business rules is prolific and complex. We will establish a streamlined framework for policies, standard operating procedures, and other guidance tools. Additionally, we will empower leadership throughout the agency to utilize policies in decision-making.

4.1.3. Implement a real property management solution.

Current systems and processes lack integration, scalability, and limit data analysis and reporting. The new real property management solution we have identified will effectively collect and manage

quality data for analysis and reporting as well as efficiently share data between our agency and other government agencies. Furthermore, this solution will streamline project prioritization and funding and automate standards for the USMS Publication 64, Requirements and Specifications for Special Purpose and Support Space Manual.

4.1.4. Identify technology solutions to address current capability gaps.

Across the USMS exists a demand for a dynamic, scalable solution to address our complicated workflows and case management needs. Addressing these capability gaps is critical to being effective in executing our mission and managing risk. The flexibility of the solution will allow any size district and nationwide programs to fulfill identified requirements. The agency will create a knowledge base of solutions to reduce duplicative development work and integrate the development process with customers to ensure the successful development, implementation, and adoption of the solution.

4.1.5. Implement the Financial Data Allocation Platform.

We will optimize, streamline, and increase compliance of the agency's budget execution and formulation processes through business process

reengineering. Implementation of an automated form-based, workflow-driven, data collection and consolidation solution will address spend plan creation and changes, decision unit allocations, and reprogramming threshold monitoring.

4.1.6. ***Establish strategic business practices to buy smarter.***

The USMS procurement office, divisions, and districts will coordinate as a single enterprise to buy smarter to deliver savings, value, and efficiency to the agency. The focus will be on incorporating best practice standards and training for improved understanding, standardization, and consistency in support of procurement actions throughout the agency.



THE GOVERNMENT ACCOUNTABILITY OFFICE LISTS
MANAGING FEDERAL REAL PROPERTY AS A HIGH RISK
ACROSS THE FEDERAL GOVERNMENT.

Source: <https://www.gao.gov/highrisk>



OBJECTIVE 4.2: PROMOTE EVIDENCE-BASED, DATA-DRIVEN DECISION-MAKING

We will improve the use of data assets for decision-making, providing high quality, timely, and transparent information to inform evidence-based decisions.

Strategies

4.2.1. *Improve data governance, standards, and enterprise business glossary.*

At the core of data-driven decision-making is reliable and valid data. We will formalize and increase agency awareness of data governance policies and processes and promote analysis with quality data.

4.2.2. *Establish data management policies and processes.*

We will centralize data management to establish data congruence across missions, systems, and processes. We will ensure that data is accurate, valid, consistent, and current.

4.2.3. *Develop a mechanism to maintain dynamic data.*

We will establish standard operating procedures to extract, validate, transform, and maintain data from various internal and external sources. Establishing robust data sharing and integration

initiatives will increase the availability of USMS data to key stakeholders, both internally and externally.

4.2.4. *Identify and implement a master data repository.*

We will enable agency-wide usage of master and reference data as well as develop a change management process to enable change tracking and ensure all changes to mission data are reviewed and approved accordingly by stakeholders.

4.2.5. *Leverage data analytics to maximize data as an asset.*

We will distribute tools and training to search, analyze, and report high quality and timely information to inform evidence-based decision-making and learning.



OBJECTIVE 4.3: PROMOTE EFFECTIVE AND EFFICIENT GOVERNANCE AND ASSET AND VENDOR MANAGEMENT

We will better agency decision-making processes and mitigate threats to officer safety by developing and implementing strategies that improve the governance, stewardship, and management of agency resources.

Strategies

4.3.1. *Invigorate the governance process.*

A transparent resource prioritization promotes trust in investment decisions. We will standardize governance processes, such as technology investment, and enterprise risk management, to maximize effective decisions.

4.3.2. *Maximize potential returns to the Asset Forfeiture Program.*

We will deliver quality, cost-effective, and proficient asset custody, management, and disposition services and products through continuous process improvement. We will identify, test, and change processes through our engagement of Asset Forfeiture Program participants and international partners.

4.3.3. *Improve stewardship of financial resources.*

In an effort of continual process improvement, we will analyze our current processes to eliminate potential weaknesses and deficiencies identified in the annual financial audit.





OBJECTIVE 4.4: PROMOTE KNOWLEDGE-SHARING AND ENHANCE COMMUNICATION ACROSS THE ORGANIZATION

The USMS encourages personnel across all mission sets to share their lessons-learned, to empower others to make evidence-based, informed decisions. The agency will use this information to update training and best practices to ensure that future personnel receive accurate and valuable training. We will also incorporate this knowledge into our leadership development and management practices. Knowledge-sharing and knowledge-management will add value to the agency by efficiently and effectively informing the decision-making process across all mission sets by sharing at the agency-level.

Strategies

4.4.1. Examine knowledge-sharing strategies.

Determining what information will add value and reviewing the types of information that we want to be shared across the different mission sets will require a “big picture” approach. This means interviewing the different functional areas independent of mission or organizational areas and determining their needs and current procedures and building a complex matrix to link it all together, creating an ontology-based data integration. Determining the type of information and the different teams involved, as well as the flow and sensitivity of the information, will further determine the architecture of knowledge-sharing across the agency.

4.4.2. Determine the best knowledge-management methods.

Migrating from siloed, mission-centric knowledge-sharing architectures to an agency-wide platform will enable the different mission sets to quickly and securely share information. This will increase efficiency and thereby reduce costs by mitigating redundant work through the implementation of this centralized solution. However, implementing knowledge-sharing is

just the first step; we must efficiently manage the data. Managing this data will require collaboration across the agency to ensure it is integrated into systems at the technology level and adopted and integrated into procedures at the personnel level. The project team will consider budget, time, and agency-wide cybersecurity requirements to present the best option for knowledge-management.

4.4.3. Address the impact of culture on knowledge-sharing.

While we are tackling the challenge of streamlining our technology infrastructure, we will address the gap between discovering information, capturing, and transferring this knowledge. This gap is, in part, due to staff turnover, promotions, or reassignments. Many people leave their current assignment without documenting any lessons learned. Moreover, many leave before seeing a project to completion to even be able to provide a start-to-finish realization or guidance on next steps. In addition to these knowledge-sharing challenges, we contend with cultural norms of proprietary practices; and on the other end of the spectrum, we have teams that are dependent on each other to complete their projects and daily tasks.

4.4.4. *Implement knowledge-sharing best practices.*

As part of succession planning, we want to ensure that when people join the USMS, the benefits of knowledge-sharing, and the importance the agency puts on it, are immediately evident. Training will be critical in changing the way we do things, transforming culture through training, communications, and business processes by teaching knowledge-sharing best practices and the importance of timely and accurate capturing and sharing of certain information (for example, after-action reviews). The training will also clearly define valuable knowledge and its effect on the organization and our overall mission to protect this country and its citizens.

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APPENDIX: GLOSSARY OF ACRONYMS

Acronym	Definition
AWA	Adam Walsh Act
DOJ	Department of Justice
DUSM	Deputy United States Marshal
FBI	Federal Bureau of Investigation
FEVS	Federal Employee Viewpoint Survey
GAO	Government Accountability Office
IGB	Intelligence Governance Board
IS-BAO	International Standard for Business Aircraft Operations
IIS	Information and Intelligence Sharing
JPATS	Justice Prisoner and Alien Transportation System
MCU	Missing Child Unit
NCJS	National Center for Judicial Security
OPM	Office of Personnel Management
OPR	Office of Professional Responsibility
OPSEC	Operational Security
PMO	Program Management Office
TISAC	Threat Information Sharing and Analysis Center
USMS	United States Marshals Service

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

Strengthen



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one for every thirty Thousand, but each State shall have at Least one Representative; and until such enumeration shall be made, the State of New Hampshire shall be entitled to chuse one, Massachusetts eight, Rhode Island and Providence Plantations one, Connecticut five, New-York six, New Jersey four, Pennsylvania eight, Delaware three, Maryland six, Virginia ten, North Carolina five, South Carolina five, and Georgia three. When vacancies happen in the Representation from any State, the Executive Authority thereof shall issue Writs of Election to fill such Vacancies. The House of Representatives shall choose their Speaker and other Officers; and shall have the sole Power of Impeachment. Section. 3. The Senate of the United States shall be composed



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