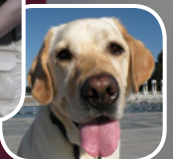
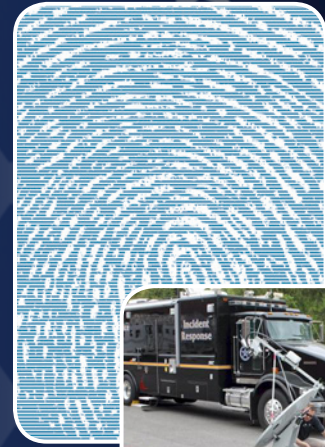


U.S. Department of Justice

United States Marshals Service



FY 2016 Annual Report

USMS Publication 2
Online Edition

ABOUT THE UNITED STATES MARSHALS SERVICE

As the nation's first, most versatile federal law enforcement agency, the United States Marshals Service (USMS) continues to build on its legacy of steadfast service and unique position in the country's federal justice system. Today, the USMS is a force of approximately 5,300 deputies and civil servants who protect the judicial process, the cornerstone of American democracy. Its mission is to provide federal judicial security; apprehend fugitives and non compliant sex offenders; secure and transport federal prisoners; execute federal court orders; seize and manage assets forfeited to the government; and assure the safety of endangered government witnesses and their families. The USMS uses the influence and reach gained throughout its accomplished history and broad legal authority to collaborate with other federal, state, local, and international law enforcement agencies, as well as with concerned citizens and members of the judiciary, to form a united front against crime. This accomplishment is a result of the program execution throughout the 94 districts and USMS headquarters management.



It was a great honor last year to present the United States Marshals Service Annual Report, and once again I feel tremendous pride as our latest accomplishments reflect the determined spirit of our personnel. We have been at the forefront of operational and administrative advancements both here and abroad, and the Fiscal Year [FY] 2016 Annual Report chronicles 12 months of that excursion. In addition to the exceptional number of fugitive apprehensions, protecting the judiciary, and security engagements the USMS is renowned for, the past year has been particularly successful when considering the added workload of modernizing physical infrastructures and relocating Headquarters personnel. As our 227-year history has proven, during changing times it is our teamwork and dedication to the mission that has been our guidepost.

Over the past year, another leading driver strongly supported by the White House, Department of Justice [DOJ], Attorney General and Deputy Attorney General [DAG], has been the forward push to reduce violent crime. Due to our unparalleled achievements, the Administration recognizes the USMS's ability to have an immediate impact on the reduction of violent crime by effectively removing the "worst of the worst" criminals off our streets. Therefore, the DAG

requested that the USMS conduct an enforcement operation [similar to last year's successful Operation Violence Reduction⁷] in support of three separate White House and DOJ violent crime reduction initiatives. Officer and community safety were key factors during the 6-week period in which our Deputy United States Marshals and Task Force Officers conducted Operation Violence Reduction¹² [VR¹²]. As you will read under Goal 2, VR¹² was a tremendous success that garnered national attention for the strides made to remove gang members and sex offenders from the neighborhoods they plagued.

While solid FY 2016 infrastructure improvements in information technology and facilities management will impact agency-wide efficiencies well into the future, it is the research and thoughtful investments in the workforce and officer safety that will have the greatest return. Again, DOJ has provided encouragement in all mission critical areas, as well as support on a number of hiring initiatives directly tied to risk mitigation and strategic performance. Within DOJ, the USMS outperforms in several administrative and financial areas including being 100 percent compliant on a number of measurements such as audit controls, certifications for civilian warrant holders, and having the least amount of reporting errors related to intra-governmental transactions for which the Treasury Department and the Office of the Inspector General actively monitor. This year as well, the Justice Prisoner and Alien Transportation System was recognized as the 2016 Best Small Aviation Program in the Federal Government by the Interagency Committee for Aviation Policy and the General Services Administration Aviation Policy Division. USMS personnel have also taken the lead in collaborative efforts with Tribal Nations and the Departments of Defense and State, and have engaged international partners worldwide as our missions continue to be globally focused. Complete details on the impact and results of all mission critical areas are proudly displayed in the following pages.

As was the case in the Old West, the Marshals Service continues to forge the path, even during times of ever-advancing technologies. While leading change and making meaningful contributions to navigate onward, our vision and performance objectives are guided by, and linked to, the DOJ Strategic Plan. By teaming with local, federal and international partners we continue the mission of protecting, defending and enforcing the American justice system while the badge of law shines forward.

A handwritten signature in black ink, reading "David L. Harlow". The signature is fluid and cursive, with a large initial "D" and "H".

David L. Harlow
Deputy Director, United States Marshals Service

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Mission

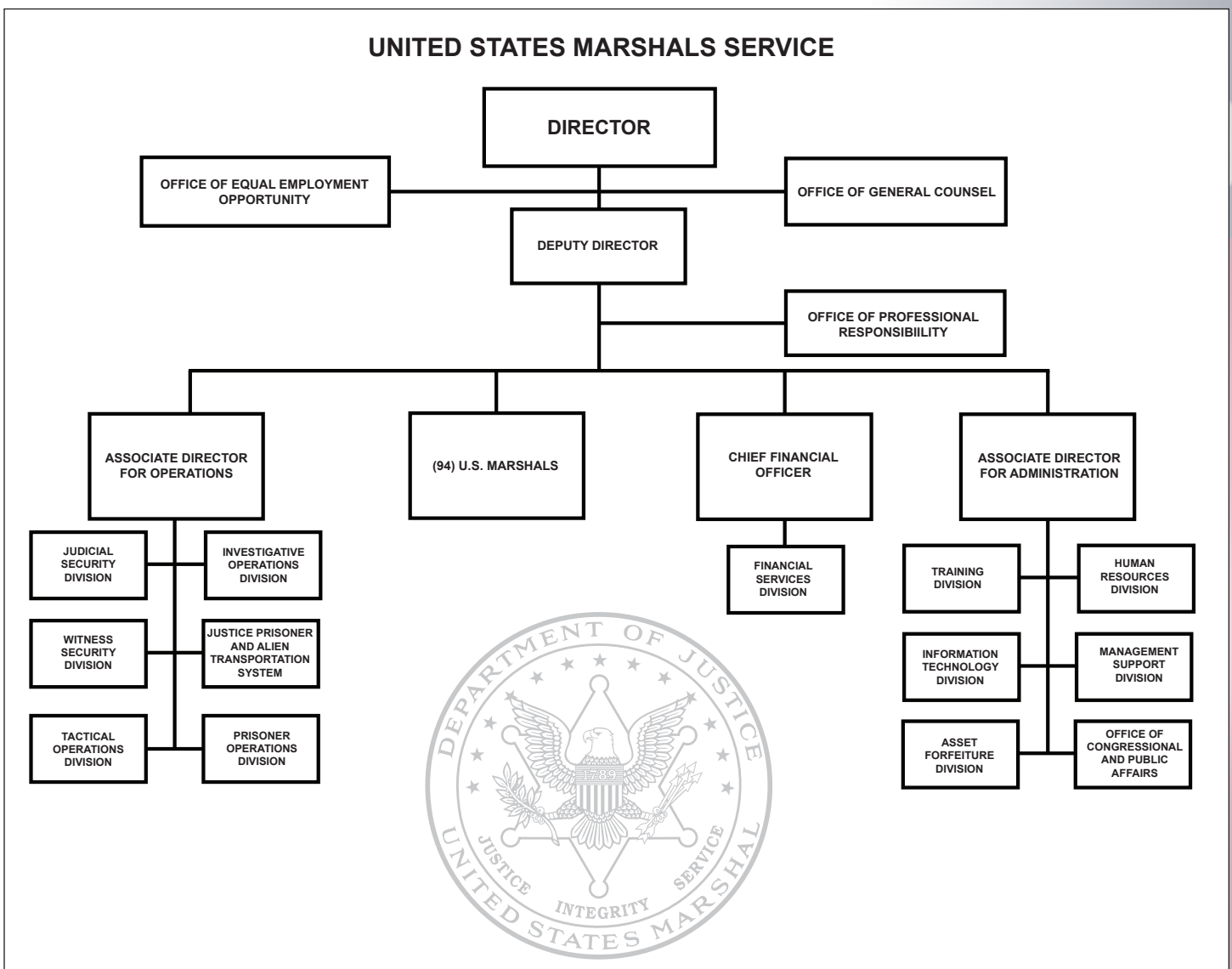
To protect, defend, and enforce the American justice system.

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.



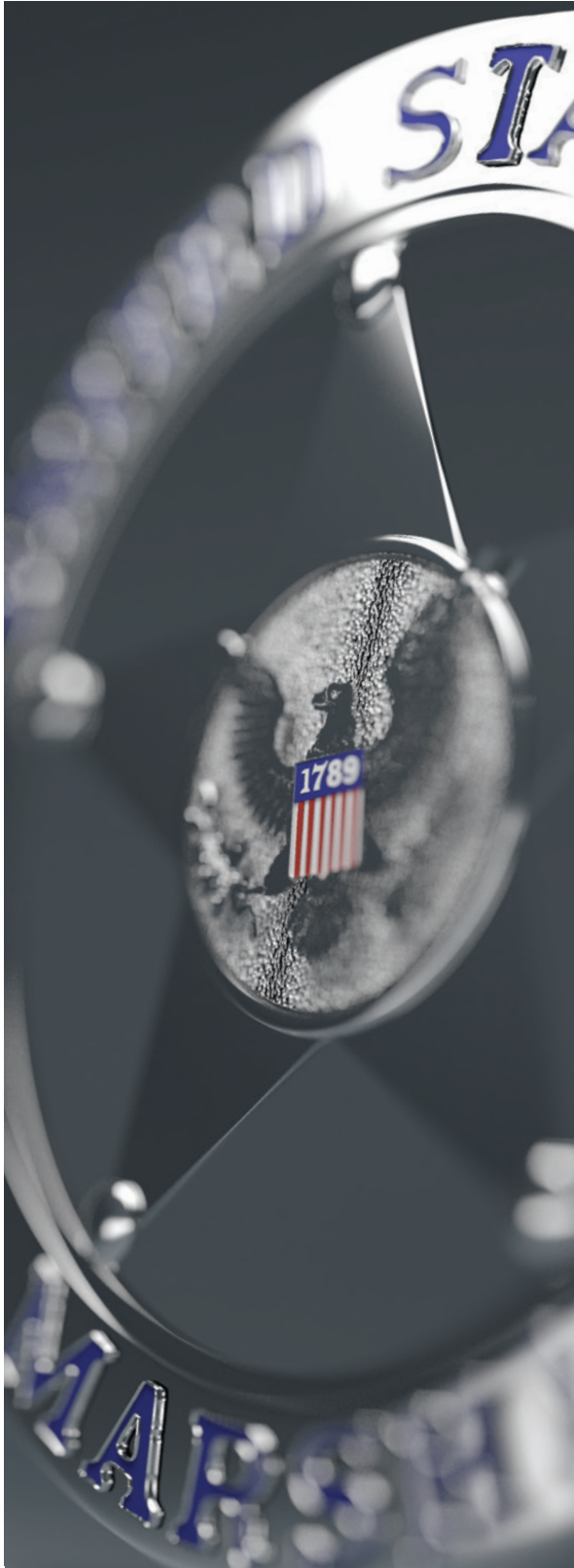
OPERATION VIOLENCE REDUCTION¹²



Operation VR¹² is an important example of the effectiveness of federal, state, local and tribal law enforcement partnerships in tackling violent crime.

In FY 2016, the USMS conducted Operation VR¹², a targeted fugitive apprehension initiative that resulted in the arrest of 8,075 of the United States' most violent offenders. The USMS strategically partnered with law enforcement to locate and apprehend fugitives in 12 cities where violent crime was on the rise. Each of the fugitives taken off the streets had an average criminal record of seven prior arrests and three prior violent crime convictions. In addition to arresting violent fugitives, the Marshals and state and local partners safely recovered 17 children who had been abducted from their parents and guardians. Operation VR¹² is an important example of the effectiveness of federal, state, local and tribal law enforcement partnerships in tackling violent crime. It also highlights the critical mission performed every day all across this country by Deputy U.S. Marshals (DUSMs) and state, local, and tribal law enforcement partners.

TRIBAL AND MILITARY OUTREACH



Improving the Ability of Communities to Track Sex Offenders

The USMS strengthened communication and coordination across all levels of law enforcement and those entities that assist with the regulatory process of sex offender registration in tribal and Department of Defense (DOD) populations in 2016.

Together with federal and tribal partners, the USMS conducted five tribal working groups which trained attendees from 21 vulnerable tribal communities and more than 50 state and local agencies on the Adam Walsh Child Protection and Safety Act (AWA) and Sex Offender Registration and Notification Act compliance. The USMS also organized and assisted with five tribal-specific compliance operations, resulting in 190 compliance checks and 11 AWA arrests.

The USMS conducted three outreach initiatives at military installations across the country that were attended by representatives from 37 military units and regional and local law enforcement agencies. This outreach aimed to ensure coordination of activities between the military sex offender program and state expectations for notification and documentation, especially in scenarios when a service member is convicted of a sex crime and then returns to civilian life.

BEST SMALL AVIATION PROGRAM



USMS Award-winning Program: Justice Prisoner and Alien Transportation System (JPATS)

JPATS was recognized as the 2016 Best Small Aviation Program in the federal government by the Interagency Committee for Aviation Policy and the General Services Administration (GSA) Aviation Policy Division. As a result of JPATS’s

exemplary performance and exceptional Safety Management System, JPATS was awarded an unprecedented three out of four GSA Achievement Awards for Aviation Program Best Practices and Innovation. In addition to being named the Best Small Aviation Program, JPATS Chief of Aviation Maintenance, Rich Deagle, was presented as the Best Aviation Professional in a Support Position and JPATS Safety Officer, Mike Dudzinski, was named the Best Aviation Professional in an Aviation Safety Position.

DUSM FITNESS PERFORMANCE STANDARD

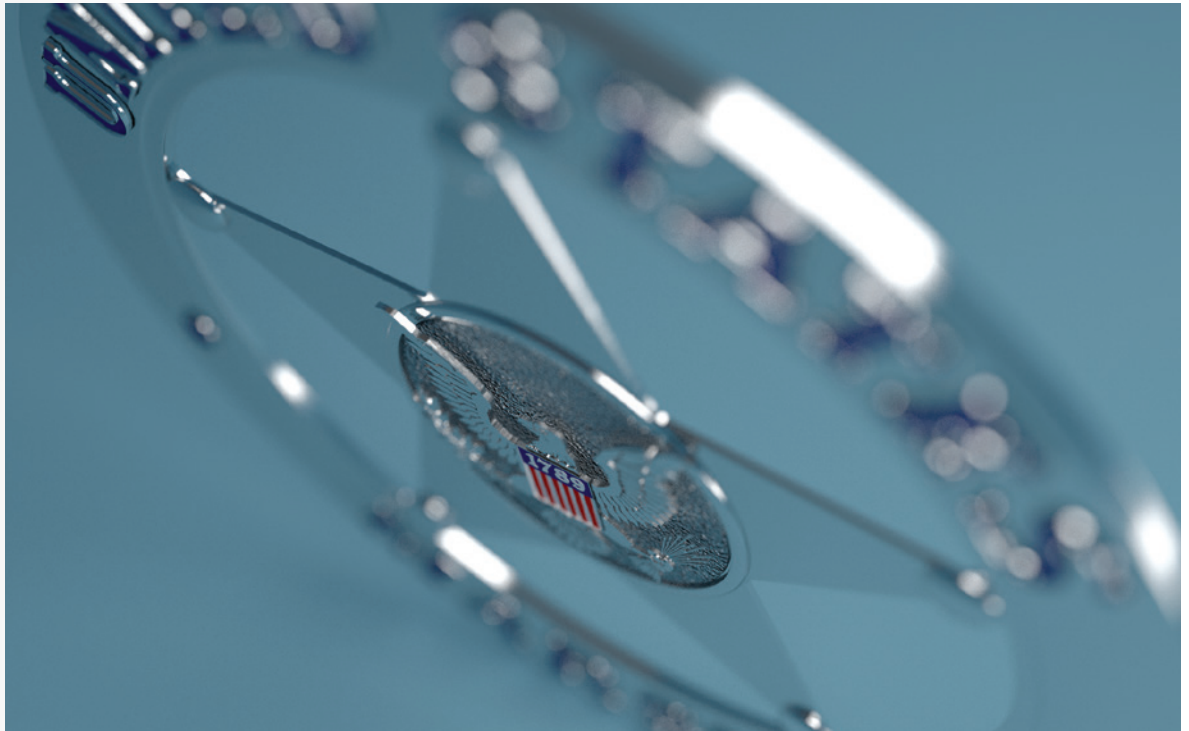
AGENCY HIGHLIGHTS



USMS Implements a New Fitness Standard

To ensure that DUSMs are physically fit to perform mission duties throughout their careers, the USMS developed a new fitness program with a new fitness standard. This program is based on a two-year study that included a job-task analysis. Starting in FY 2017, all DUSMs, new hires and incumbents, will need to successfully complete a timed obstacle course and four individual assessments that include a timed run and strength and agility tests.

FINANCIAL ACCOUNTABILITY AND COMPLIANCE



USMS Leadership in the Financial Management Arena

For the first time in 20 years, the USMS completed the Office of the Inspector General’s audit of financial statements without any notices of findings or recommendations, significant deficiencies, or material weaknesses. In addition, this year marks the first year the auditors did not schedule any site visits for district offices or divisions and instead relied on the internal controls in place. The USMS also led the DOJ with the least

amount of reporting errors related to intragovernmental transactions as reported by the Treasury Department for all federal agencies.

In FY 2016, the USMS achieved 100 percent compliance with Office of Federal Procurement Policy (OFPP) reform for civilian agencies to assign procurement warrant authority to individuals that have been appropriately certified under the Federal Acquisition Certification-Contracting program. The USMS is the only component agency to be fully compliant with the OFPP changes as of October 1, 2016.

PRESIDENTIAL RANK AWARD



USMS Leadership Recognized for Two Consecutive Years by the Presidential Rank Awards

The Presidential Rank Awards Program recognizes a select group of career members of the Senior Executive Service for exceptional performance over an extended period of time. For two consecutive years, the program recognized the achievements of USMS leadership: In 2016, Assistant Director of JPATS, Shannon Brown, and in 2015, USMS Associate Director for Administration, David Musel.

In 2016, Shannon Brown received the Presidential Rank Award for contributions she has made throughout her 25-year federal career as a pilot, a Colonel in the National Guard, the Chief Information Officer

of two agencies within the DOJ, Assistant Director of the USMS Management Support Division and the current Assistant Director of the USMS's award-winning JPATS. Ms. Brown has a history of providing transformational leadership in division management, strategic planning, performance improvement, and Agency technology modernization programs. Through these activities, she has shown an uncompromising commitment to taxpayer value.

In 2015, the Associate Director for Administration, David Musel, received the Presidential Rank Award for contributions he has made to the DOJ through such initiatives as eDesignate, which moves federal prisoners through the designation process; "All Pay," which centralized the DOJ's thousands of prisoner medical and pharmacy bills; and the shift from leasing to purchasing aircraft to achieve the USMS prisoner transport mission. These initiatives have resulted in millions of dollars in cost avoidance every year and continue to move the Agency toward a more efficient, data-driven organization. Mr. Musel was the first USMS executive since 2007 to receive this prestigious award.

NATIONAL CENTER FOR JUDICIAL SECURITY



USMS Supports Overseas Travel of U.S. Judicial Personnel

The USMS's National Center for Judicial Security supports the safe overseas travel of U.S. judicial personnel by remaining abreast of changes to the threat environment worldwide. The Center conducts intelligence research to prepare written and in-person foreign travel briefings for those members of the court family traveling overseas. In FY 2016, Center personnel prepared and disseminated more than 800 foreign travel briefs to members of the federal judiciary for trips to 130 countries. Additionally, the Center coordinated with the U.S. Department of State and other U.S. Government agencies on each

instance of judicial travel to ensure that federal partners overseas had the protected persons' biographical information and travel itineraries in the event of an emergency.

In FY 2016, the Center was recognized for its efforts to protect a U.S. district judge trapped in Turkey's Istanbul Ataturk Airport during the July 2016 attempted coup. The Government of Turkey closed the airport once the coup attempt began, preventing a district judge from leaving the country. Immediately upon learning of the coup, USMS personnel coordinated with the Department of State to contact the judge, relay information, and secure his departure from the airport, and eventually from Turkey.

GOAL 1: PROTECTION OF THE JUDICIAL PROCESS

IN SERVING ITS MISSIONS TO PROTECT THE JUDICIAL PROCESS, THE U.S. MARSHALS SERVICE PROVIDES JUDICIAL SECURITY, WITNESS PROTECTION, AND COURTHOUSE SECURITY.



To achieve the Agency's goal of protecting the judicial process through the most effective and efficient means, the USMS identified a number of objectives and supporting strategies. In FY 2016, the Agency focused resources on the following 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 its establishment in 1789, a primary function of the USMS is the protection and security of the federal judicial process. The federal courts preside over cases involving domestic and international terrorists groups, organized crime and drug trafficking, bankruptcy, hate crimes, and espionage. The high-profile nature of these cases, the stature of federal judges presiding over them, and the symbolic significance of court facilities that host them require vigilance to confront and overcome the threats to the security and integrity of the federal judicial process.

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 over 800 federal facilities, the USMS develops, manages, and implements security systems and screening equipment that protects each courthouse. Routinely, the USMS provides risk-based protection for Supreme Court Justices, the Deputy Attorney General, and judicial conferences.

The USMS protective responsibilities, including investigations of threats to court members, are driven in part by the number of inappropriate communications or threats to court members. In FY 2016, the USMS evaluated the 2,357 security incidents, preliminary assessments, and protective investigations relating to protected court members. From these evaluations, the Agency opened 384 protective investigations based on the presence of criminal activity or the potential for criminal activity. The USMS continues to evolve these and other performance measures to most accurately manage the complexities in providing world class security for protected persons. New reporting and data analysis procedures are in place to more comprehensively evaluate and present on risk-based protective details in addition to the historical focus on threat-based details.

MISSION PROGRAM DATA

Figure 1 Inappropriate Communications/Threats to Protected Court Members

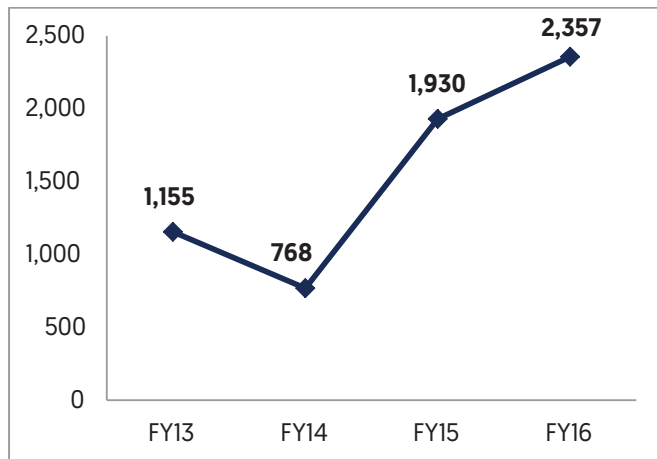
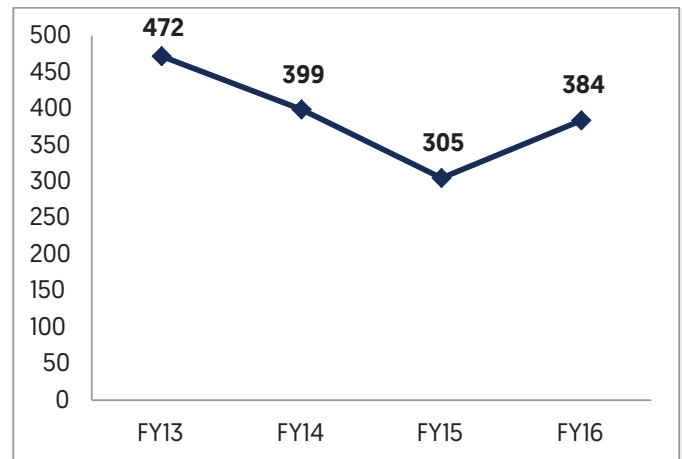


Figure 2 Threats to Protected Court Members Investigated



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

The USMS faces a fundamental challenge in evolving from a reactionary to a comprehensive approach to protection. To meet this challenge, the Agency will develop effective preventive measures and implement threat-based protective methodology protocols.

Develop standardized training programs on personal security awareness for the court family and protected persons The USMS delivers critical security awareness issues and best practices to USMS-protected persons through its successful video-based training program, “Project 365: Security Tips.” In FY 2016, the USMS expanded

its offerings to the judicial family with the addition of a training video on active shooters and active threats. The “Active Shooter, Active Threat” video was produced by the Administrative Office of the United States Courts in cooperation with the USMS, and is designed to be a tool to assist in training the judicial family on how to respond to an active shooter or active threat event in a courthouse.

Develop a continuing education strategy for all protected persons on protective capabilities and procedures

In FY 2016, the National Center for Judicial Security enhanced and strengthened the USMS’s international presence by collaborating with the DOJ to conduct foreign trainings and assessments. The USMS conducted five training events and four court security assessments in Malaysia, El Salvador, Guatemala, Uganda, and Malta. To increase the reach of its training, the Agency used a judicial conference in Malta as a venue to provide training to attending North African judicial personnel. This training involved an overview on court security and personal security.

Strategic Objective: Increase the effectiveness of USMS intelligence capabilities

The USMS criminal intelligence program is rapidly expanding to include increased and formalized support beyond investigations to judicial security operations and services. To increase mission effectiveness, the USMS will enhance intelligence sharing through increased cooperation via working groups and the development of a knowledge management repository.

Review the results of the USMS Intelligence Assessment to determine applicable and approved intelligence and informational process recommendations which can be applied

Addressing social media threats: Threats made through social media are becoming more commonplace for federal judges, jurors, and other members of the federal judiciary. In FY 2016, the USMS created the Cyber Investigations Unit to address potential and real cyber threats in a coordinated and cohesive manner. The Cyber Investigations Unit comprises federal criminal investigators and an intelligence research specialist who focus exclusively on cyber case support. Among its initial tasks, the Unit developed an online investigations guide for Protective Investigators and identified five USMS districts to receive training on technology that collects and analyzes data from internet sources, including social media. The Unit also established liaison with the United States Secret Service, U.S. Attorneys’ Offices, and the Federal Bureau of Investigation (FBI) Cyber Investigations unit. By enhancing the USMS capability to obtain potentially actionable intelligence among cyber threats, it is anticipated that this project will free up Unit investigators to engage in other case-related responsibilities.

Improving intelligence gathering capabilities: In FY 2016, the USMS improved intelligence-gathering capabilities through liaison positions with the National Joint Terrorism Task Force and the National Counter Terrorism Center. These liaison positions review information and intelligence and identify information that could impact USMS-protected persons or facilities. The relationships with the National Joint Terrorism Task Force and National Counter Terrorism Center have mitigated terrorism threats by establishing USMS presence and interaction on a daily basis. The liaisons conduct research and collect

SECURITY FOR SIGNIFICANT TRIALS

The USMS protects the judicial process by ensuring the safe and secure conduct of judicial proceedings. Such proceedings range from day-to-day civil and criminal cases to significant trials that have increased risks to operational security due to the nature of the charges, the defendant’s notoriety, and/or the attendant media attention. These significant trials require additional personnel, funding, intelligence, and coordination across federal, state, and local law enforcement agencies. In FY 2016, significant trials included U.S. v. Hamza Naj Ahmed in the District of Minnesota and U.S. v. Ahmed Abu Khattalah in the District of Washington, D.C. These defendants faced charges relating to providing material support to the Islamic State of Iraq and the Levant (ISIL) and participating in the Sept. 11, 2012 attack in Benghazi, Libya, respectively.

information for dissemination to the USMS. They screen all source intelligence reporting, access summarized evaluated and previously-unevaluated information, discriminate threat information from all source intelligence into actionable intelligence, and disseminate warning and threat information to agency components.

Ensuring support to protective investigations through intelligence: Protective investigations require a concerted effort across the USMS. In FY 2016, the USMS ensured the support of protective investigations through the provision of intelligence reports and products such as alert notices, information briefs, internet footprints, subjects-of-interest summaries, and link analysis charts; deployment of teams to USMS districts dealing with high-risk protective investigations with complex threat mitigation scenarios; and the provision and development of training courses on identifying intelligence needs, surveillance, and protective investigations. The Agency also developed and submitted requirements to the Open Source Collection Acquisition Requirements Management System (OSCAR-MS). OSCAR-MS is used by the Intelligence Community and Non-Title 50 organizations to create, track, and manage open source collection requirements. These requirements were the first, and only, requirements submitted for tasking in OSCAR-MS by any DOJ component.

Providing security for the Supreme Court Judiciary The USMS used the findings from a recently completed assessment on a risk-based protection program for the U.S. Supreme Court Judiciary to inform the development of a Memorandum of Understanding (MOU) with the Supreme Court of the United States Police Department. Upon signature, this MOU will clarify each agency's roles and responsibilities, identify new protocols to streamline communications, and standardize information sharing. Further, as a result of the assessment's findings, the USMS recommended to Executive and Judicial branch stakeholders significant updates be made to best provide comprehensive, routine protection for Supreme Court Justices.

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

The USMS plans to strengthen the Judicial Facility Security Program through a combination of personnel utilization, physical security training, and technological solutions.

Leverage and/or partner with other agencies for physical security research and development needs In FY 2016, the USMS established a liaison relationship with the Federal Protective Service. The liaison provides a direct link to Federal Protective Service stakeholders in the field, which allows for enhanced troubleshooting and de-confliction efforts. Furthermore, this relationship provides the Agency with Facility Security Assessment data, which is a contributing factor when prioritizing projects and enhancing understanding of security issues impacting the federal community as a whole.

Assess the Court Security Officer (CSO) workforce and hiring practices to ensure mission needs are being met

Expediting the process for contract Court Security Officers: The USMS designed and created a file sharing system to allow for an expedited process for contract CSO applicant package submissions and approvals. The expedited process allows for faster CSO onboarding to ensure consistent, full-coverage security services at courthouses.

Accelerating onboarding of CSOs: The USMS enhanced and strengthened the security at courthouses by decreasing the backlog of CSOs awaiting Phase II Orientation. CSO Phase II orientation provides training on the operation of screening equipment and screening procedures. The Agency increased each class size by 40 percent, from 30 students to 42 students. By the end of FY 2016, the backlog had been decreased by 14 percent, from 517 students to 445 students. The USMS also conducted regional training to meet the immediate CSO needs of one district. Overall, during FY 2016, the Agency held a total of 17 Phase II Orientation classes, training 642 CSOs.

Modernize the Physical Security Access Control System In an effort to address current and emerging threats, the USMS engaged in a nationwide initiative to modernize the physical access control of all court facilities. The USMS employed a risk-based approach using the most up-to-date information available regarding current and future vulnerabilities and threats to prioritize the list of facilities. The goal is to provide for a more modern, reliable, and sustainable Physical Access Control System, which will strengthen the Judicial Facility Security Program and comply with all current federal policies, directives, guidelines, and standards governing the physical security of federal facilities. Additionally, using an enterprise approach to administration and lifecycle management will result in a more cost effective and strategic response to changing conditions and the implementation of new technologies.

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

The USMS will support and enhance district operations across the entire judicial security mission through outreach efforts including training, operational coordination, and delivery of assets and resources.

Evaluate district management practices to establish a strategy to improve oversight of the Judicial Security mission The USMS employs a dashboard management tool to assist districts in management of their activities. In FY 2016, the Agency provided the Quarterly Unannounced Testing results and statistics on the USMS District Dashboard. These data aid in the day-to-day judicial security oversight and allow for transparency between geographically dispersed judicial security management entities.

Re-evaluate offsite security requirements, asset costs, and protocols to address current and future needs

The USMS improved off-site security program management for the Home Intrusion Detection Systems program by publishing new policy and developing business rules. The new policy and business rules allow the USMS to establish data collection points that will lead to improvements in decision making and the operational efficiency of the Home Intrusion Detection System program. Through FY 2016, the USMS upgraded the technologies for the Judicial Duress Alarm Response program. The USMS is currently training Judicial Security Inspectors on the new technology. Both programs were in support of a Deputy Attorney General initiative.

MISSION: WITNESS PROTECTION

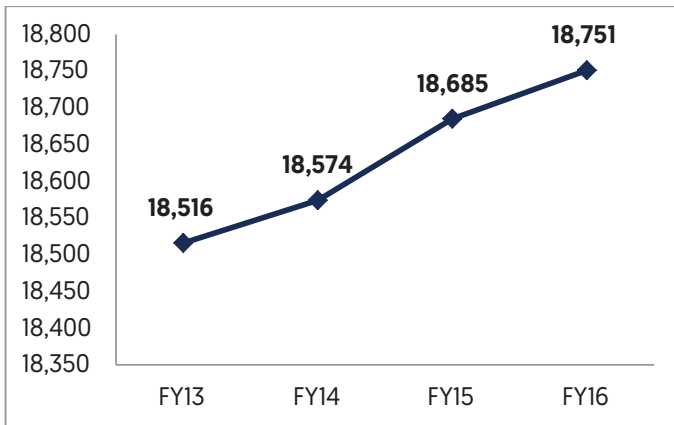
The Witness Security Program enables the U.S. Government to pursue and prosecute criminals ranging from a single actor to organized crime, gangs, or terrorist groups. In 1971, the USMS was tasked with the protection of witnesses whose lives are threatened as a result of their testimony based on the 1970 Organized Crime and Control Act. Witness protection is provided in different phases and on many fronts to ensure witnesses and their families' safety 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.

THE WITNESS SECURITY PROGRAM VISION:	Provide services that are indispensable to the witness program participants, including spouses and children.
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The Witness Security Program has provided protection to more than 18,000 witnesses and their families [Fig. 3]. As part of its protective duties, the USMS is responsible for identifying weaknesses that could compromise a witness's identity, location, or general security. Such weaknesses could be the result of security infractions on the part of its protected population or areas such as technology that may lead to identity compromise. The USMS tracks these security breaches and the efforts undertaken to mitigate them. In FY 2016, the USMS detected fewer security breaches to mitigate demonstrating continued program effectiveness [Fig. 4].

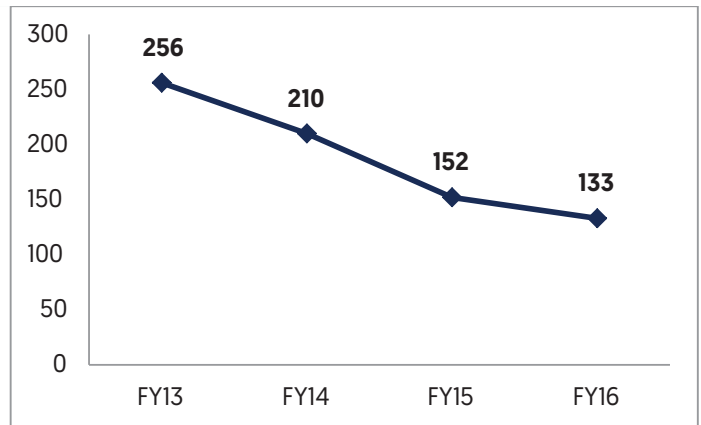
MISSION PROGRAM DATA

Figure 3 – Total Number of Witness Security Program Participants



The number of participants in the program remains constant.

Figure 4 – Security Breaches Mitigated



As the USMS becomes better at providing training to its protectees and identifying potential sources of identity compromise, the number of security breaches detected continues to decrease.

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. The program must be flexible to accommodate increasing foreign national protectees, changing prosecutorial objectives, and the proliferation of social media technological enhancements such as geo-tagging and GPS.

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

Streamlining administrative and operational planning: Two key objectives of protection involve the safe movement of witnesses and their appearance in court. During FY 2016, the USMS modified its application management system to centralize and standardize administrative and operational planning. This new tool took cumbersome, inconsistent, manual processes with insufficient tracking of resources and streamlined the approval and notification functions. It enables management to track resources, personnel and costs, by record, date, or location. The advantage of this application is that it improves witness security business processes designed to ensure operational plans are complete, consistent, and receive the appropriate approvals. Financial controls verify that expenses are categorized correctly and in compliance with USMS policies related to financial and workload reports.

Continuing Strategic Risk Mitigation: In FY 2016, USMS successfully completed Phase I of a two-phase project to develop and use risk assessment tools for more effective program management. This project shifts decision making from a manual approach to an enhanced operational decision-making process that enables improved decision logic. Phase I confirmed the critical decision elements and the creation of a prototype tool to assess risk and enhance program retention; Phase II will see the prototype tool evolve into an enterprise-wide application to incorporate core business processes for the protection of witnesses. Additionally, Phase II will involve an application to support relocation-based decisions that leverage geospatial capabilities. These tools strengthen the USMS's ability to assess and manage risk while supporting the development of risk-based decision logic and informed management plans with the ultimate intent of improving retention.

GOAL 2: INVESTIGATIONS

STRENGTHEN THE EFFECTIVENESS OF DOMESTIC AND INTERNATIONAL INVESTIGATIONS



In serving its investigative missions, the U.S. Marshals Service conducts three types of activities: Fugitive Apprehensions, Protecting America’s Children and Communities, and Asset Forfeiture. Combined, these missions promote safer communities by removing dangerous fugitives and non compliant sex offenders from our neighborhoods and depriving criminals of the proceeds of illegal activity.

To achieve the Agency’s goal of strengthening the effectiveness of domestic and international investigations, the USMS identified a number of objectives and supporting strategies. In FY 2016, the Agency focused its resources on the following 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.**
- **Protect our children and communities through the rigorous investigation of non compliant sex offenders.**
- **Ensure effective financial investigation, management, and disposal of seized and forfeited assets to contribute and achieve the Department of Justice Asset Forfeiture Program goal to disrupt and dismantle criminal organizations.**

MISSION: FUGITIVE APPREHENSION

Fugitive apprehension is a principal USMS mission and 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. The USMS has the authority to enforce the Fugitive Felon Act and may assist state and local agencies in 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 an average of 50,000 Federal Fugitive cases each fiscal year. Over the last decade, the USMS has apprehended or cleared 320,445 federal fugitives, including 32,831 in FY 2016.

MISSION PROGRAM DATA

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

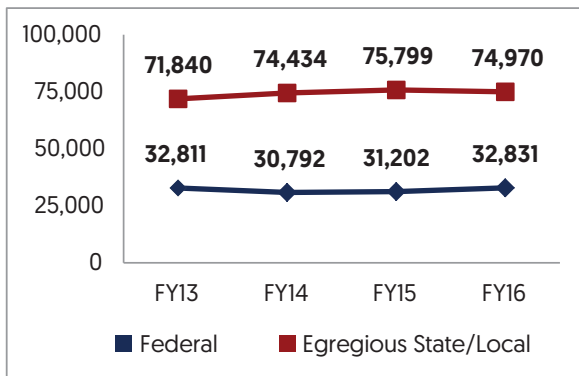


Figure 6 – USMS Warrants Cleared

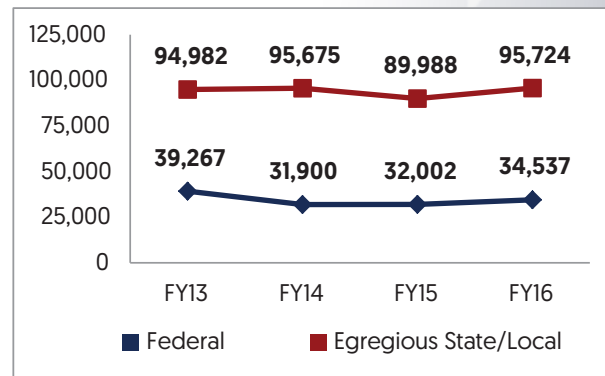


Figure 7 – FY2016 Special Subtotals, USMS Federal and Egregious State and Local Fugitives Apprehended or Cleared

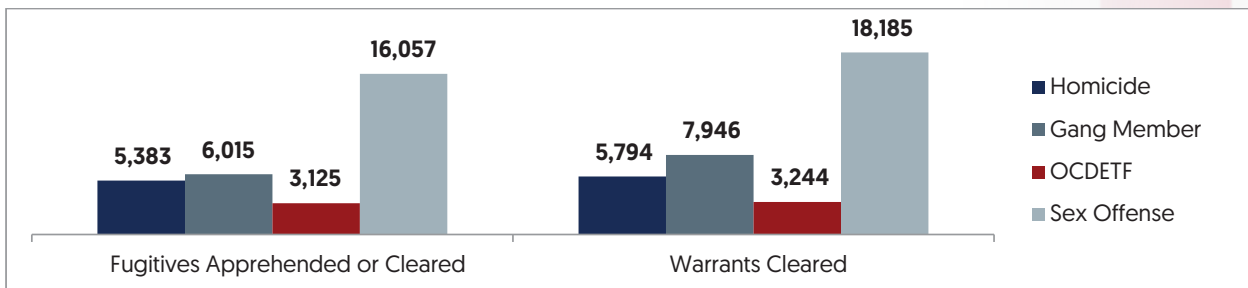


Table 1 – USMS Seizures from Fugitive Investigations, FY2013-FY2016

USMS Seizures from Fugitive Investigations				
	Firearms	U.S. Currency (\$)	Vehicles	Narcotics (kg)
FY16	3,563	5,602,294	119	7,802.38
FY15	2,971	18,270,249	133	1,996.93
FY14	2,896	6,621,112	135	3,259.97
FY13	2,400	7,325,123	153	4,540.37

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 affect 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 For the second consecutive year, the USMS combined the resources and expertise of federal, state, and local partners to conduct Operation VR¹², a national fugitive apprehension initiative focusing on the country’s most violent offenders. This 6-week operation resulted in the arrest of 8,075 violent fugitives, gang members, and sex offenders.

While VR¹² participation was nationwide, the USMS focused on 12 cities identified as experiencing upticks in violent crime. Investigators concentrated on serial violent fugitives who had multiple prior felony arrests for crimes such as murder, attempted murder, robbery, aggravated assault, arson, abduction/ kidnapping, weapon offenses, sexual assault, child molestation, narcotics, and on the recovery of missing children [Table 2].

Instill program accountability through the implementation of a fugitive case adoption validation process Implemented in 2012, the Enforcement Operations Standard Operating Procedures (SOP) are designed to enforce a national standard for egregious state and local case adoption among the network of fugitive task forces. Case selection criteria enhance accountability and transparency by establishing a validation process to ensure that only cases within SOP guidelines are worked. Since 2012, the number of adopted cases that meet these SOP guidelines has steadily increased. Of the nearly 108,000 state and local fugitive cases adopted by the Agency in FY 2016, 92 percent met the national standard.

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

With the globalization of crime and the mobility of fugitives, an intensive effort is required to address the increasing number of fugitives wanted by the United States who have fled 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. To effectively conduct foreign and international fugitive investigations, the USMS manages foreign field offices, a foreign law enforcement training program, investigative liaison programs, and the global extradition program. The Agency also maintains liaison positions with the International Criminal Police Organization (INTERPOL)-Washington, D.C., DOJ’s Office of International Affairs, the El Paso Intelligence Center, and Diplomatic Security Service. In FY 2016, the USMS closed 1,510 international and foreign fugitive cases, requiring investigative coordination with 121 countries and removal coordination with 58 countries [Fig. 8].

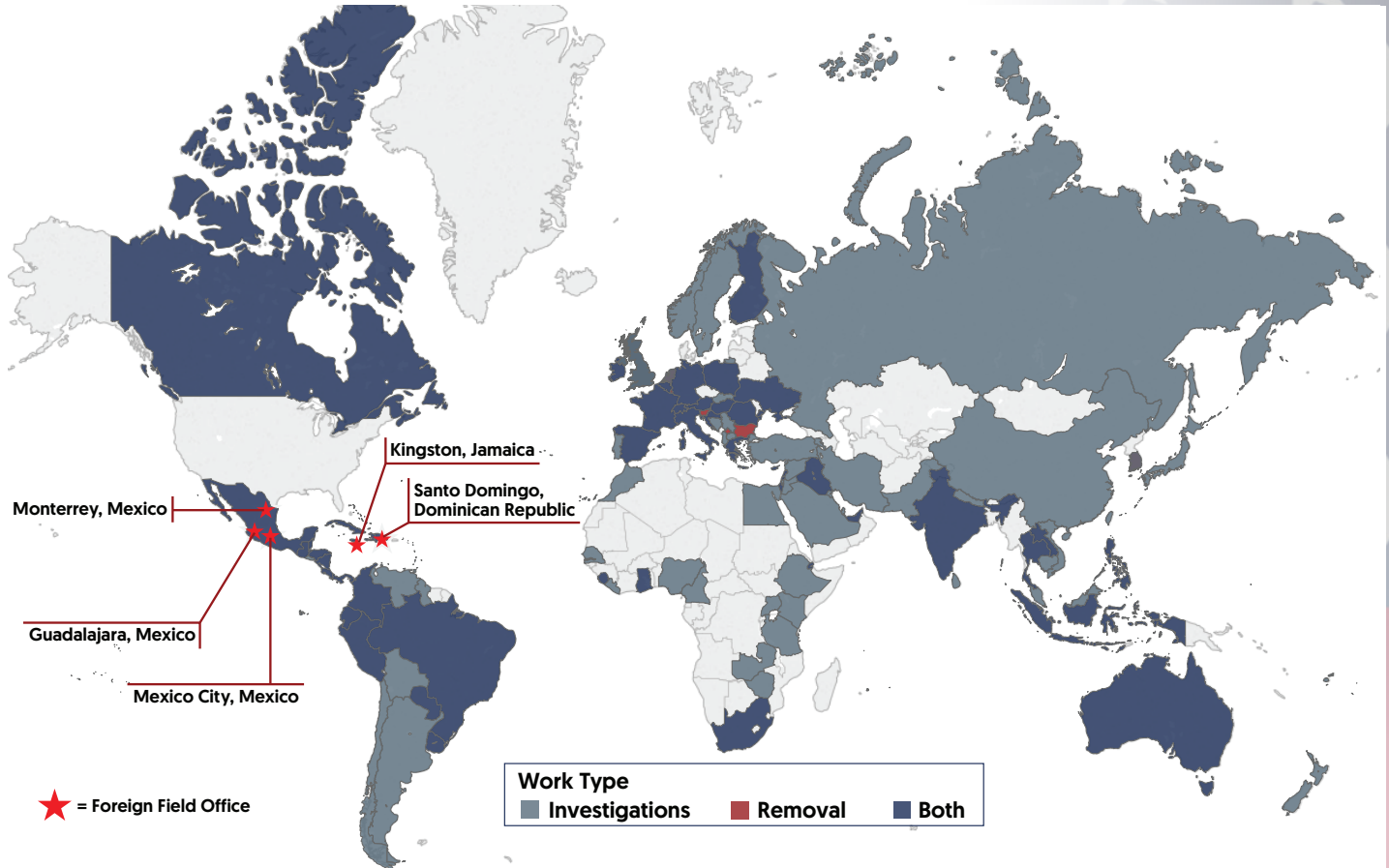
Increase the breadth of foreign fugitive cooperative relationships In FY 2016, the USMS increased its INTERPOL participation by establishing the INTERPOL Liaison program to enhance capabilities to identify, locate, and apprehend foreign fugitives. This program supplements the resources the USMS already provides to the INTERPOL National Central Bureau in Washington, D.C., by positioning 13 collateral duty investigators in strategic locations throughout the United States to specialize in this investigative mission. INTERPOL Bureaus enable police in 190 countries to communicate across a single

Table 2 – VR¹² Accomplishments

VR ¹² by the numbers	
Activity	VR ¹²
Arrests	8,075
Gang Member	648
Homicide	559
Sex Offense	946
Seizures	
Firearms	463
U.S. Currency (\$)	390,360
Illegal Narcotics (kg)	71
Warrants Cleared	
Homicide	559
Sex Offense	946
Children Recovered	17

platform to fight crime. Through these INTERPOL channels, the USMS investigates foreign fugitives who have committed crimes abroad and fled to the United States to avoid detection.

Figure 8 – Map of U.S. Marshals Service International Activities



In FY 2016, the USMS closed 1,510 international and foreign fugitive cases. Of these, 873 cases involved fugitives wanted by the United States who had fled to a foreign country to avoid prosecution or incarceration. The remaining 637 cases that were closed involved fugitives wanted by a foreign nation but were believed to be in the United States. Finally, the USMS assisted in the judicial process by performing 768 removals, including extraditions, foreign extraditions, deportations, and expulsions, through coordination with 58 foreign nations.

MISSION: PROTECTING AMERICA'S CHILDREN AND COMMUNITIES

The USMS is the lead federal law enforcement agency responsible for investigating sex offender registration violations. Assigned this responsibility following the passage of the Adam Walsh Child Protection and Safety Act (AWA) of 2006, the USMS takes an aggressive approach toward protecting U.S. 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 2016, the USMS supported the Attorney General's High Priority Goal to Protect Vulnerable People with investigations of non compliant sex offenders, including 28 operations on tribal land. The Agency also assisted state and local agencies with 64,370 compliance checks of known registered sex offenders. The estimated population of registered sex offenders in the United States stands at approximately 852,000 [source: National Center for Missing and Exploited Children [NCMEC], June 2016].

MISSION PROGRAM DATA

Figure 9 – Non compliant Sex Offender Investigations

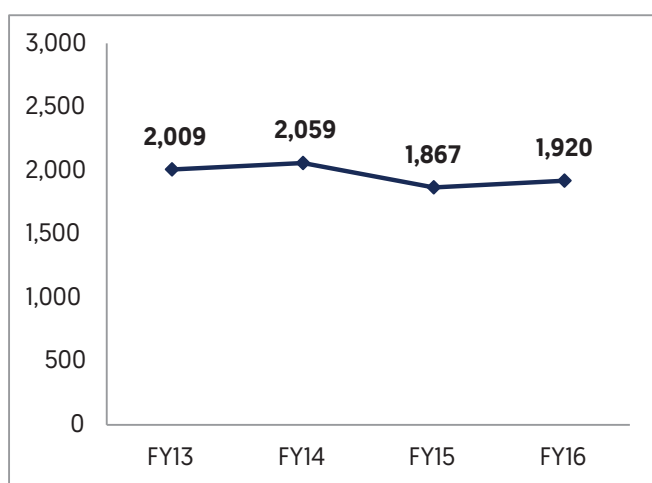
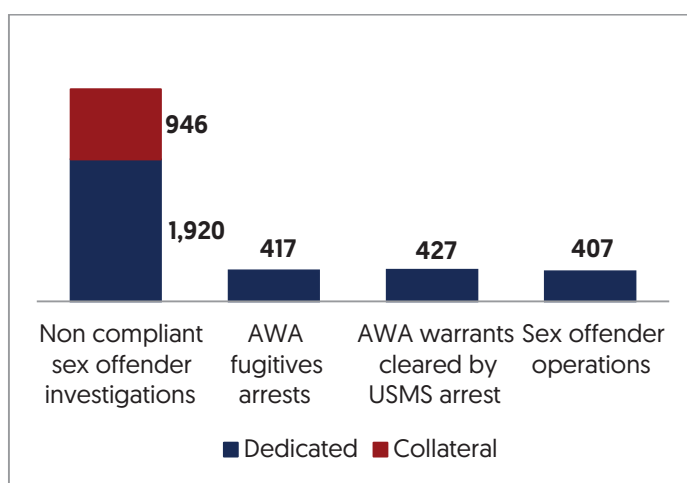


Figure 10 – FY2016 Adam Walsh Act activities



The vast majority of investigations are conducted by dedicated Sex Offender Investigations Coordinators. Approximately 33% of the total investigations were conducted by USMS investigators as collateral duties.

Strategic Objective: Protect our children and communities through the rigorous investigation and arrest of non compliant sex offenders

Through specialized training, targeted programs and funding, enforcement activities, and collaborative partnerships with organizations such as NCMEC and the DOJ Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART) Office, the USMS significantly supports all levels of domestic, international, military, and tribal law enforcement to pursue unregistered and non compliant sex offenders.

Strengthen USMS investigators' and state and local task force investigators' acumen through innovative training and communication In FY 2016, the USMS increased opportunities to assist in the investigation of missing child cases through the creation of eight collateral duty positions as part of the Missing Child Unit. Each position is strategically placed nationwide to provide guidance and expertise to USMS investigators and partner law enforcement agencies. The USMS established the Missing Child Unit to oversee and manage the Agency's implementation of its enhanced authority under the Justice for Victims of Trafficking Act (P.L. 114-22). Section 605 of this law enables 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."

Focus on communities lacking specialized sex offender law enforcement resources In FY 2016, in support of a Deputy Attorney General (DAG) initiative, the USMS executed two projects to improve the ability of

communities to track sex offenders. The Tribal Outreach and Military Outreach projects were designed to strengthen communication and coordination between all levels of law enforcement and those entities that assist with the regulatory process of registration in tribal and DOD populations.

Tribal Outreach: The Tribal Outreach project is part of the Attorney General’s High Priority Goal to Protect Vulnerable People to improve outreach and coordination with tribes and tribal law enforcement. The USMS strategy was to demonstrate effective tracking of sex offenders in tribal lands. In coordination with the SMART Office and the Office of Tribal Justice, the USMS conducted five tribal working groups and trained attendees from 21 vulnerable tribal communities and more than 50 state and local agencies on the AWA and Sex Offender Registration and Notification Act compliance, planning and conducting sex offender operations, explanation of re-entry notification, and SMART Office resources and grants. The USMS also organized and assisted with five tribal-specific compliance operations, resulting in 190 compliance checks and 11 arrests for AWA violations. This outreach will continue in order to strengthen relationships and increase coordination and communication among tribal, state, local, and federal entities involved in sex offender management in their communities.

Military Outreach: The USMS conducted three outreach initiatives at military installations across the country to improve communication and collaboration related to military sex offender registration investigations. This outreach aimed to ensure the synthesis and coordination of activities between the military sex offender program and state expectations for notification and documentation, especially in scenarios when a service member is convicted of a sex crime and then returns to civilian life. The events were attended by representatives from 37 military units and regional and local law enforcement agencies.

Improve the communication and coordination with federal, state, and local partners regarding international traveling sex offenders The USMS maintains a collaborative role with the Department of Homeland Security’s (DHS) Angel Watch Center as part of its authority under the International Megan’s Law to Prevent Child Exploitation and Other Sexual Crimes Through Advanced Notification of Traveling Sex Offenders (P.L. 114-119). International Megan’s Law authorized the USMS to: [1] transmit notification of a sex offender’s international travel to the destination country; [2] share information relating to traveling sex offenders with other federal, state, local, and foreign agencies and entities, as appropriate; and [3] receive incoming notifications concerning individuals seeking to enter the United States who have committed offenses of a sexual nature which must be shared immediately with DHS. In addition to the collaboration with the Angel Watch Center, the USMS partners with the INTERPOL, state, tribal, and territorial sex offender registries, and the Department of State (DOS) to transmit international notifications on outbound sex offenders. The current program reaches law enforcement in INTERPOL’s 190 member countries.

SEX OFFENDER PROGRAM CUMULATIVE STATISTICS*

- Closed 4,385 AWA warrants by USMS arrest.
- Assisted in the conduct of more than 354,000 compliance checks.
- Opened more than 26,300 AWA investigations.
- Issued 4,990 federal warrants for failure to register.

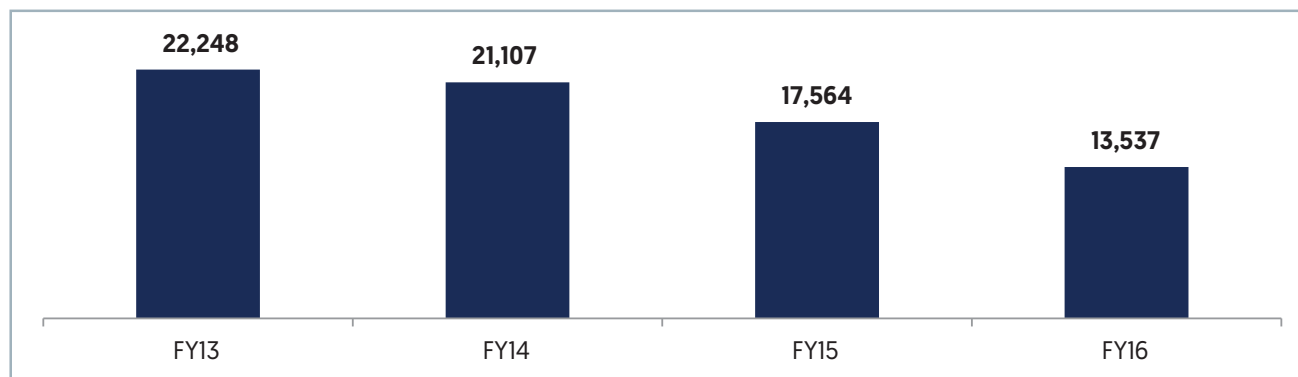
*SINCE PROGRAM INCEPTION
July 2006

MISSION: ASSET FORFEITURE PROGRAM

The DOJ Asset Forfeiture Program (AFP) plays a critical and key role to disrupt and dismantle illegal enterprises, deprive criminals of the proceeds of illegal activity, deter crime, and restore 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 through enhanced 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 asset forfeiture program to providing assistance with the restraint of property both domestic and foreign.

MISSION PROGRAM DATA

Figure 11 – Assets Received by the AFP



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

To meet the goal of the DOJ AFP, the USMS will develop a cadre of trained individuals with specialized skill sets to handle complex asset forfeiture cases, increase its international presence, and invest in data collection and analysis improvements, staffing structures and development, and lifecycle management.

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

Working collaboratively with the participating members of the DOJ AFP, the Marshals Service received and disposed of a wide array of properties to include operating businesses, wine collections, and high end residential real estate. A couple of the more challenging asset types included:

Tending to animals: The enforcement of animal welfare laws is a matter of significant importance to the DOJ. Over the past year, the Marshals Service worked closely with the Environmental and Natural Resources Division at the DOJ and several federal investigative agencies to implement crime fighting strategies to break up a number of illegal animal fighting rings. As a result, the USMS took in 212 animals and provided the proper care and treatment as the U.S. Government pursued forfeiture actions to remove them from their abusers.

Managing a retail business: The USMS participated in the management and disposition of a Rita’s Italian Ice franchise, purchased with ill-gotten gains from a large drug case. The location sold for \$100,000 and the USMS efforts were recognized by an OCDETF award for the outstanding investigation on this case. While Rita’s franchise was a small portion of the forfeiture, the drug case was a high-profile case that required coordination across several agencies while working under tight timelines.

**REIMBURSING VICTIMS
OF CRIME:**

RETURNING ASSETS TO THE VICTIMS OF FINANCIAL CRIME IS A PRIORITY IN THE DEPARTMENT'S ASSET FORFEITURE PROGRAM. In FY 2016, the Asset Forfeiture Division issued 625 victim payments totaling \$107,724,729.36.

Disposing of bitcoins: The USMS established a MOU with the Department of Treasury, Executive Office for Asset Forfeiture for the USMS to handle the disposition of forfeited bitcoins emanating from Treasury Forfeiture Fund components. The USMS is recognized as the government's leader in the sale of virtual currency.

Improve the efficiency and effectiveness of AFP lifecycle management to maximize returns supporting victims, law enforcement, and communities

Ensuring equitable sharing payments: The USMS centralized the disbursement of equitable sharing payments, resulting in greater fiscal control and oversight of the expense category. Centralization facilitated the processing of more than 8,000 transactions worth \$66 million in 30 days. Since the start of centralized payments in March 2016, the Agency has processed more than 22,000 payments worth \$180 million to approximately 2,100 recipients.

Repatriating an ancient Syrian mosaic: The FBI seized an ancient mosaic stolen from the country of Syria. The USMS was to take custody of the mosaic until it could be repatriated to the Government of Syria. Rather than finding an art storage warehouse, the USMS developed an MOU with the Smithsonian Institute to store the mosaic indefinitely. This was the first time the two agencies have coordinated jointly for the storage of assets subject to forfeiture.

Seizing inmate trust account funds: In FY 2016, the inmate trust account initiative resulted in more than \$2 million in seizures.

Expand collaboration between AFP and international law enforcement partners

Strengthening international and interagency cooperation: The USMS participates in the Camden Assets Recovery Interagency Network, a cross-border, interagency group that coordinates and shares information to enhance the effectiveness of efforts to deprive criminals of their illicit profits. In FY 2016, the USMS Law Enforcement Representative to the network assisted and coordinated the restraint of over \$27 million located abroad.

Advising on asset forfeiture in Romania: The USMS provided technical advice to draft the asset management agency law in Romania, and educated a wide variety of stakeholders on how an agency with responsibility for the management and disposition of confiscated assets functions. This assistance helped Romania establish an efficient system for recovering illicit assets and led to the creation of a specialized agency that would function similarly to the USMS Asset Forfeiture Division. On November 18, 2015, the law passed.

Assess and refine the AFP staffing structure, levels, and development across the Agency: In FY 2016, the USMS trained 318 personnel at the Asset Forfeiture Academy across 13 classes. Four of these classes used the newly developed curriculum for the Advanced Asset Forfeiture for Administrative Personnel course. The Academy also hosted training for other USMS divisions.

IDENTIFYING COUNTERFEIT WINE: U.S. V. RUDY KURNIAWAN



The USMS assumed custody of the largest wine fraud collection pursued for forfeiture by the DOJ in *U.S. v. Rudy Kurniawan*. Kurniawan had been creating his own vintage wine and counterfeit labels for the bottles, which he then passed off as genuine to sell at high-end wine auctions. Kurniawan realized some \$20 million from this scheme. The USMS took into its custody approximately 5,100 bottles of wine which were seized from Kurniawan's personal collection. The USMS then authenticated all 5,100 bottles to determine which bottles were legitimate wines and which were fake. This entailed hiring a wine expert from France to view the bottles and provide their expert opinions on each bottle.

Of the 5,100 bottles seized, 600 were deemed counterfeit. The remaining 4,500 bottles were sold via two online auctions. The USMS promoted the auction in two ways: 1) a media event prior to the first auction for the sale of Kurniawan's vehicles which he purchased with his illicit gains, and 2) a media event one week after the start of the first auction for the destruction of the 600 bottles of wine which were deemed to be counterfeit. The resulting publicity from the destruction event brought in additional buyers outside the high-end wine community who were also following the sale. The two auctions resulted in the 4,500 bottles of wine being sold for more than \$1.5 million. The overall proceeds from the case resulted in all USMS expenses being covered in addition to all the victims of the case being compensated to the full extent of what was granted by the courts.

GOAL 3: NATIONAL DETENTION OPERATIONS

IN SERVING ITS NATIONAL DETENTION OPERATION MISSION, THE U.S. MARSHALS SERVICE FOCUSES ON PRISONER SECURITY, DETENTION, AND CARE, AND PRISONER TRANSPORTATION.



To achieve the Agency's goal of optimizing national detention operations with cost-effective and well-established business practices, the USMS identified a number of objectives and supporting strategies. In FY 2016, the Agency focused its resources on the following 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 monitoring with the Quality Assurance Program.
- Provide adequate medical care in the most effective manner.
- Optimize the prisoner transportation network.

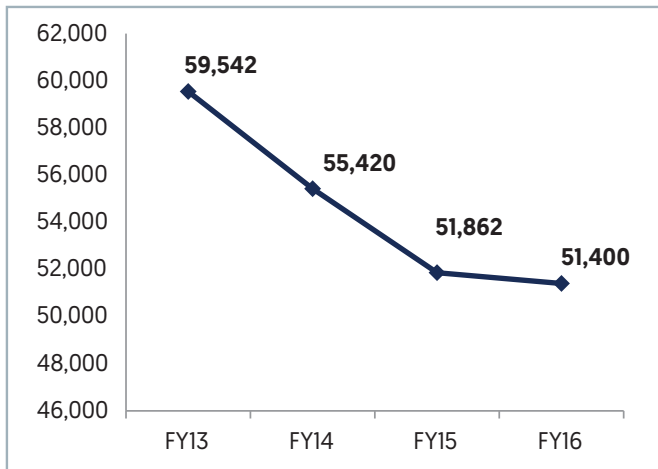
MISSION: PRISONER SECURITY, DETENTION, AND CARE

The Prisoner Security mission is a complex and multi-layered function, both in scope and execution. The USMS is responsible for the 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 to include providing sustenance, ensuring secure lodging and transportation, evaluating conditions of confinement, providing medical care deemed necessary, and protecting their civil rights through the judicial process.

In FY 2016, the shrinking of the detention population slowed to less than one percent reduction from FY 2015. Fewer prisoners received for immigration offenses along the southwest border and fewer prisoners ordered detained beyond the detention hearing accounted for this reduction.

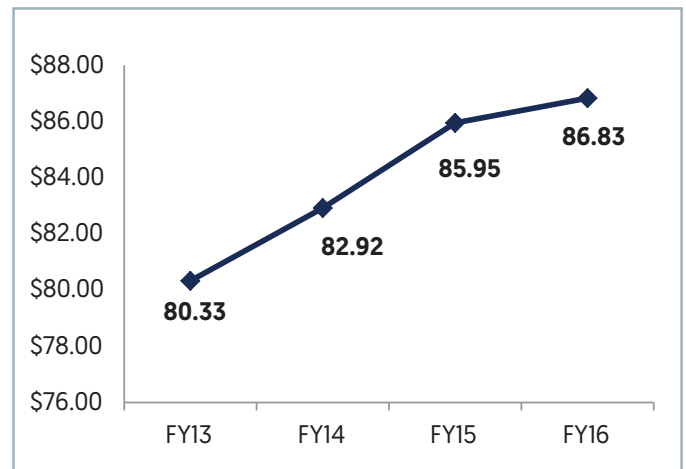
MISSION PROGRAM DATA

Figure 12 – Average Daily Prisoner Population



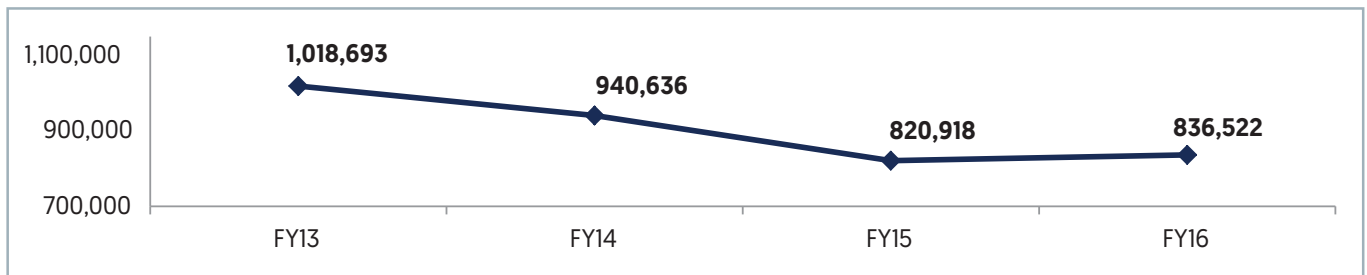
To house the USMS population in FY 2016, the USMS maintained a balanced approach to detention by housing 18% of prisoners in Bureau of Prison [BOP] detention facilities with beds specifically allocated for USMS use, and 18% of prisoners in private facilities under direct contract. The 4-year Average Daily Population [ADP] downward trend eased in FY 2016 as the ADP only decreased by 0.8% from FY 2015.

Figure 13 – Per-Day Detention Costs (in dollars)



The USMS held the per-day, per-capita detention cost to \$86.83 or 0.2% below the projected level of \$86.99 and 1% above FY 2015 costs, for all facility types. Aside from jail costs, the rate also includes detention services (in district transportation and medical), which decreased by 16.4%. Reduced population levels however resulted in an inability to reach greater economies of scale available with larger population levels.

Figure 14 – Prisoners produced for required events



In FY 2016, prisoner productions leveled off from the previous 2-year decline. This was primarily attributable to few changes in the prisoner population and the number of prisoners received.

Table 3 – Per Diem Rate* Paid by Facility

Per Diem Rate Paid by Facility		
Performance Measure	FY15 (\$)	FY16 (\$)
Total	78.57	81.13
InterGovernmental Agreement (IGA) Total	68.98	70.94
State and Local	71.40	73.33
Private, Indirect	62.52	64.36
Private, Direct	108.24	115.85

*Rate paid at facilities was within 1% of projections. The USMS held the per-day, per-capita jail cost to 0.6% above the projected level for all facility types. The rate paid at private facilities was 0.7% above the projected level, while the rate paid at IGA facilities was 0.7% lower than projected.

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

Time in Detention, Prisoners Serving Imposed Sentences in USMS Custody		
Performance Measure	FY15	FY16
Prisoners with Short-Term Sentences Released by USMS	39,083	40,901
Time-in-Detention, Post Sentencing		
30 days or less	24,327	28,051
31-60 days	8,818	7,679
61 to 90 days	4,560	4,081
91 days or more	1,378	1,090
Average Detention Time (Days)		
Pre-Sentence	8.3	7.9
Post-Sentence	31.7	27.6

An estimated \$92 million was expended to house prisoners, post-sentencing. The USMS managed government resources efficiently by releasing 40,901 prisoners from USMS custody following short-term sentences. Prisoners serving short-term sentences accounted for 6% of the total USMS detention population. In FY 2016, this population increased by 4.6% whereas the cost in housing short-term sentenced prisoners decreased by 6% due to a 13% decrease in the average number of days in short-term detention. Similar to FY 2015, 87% of the prisoners released following short sentence expiration were arrested for immigration offenses.

Table 5 - Prisoners Received: By Offense

Prisoners Received: By Offense		
Performance Measure	FY15	FY16
Total	194,792	195,656
Violent	9,033	10,294
Property	13,313	13,028
Drugs	24,892	25,846
Weapons	8,181	9,056
Immigration	71,357	68,690
Other New Offenses	14,829	13,695
Supervision Violations	24,480	26,183
Material Witness	4,879	5,636
Writs, Holds, Transfers	23,828	23,228

During FY 2016, the number of prisoners received by the USMS was 195,656 or 0.4% prisoners more than FY 2015. The number of prisoners received for immigration offenses decreased by 3.7%; weapons offenses increased by 10.7%; supervision offenses increased by 7%; and drug offenses increased by 3.8%.

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 and automated tools 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 bed space to resolve potential problem areas swiftly and at the lowest level.

Develop defined business practices with the Bureau of Prisons (BOP) to better track, manage, and utilize federal detention space within BOP

Improving detention contract management: In FY 2016, the USMS improved the monitoring of detention contractor performance by establishing an on-site detention-contract monitoring program staffed by full-time professional Detention Contract Administrators in two districts where USMS uses private detention facilities to house prisoners. The Detention Contract Monitoring Program will result in better trained Contracting Officer's Representatives in detention matters, improved contract monitoring, and improved contract service.

Improving conditions of confinement: The USMS revised the Federal Performance-Based Detention Standards to incorporate the DOJ Guiding Principles outlined in "Report and Recommendations Concerning the Use of Restrictive Housing." This revision incorporates Guiding Principles that are applicable to a pre-trial private detention environment and exceeds the standards currently codified in the Standards. The revised Standards addressed a Presidential Memorandum and improved conditions of confinement for prisoners in restrictive housing.

Strategic Objective: Implement innovative business practices to streamline detention operations

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

Transition to the Justice Automated Booking System To facilitate the transition to the Justice Automated Booking System, the USMS developed a prototype of an electronic signature pad and electronic versions of key property and medical release paper forms that can be signed and stored digitally. These electronic versions will eliminate the multi-part paper forms currently used and allow the forms to be shared as the defendant moves through the USMS jurisdictions to a BOP facility. Additionally, the USMS will save \$27,000 annually by eliminating the cost of printing, storing, and archiving the paper forms.

Prototype of electronic signature pad



Assess the feasibility of establishing regional post-sentencing receiving centers In FY 2016, in support of a DAG initiative, the USMS initiated a pilot project at the Robert A. Deyton Detention Facility in the Northern District of Georgia to test the viability of establishing Regional Receiving Centers to serve as staging areas for sentenced prisoners pending movement to their designated BOP facilities. The pilot project, which is expected to conclude by June 2017, is intended to serve as a proof of concept, enabling the USMS to assess staffing needs, improve the sentence-to-commitment workflow, and assist in identifying best practices and lessons learned. Regional Receiving Centers will improve the availability of detention beds in court cities, and enable the USMS to adjust detention capacity as needed to meet changing demands.

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

The USMS established a Restraint Blanket Purchase Agreement (BPA) with an associated Restraint Policy Directive and SOPs that will allow districts to order USMS-approved restraining devices at a competitive price using a standard procurement process. The common USMS Restraint BPA will result in cost savings through a competitively awarded national BPA, better inventory control and reporting, uniform restraint devices throughout the districts, and better budget forecasting.

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 standards to eliminate redundancy and enable trend analysis.

Automate the IGA review process to increase standardization, meet applicable regulations and laws, and target areas for improvement In FY 2016, the USMS issued the 2016 Detention Services Price Analysis Guide for detention and correctional services contracts and IGAs to assist organizations in performing pre-negotiation price analysis when determining reasonableness of price for services, forecasting budgetary estimates, and conducting market research. The guide will continue to help the USMS negotiate fair and reasonable per diem rates at IGA facilities, which has resulted in a \$204.3 million cost savings since being implemented in 2007.

Strategic Objective: Provide adequate medical care in the most 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.

Develop cost-effective solutions for the care of chronically ill USMS prisoners The USMS continued to refine the requirements of the National Managed Care Contract Statement of Work. These refinements are designed to reduce pharmacy costs by re-establishing a pharmacy program with medication discounts and generic medication substitutions and streamline prisoner medical bill payments by ensuring prisoner medical claim processing and payments comply with the Medicare payment standards established by 18 U.S.C. 4006. The USMS will also ensure contract requirements will be consistent with the new USMS data management system.

MISSION: PRISONER TRANSPORTATION (OUT OF DISTRICT)

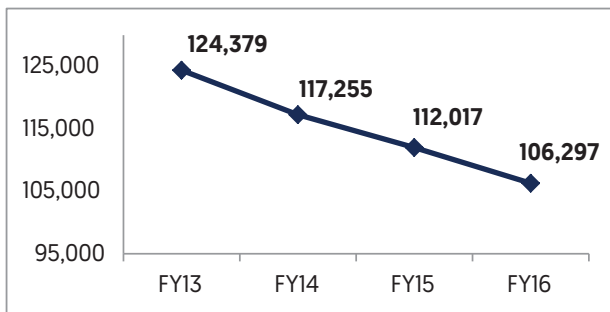
The USMS transports prisoners in support of the federal judiciary and the BOP. The agency also provides prisoner transportation to state and local law enforcement agencies and other federal agencies, including the military, on a space-available basis. Within the USMS, the award-winning Justice Prisoner and Alien Transportation System (JPATS) program 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.

JPATS:

In FY 2016 JPATS safely and successfully completed 4,100 accident and incident free hours in support of its DOJ mission.

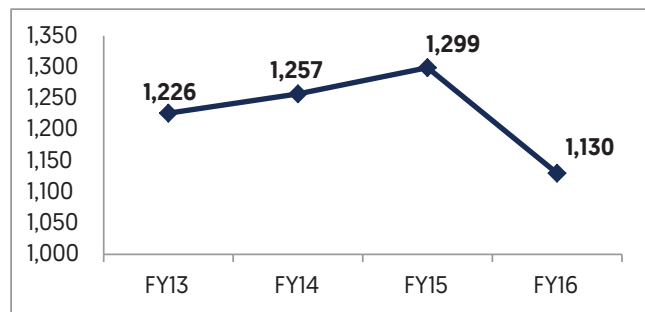
MISSION PROGRAM DATA

Figure 15 – Requests to transport prisoners by air or ground



In conjunction with lower prisoner population numbers across the department, movement requests received from the USMS and BOP were at a 4-year low of 106,297. Containing costs and finding efficiencies while still providing safe and effective law enforcement services are essential to the program's success.

Figure 16 – Transportation Unit Costs (in dollars)



Efforts to keep costs contained, realize efficiencies, and show value through cost-saving initiatives ultimately resulted in driving down transportation unit costs in FY 2016 to a 4-year low of \$1,130.

In prisoner transportation, the USMS sustained operational performance while containing costs. The program oversaw operations and coordinated over 255,000 movements by air and ground nationwide while monitoring reports that measured days in transit and associated costs. In FY 2016, JPATS completed 106,297 movement requests from the USMS and BOP while sustaining pre-transit and in-transit days well below targets. The average transit time was 21.2 days, 6.8 days below the 28 day target. Maintaining efficient transportation time [days] below targets resulted in containing costs associated with prisoner housing and per diem. Efforts to contain costs and drive efficiencies in FY 2016 resulted in transportation unit costs dropping to its lowest point in four years; an average of \$1,130, well below the \$1,300 target.

Strategic Objective: Optimize the prisoner transportation network

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

Define and categorize current transportation methods and related costs

Large Aircraft Contingency Project: In FY 2016, with the federal prisoner population at an all-time low, the USMS sought out and implemented initiatives focused on containing program costs while maintaining safe and efficient law-enforcement services. One such initiative was the Large Aircraft Contingency Project. In this project, the USMS assessed the value of a dedicated, owned asset versus the past practice of attaining long- and short-term leased aircraft during scheduled or unscheduled maintenance events. With the use of an innovative lease-to-purchase contract for a third Boeing 737-400, the USMS determined that purchasing

the aircraft would save the American taxpayer more than \$16.8 million in the first five years alone. As a result of this major change in approach to mission-contingency planning, the USMS is well prepared to mitigate risk associated with its high-tempo aviation operations and provide virtually uninterrupted airlift services at a reasonable cost. During the first six months of implementation, the addition of a contingency aircraft enabled the large aircraft program to maintain an impressive 98-percent availability rate, avoiding 24 mission day cancellations. Had these missions been cancelled, an estimated 15,000 prisoner movements would have been prolonged, adding additional stress to the network and costing the Federal Prisoner Detention account additional housing per-diem costs.

In FY 2016, the USMS purchased an additional Boeing 737-400 (pictured) to transport prisoners. This purchase is expected to save the American taxpayer more than \$16 million over the next five years, when compared to leasing. As a result of acquiring this aircraft, the program has maintained an impressive 98% availability, enabling prisoner movements to flow as planned without mission interruption due to aircraft maintenance.



Small Aircraft Program Cost-Containment Project: The Small Aircraft Program Cost-Containment Project continues to deliver efficiencies to the Agency and the American taxpayer. In FY 2015, the USMS sold its Hawker aircraft and shifted the Small Owned Aircraft Program to a leased aircraft program. JPATS continued to provide transportation security and medical services while managing aviation operations and, as projected, realized a 30 percent reduction in USMS flight-hour costs. As a result, in FY 2016 JPATS successfully performed 670 hours of small aircraft mission support at a cost of \$5.39 million, a direct savings of \$2.26 million to the USMS Federal Prison Detention account.

Develop and implement a methodology to enable more effective and equitable district transportation resource allocation and management The USMS improved the procurement and oversight of district guard and transportation service contracts by consolidating all district guard and transportation contracts under a single national BPA using a standardized statement of work. When awarded, the BPA will result in better contract monitoring oversight, contract guard training standardization, and competitive pricing.

Optimize JPATS transportation operations, including scheduling, airlift security and transfer operations, and interagency structure

Implementing industry best practices: The USMS successfully implemented a federally recognized Aviation Safety Management System (SMS) and achieved International Standards-Business Aviation Operations (IS-BAO) Stage One Certification. IS-BAO compliance is considered to be the gold standard in aviation. The external audit team, consisting of aviation professionals from the General Services Administration (GSA) Aviation Policy Division and across the federal aviation community, conducted an extensive review of JPATS practices. Overall, the audit team was impressed with the JPATS organization and confirmed the program is operated in a safe

manner with an effective SMS. As a result, JPATS was commended for operating in accordance with federal aviation regulations, public law, and federal management regulations.

<p>QUOTE FROM THE GSA Aviation Policy Division audit team:</p>	<p>“Overall, JPATS’ SMS is excellent. The dedication to adhere to the GSA Federal Management Regulation 102-33 regulations regarding the operation and management of a federal aviation program, the adherence to the IS-BAO Protocols, adherence to the required Federal Aviation Administration regulations, the professionalism of the safety program, and the desire to be the best in all areas, sets the example for an excellent SMS program.”</p>
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Prisoner Intelligence Program: In FY 2016, the USMS fully implemented a prisoner intelligence program in support of risk mitigation during transportation operations. In addition to continuing to coordinate with other intelligence groups across the Agency, JPATS completed its SOP, information collection requirements, reusable products, and dissemination protocols. Technical tools developed last year were enhanced and integrated with JPATS’s transportation management system to better assist in collecting threat criteria and creating daily air operation reports. As a result, the program is fully documented and operational producing actionable intelligence daily to mitigate risks associated with potential threats during transportation.

The Aviation Enforcement Officer uses an iPad on the flight line to identify potential threats and review daily operations mission briefs.



GOAL 4: SAFETY OF LAW ENFORCEMENT PERSONNEL

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



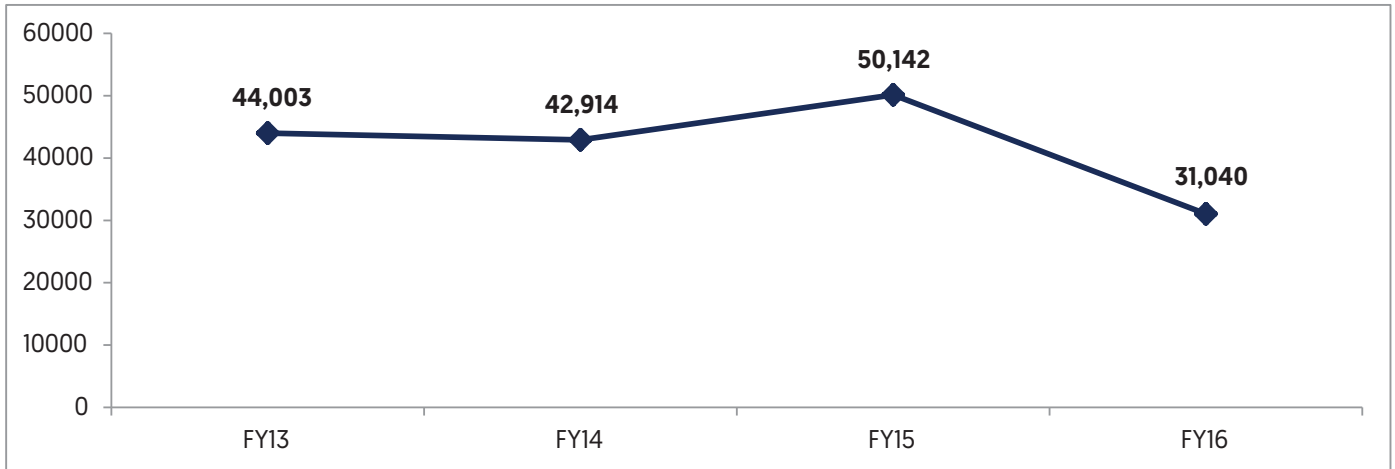
To achieve the Agency’s goal to promote officer safety and provide effective support during domestic and emergency operations, the USMS identified a number of objectives and supporting strategies. In FY 2016, the Agency focused its resources on the following objectives:

- Mitigate the risk to DUSMs and ensure mission readiness.
- Develop a communication strategy to provide all operational personnel with the ability to communicate during mission-related activities.
- Ensure effective rapid response to emergencies and crises.

MISSION: LAW ENFORCEMENT PERSONNEL SAFETY

The protective, investigative, and detention missions of the USMS 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 USMS.

MISSION PROGRAM DATA Figure 17 – Special Operational Hours Dedicated to High-Threat and Emergency Situations



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

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

Review existing policy and procedures and identify gaps and actions to address officer safety In FY 2016, the USMS began a comprehensive review of policy and procedures in each of its mission areas and produced the following as result of these reviews:

<p>Protection of witnesses</p>	<ul style="list-style-type: none"> • Identified necessary equipment to improve officer safety. • Determined the consistency and effectiveness of training related to witness protection. • Expanded capabilities through collaborative information sharing to increase awareness on technical surveillance and countermeasures. • Extended information data sharing with state and local law enforcement agencies to strengthen and enhance operational support.
<p>Prisoner transport</p>	<ul style="list-style-type: none"> • Updated the Occupant Emergency Plans, Security SOPs, Cabin Crew Manual, and USMS Policy Directive 16.1: General Transportation Guidelines. • Implemented equipment and perimeter security enhancements across its national network of airlift sites.

Training	<p>Drafted, reviewed, or updated USMS policy directives on training regarding:</p> <ul style="list-style-type: none"> • Conduct in Foreign Countries • Vehicle Pursuits • Training Plan and Development • Less-than-Lethal Devices • Oleoresin Capsicum • Expandable Baton • Electronic Restraint Device • Projectile Stun Gun • Firearms
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Establish a process to sustain standardization and equity of training and equipment while continually improving efforts to maximize risk reduction During FY 2016, the Basic Deputy U.S. Marshal (BDUSM) training program received formal reaccreditation from the Federal Law Enforcement Training Accreditation Board. As a result of the Agency’s prioritization of officer safety, the USMS enhanced the BDUSM curriculum and upgraded equipment issued to BDUSM students. These upgrades and modifications include new holsters for quicker draw, magazine base plates for speedier reloads, upgraded flashlights for use with weapons, and heart rate monitors for tracking physical response during high stress or physically demanding situations. The equipment upgrades ensure that graduates of the USMS training academy report to their duty districts with the best possible equipment available to law enforcement and remain on the cutting edge of tactical equipment technology. The USMS provided training to 41 students using the enhanced BDUSM curriculum that included lessons from practitioners working on sex offender investigations, judicial security, and witness protection.

Establish a formalized long-term safety training program

In support of a DAG initiative, the USMS established a formalized long-term safety training program to mitigate risk to operational personnel. The program provides training, funding, and sustained coverage for Tactical Training Officers; an advanced training program on high-risk fugitive apprehension (HRFA); access to live-fire ranges; and a resource strategy for armor/protective equipment requirements. To date, the program has supported or provided training to 643 USMS participants, 83 state and local sheriffs from 27 departments, and 37 USMS Task Force Officers and local fugitive investigators. Additionally, the program held two “Civilian Response to Active Shooter” events for 245 USMS administrative staff.

FY 2016 OPERATIONAL MEDICAL SUPPORT UNIT (OMSU) ACTIVITIES

In FY 2016, the OMSU deployed 336 times in support of USMS operations. OMSU medics treated 144 patients and provided medical coverage for the following:

- 65 Judicial Conferences, 58 Supreme Court Justice Protection Details, and 8 Deputy Attorney General details.
- 106 high-risk warrant operations.
- 3 high-threat international extraditions and 2 domestic extraditions.
- 9 In-District high-threat prisoner transports.

Expand the Agency's medical response capability and ensure adequate medical support for the USMS mission

Providing medic support to USMS missions: OMSU medics are the USMS's key provider of medical support to district and national judicial missions. Due to the effectiveness of the OMSU program in providing immediate medical support during missions, the USMS has seen a rise in the number of requests for OMSU medics. To address this increased need, a proposal has been submitted to increase the number of OMSU Deputy Medics by 30 percent. The USMS has developed a long-term budget strategy to guarantee adequate funding to conduct mandatory specialty and re-certification training for these positions.

MEDICAL SUPPORT AND RESPONSE READINESS:

In FY 2016, current OMSU and Special Operations Group (SOG) medics received mandatory and recertification training. Fifty OMSU medics were recertified in the National Registry of Emergency Medical Technician standards and 17 medics from OMSU and SOG received the Special Operations Medical Association training in recent advances in tactical medicine.

Training to deal with active threats: In FY 2016, the USMS provided training to headquarters operational and administrative employees on Active Shooter/ Active Threat trauma medicine. This training is vital to prepare USMS headquarters employees for a variety of situations. For this training, operational employees benefited from an updated Deputy Trauma Curriculum that included revised tactical guidelines and modernized videos. All OMSU medics and 15 SOG medics are certified to teach the updated curriculum. Additionally, OMSU DUSM medics instructed medical training for stand-alone Deputy Trauma Courses in districts and divisions as well as for Deputy Trauma Courses in conjunction with HRFA courses.

Deploying the Automatic Electronic Defibrillator (AED) Program: AEDs provide first responders with an effective means of treating and reversing cardiac arrest within minutes. The USMS provides AED training to its employees and court staff to render critical, life-saving measures to employees and members of the public. The USMS AED program complies with the recognized standards of the American Heart Association certification policy, and only those who have received the USMS training to operate AED devices are authorized to use them. To increase the effectiveness of this program, the USMS developed new AED policy requirements and operating procedures to ensure consistency across all districts and divisions. The Agency sourced new equipment suppliers and established a cyclical replacement plan for obsolete AED units. Additionally, it revised training materials to include more stringent standards to meet certification requirements and certified 32 instructors to train personnel. The USMS plans to train 2,200 personnel in FY 2017. With these changes, the USMS saves up to \$500 per student and eliminates travel costs, resulting in a cost avoidance of \$401,600 for travel costs alone.

Strategic Objective: Develop a communication strategy to provide all operational personnel with the ability to communicate during mission-related activities

The USMS maintains a unique, extensive cache of deployable communications equipment to support national security events and U.S. Government responses to critical incidents. In addition to legacy Land Mobile Radio communications, the USMS is a leader in the use of emerging technology in modern communication and interoperability.

Ensure sustainable tactical communication and network functionality and delivery of services

Delivering tactical communications support: The USMS routinely deploys communications networks to further various Agency missions and in support of other federal, state, and local law enforcement efforts. In FY 2016, the USMS deployed tactical communications support for special missions such as an Amber Alert,

a nonprofit sporting event that required the assistance of law enforcement, Republican and Democratic National Conventions, a courthouse protest of more than 1,000 people, and a large-scale fugitive round-up. For these special missions, the USMS deployed satellite phones, mobile satellites, video surveillance equipment, radios programmed to federal law enforcement channels, desktop base station radios, and a Mobile Command Center. The USMS provided on-the-spot equipment training to local law enforcement personnel detailed to the missions.

Providing reliable radio communications at U.S. Court facilities: The USMS provides reliable, encrypted radio communication capabilities in U.S. court facilities and manages the courthouse tactical communications systems for DUSMs, CSOs, and courthouse personnel. In FY 2016, the USMS replaced seven aging radio repeater systems at U.S. courthouses and completed new repeater installations at six sites that relied on handheld radios for communications. These repeaters improved radio coverage at courthouses and the safety of the CSOs and court staff. The USMS deployed 150 new portable radios to replace obsolete equipment, and refurbished and reissued approximately 200 radios. These initiatives will help to ensure courthouse communications systems continue to function optimally and substantially save further expenditures.

Updating and expanding radio transmissions: Through its Marshals Service Communication Application Network, the USMS provides Over-The-Air Re-Key (OTAR) and command-and-control functionality to CSOs and DUSM radios at U.S. court facilities and radio systems nationally. This program uses a consolidated network to transmit radio information to U.S. district courthouses, resulting in a significant cost savings, as typically network connections between sites require a separate internet or telephone circuit. In FY 2016, the USMS continued to update the Marshals Service Communication Application Network and significant progress was made to migrate away from legacy equipment. This improved the reliability of OTAR and other system functionality. In FY 2016, new OTAR capability was provided to additional sites across the country, expanding this capability to all USMS and CSO users.

USING DEPLOYABLE COMMUNICATIONS EQUIPMENT TO FIND A MISSING CHILD

On May 7, 2016, the USMS responded to a district request for communication support for an Amber Alert case. The Amber Alert was issued when Gary Simpson kidnapped his 9-year old niece from school days earlier. The remote areas being searched did not have reliable radio communication between the command post and those law enforcement agencies performing the search. The USMS arrived at the command post in Rogersville, Tennessee and immediately deployed satellite phones, mobile satellites, and set up a portable base station with the local frequencies programmed. This created a communication net over the region to allow DUSMs and law enforcement officers to communicate with the command post and one another.

When the Mobile Command Center arrived, a 100-watt, USMS repeater was set up and placed in service within the Mobile Command Center to allow communications between the USMS air asset and the ground teams. The USMS worked closely with the FBI and the Tennessee Bureau of Investigation to ensure radio interoperability of all law enforcement agencies assisting the search. On May 12, Gary Simpson and his niece were located. Law enforcement officers took Simpson into custody and returned his niece to other relatives.

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.

Through its Continuity of Operations Program (COOP), the USMS develops and maintains the functional plans for optimum emergency preparedness, including response, recovery, and mitigation for disasters. The COOP ensures Agency compliance with federal directives, guidelines, and protocol governing emergency preparedness. To accomplish this, the USMS identifies internal resources, capabilities and their availability to develop and provide Agency-wide training and awareness of emergency responsibilities and programs.

In FY 2016, the program trained more than 300 USMS personnel on emergency preparedness, response, recovery and mitigation to disaster events. This Agency-wide training prepares the USMS to respond to crises rapidly. COOP also maintains a group of 10 highly-trained DUSMs to provide protective services to designated government assets in the event of a national emergency. In FY 2016, the team conducted two rigorous recruitment events, adding four new members to the operational response team.

Strategic Objective: Ensure effective rapid response to emergencies and crises

Ensuring resources, procedures, and systems are in place to allow for rapid response requires available personnel who are trained, equipped, and able to travel at a moment's notice and strategically located Mobile Command Center vehicles.

THE USMS STRATEGIC NATIONAL STOCKPILE SECURITY OPERATIONS:

The USMS Strategic National Stockpile Security Operations deployed three times in FY 2016 to provide immediate assistance following the mass shooting at a nightclub in Orlando, Florida; flooding in Louisiana; and enforcing a federal quarantine and isolation order in South Dakota. In these incidents, the USMS inspectors secured evidence, conducted intelligence research, coordinated security needs and transmitted logistical information, and assisted with the transport of an individual suffering from a drug-resistant form of tuberculosis.

Leverage SOG capabilities and ensure rapid deployment to all USMS missions as required

Ensuring the sustainability of the SOG program: In FY 2016, the USMS developed a cost model to ensure the sustainability of SOG, a highly trained, rapidly deployable tactical unit that supports the DOJ and the USMS missions domestically and abroad. Originally funded through reimbursable agreements with the Departments of State and Defense to support the Rule of Law, Stability, and Reconstruction Programs in Iraq and Afghanistan from 2004-2014, SOG had no dedicated base funding for member training or equipment. The developed cost model is included in the President's Budget for FY 2017.

Deploying SOG: In FY 2016, SOG deployed personnel to support USMS missions for more than 31,000 hours. The deployments were supported by collateral SOG DUSMs from 44 districts and 4 divisions. SOG supported 78 operational deployments for the USMS such as fugitive manhunts, headquarters requests, operational planning meetings, investigations support, and various assessments and district support roles. SOG deployed 189 of its armored and specialty vehicles for a total of 3,780 days.

GOAL 5: PROFESSIONAL WORKFORCE

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



In supporting its professional workforce missions, the U.S. Marshals Service focuses on three activities: hiring a professional workforce; providing training and development opportunities; and assessing USMS programs to ensure they meet the highest standards.

To achieve the Agency's goal of ensuring professionalism and accountability, and promoting innovation in the USMS professional workforce, the USMS identified a number of objectives and supporting strategies. In FY 2016, the Agency focused its resources on the following objectives:

- **Develop workforce competencies that meet the current and future needs of the Agency.**
- **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.**
- **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 mission. The USMS workforce consists of approximately 5,300 employees, 74 percent of which are law enforcement. Professional, administrative, and technical functions provide the necessary foundation to achieve the USMS Strategic Goals and Objectives, execute the mission, and manage a diverse workforce. The USMS 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: Develop workforce competencies that meet the current and future needs of the Agency

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

Implement innovative hiring tools to assess and refine the selection and promotion processes to ensure positions are filled with the most qualified candidates

Refining promotion processes: During FY 2016, the USMS developed a new merit promotion assessment for the GS-1811-13 criminal investigator position. This new tool provides a significant shift from traditional candidate evaluations based on past experience, to a forward-looking assessment of core competencies that are indicative of future success. At the USMS, the GS-1811-13 position is a mission-critical position that consists of technical experts and first-level supervisors for law enforcement positions. It serves as the primary pool for future Agency managers and executives, and as such, the selection process for this position is key to the current and future success of the Agency. Full implementation of the new assessment is planned for FY 2017.

Reducing hiring costs: A strong interest in federal law enforcement means that the ratio of DUSM hires to applicants is very small, resulting in an extremely high cost per hire for the Agency. Throughout FY 2016, the USMS partnered with the Office of Personnel Management to identify and execute a successful mix of hiring strategies that lower hiring costs. For example, the Agency limited the time vacancy announcements were posted and targeted specific geographic locations and hiring pools to reduce costs while still meeting its hiring targets. In addition, the USMS automated the DUSM exam and offered it online during the application phase to streamline the hiring process. These solutions are providing the candidate pool to fill DUSM position classes in FY 2017 and reducing the time to identify applicants and initiate the background screening process by up to 40 percent.

Develop a physical readiness program The USMS implemented a comprehensive DUSM fitness performance standard that measures applicants and incumbents physical abilities related to a job task analysis. This fitness performance standard is designed to directly link the fitness test with the job tasks required of DUSMs. The fitness test consists of the Physical Ability Test (PAT) and a Physical Fitness Test Battery that is a predictive measure of performance on the PAT. The PAT is a reasonable representation of the ability to perform the critical and essential physical requirements of a DUSM.

MISSION: TRAINING AND DEVELOPMENT OPPORTUNITIES

A comprehensive training plan is an integral component for an organization to promote and ensure professionalism, accountability, and promote 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 needs of employees 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 the Agency’s strategic approach to develop workforce competencies is achieved.

Increase timely, cost-effective training opportunities for all employees

In FY 2016, the USMS implemented a formalized process for building distance learning programs. As part of this program, the USMS identified learning needs, ensured application of governmental regulatory requirements, and implemented SOPs that promote a baseline method of training development and curriculum management. The USMS promotes distance learning as a key tool for effective program management and enhancing service delivery. This training structure, as opposed to the traditional onsite training method, reduces travel expenses and the cost of training materials such as handouts, binders, and supplies. Distance learning ensures that employees can remain compliant and/or certified with job requirements and be unaffected by funding limitations, schedule conflicts, or course availability. Distance learning also provides opportunities for employees assigned collateral duties and additional responsibilities to acquire the knowledge and skills they need to fulfill their roles. Program offices are able to easily update or modify training to accommodate new information, retain consistency, and standardize information. Automation of the business process improves record keeping and monitoring of employee compliance. To date, the program has developed or updated 18 courses on such topics as civil rights and civil liberties, cyber security awareness, construction management, personnel recovery, and tactical radio training.

Enhance and formalize educational services The USMS is committed to the professional development of employees throughout the Agency. Professional development courses provide all USMS staff the opportunity to improve their leadership and management skill sets. These courses include: Chiefs Development Program; Supervisor Leadership Development; Adjunct Instructor Training Program; Implicit Bias Training; National Management Training; Pre-Retirement Webinars; Public Affairs Officer Program; and other external professional development opportunities. Also, during FY 2016, with support from the Office of Personnel Management, the USMS expanded its educational partnerships with six additional accredited universities to provide more degree opportunities for all Agency employees nationwide.

TRAINING ACADEMY RE-ACCREDITATION

In FY 2016, the USMS Training Academy participated in a re-accreditation process following its initial 2012 accreditation. The accreditation process is a method of assurance for identifying training needs, development, implementation and review. The replication of this process provides integrity to the training process, ensures that Agency training goals are consistently met and enhances public trust.

The USMS followed the Federal Law Enforcement Training Accreditation model for accreditation and completed the following activities for re-accreditation: conducted seven Curriculum Review Committees/ Curriculum Development Committees; reviewed 29 lesson plans; and completed 3 Level II surveys.

Enhance the Training Division organizational structure and functionality to support sustainment of an accredited training academy

Training Academy Redesign: As part of an initial step in this multi-phase redesign project, the USMS reviewed division staffing, competencies, processes, and SOPs. Through interviews and surveys with Training Division personnel and the identification of benchmark data from other law enforcement academies, the USMS identified gaps in program areas and identified best practices for law enforcement training academies. The review produced a set of recommendations for restructuring the USMS Training Division to include enhancements that are required to sustain training programs, academy accreditation, and ongoing strategies for keeping Agency personnel safe.

Conference Approval Program: The USMS refined the Conference Approval Program in support of DOJ Policy Statement on Planning, Approving, Attending, and Reporting Conferences [PS 1400.01]. The conference request form was streamlined and reporting requirements enhanced. As a result, the review time for standard requests has decreased and all requests are reviewed and approved real-time even though requests increased by 25 percent. The reengineered process ensures training resources are effectively distributed to meet the training needs of the Agency.

Enhance partnerships and standardize international training In FY 2016, the USMS completed significant work to formalize its international program. This program is designed to more effectively respond to increasing training requests from other agencies and foreign governments and deliver the highest level of training possible. As a result of changes made in FY 2016, the program now centrally manages all international training; develops and standardizes consistent training programs through an International Training Committee; implements an international conduct policy; and tracks all international training requests. The streamlined approval process captures costs associated with providing international assistance and provides USMS leadership visibility into all international training requests.

PROVIDING INTERNATIONAL TRAINING ASSISTANCE:	In FY 2016, the USMS provided training assistance to 18 countries. As part of this assistance, the Agency hosted 35 international courses, providing training to 345 foreign officers in Mexico, and 398 foreign officers in Colombia.
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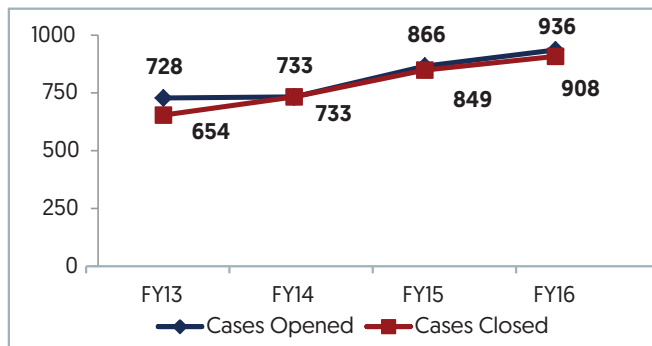
MISSION: PROGRAM ASSESSMENT

The Office of Professional Responsibility ensures accountability and integrity of USMS programs, personnel, and financial activities. The office comprises Internal Affairs, Compliance Review, and Discipline Management. Internal Affairs ensures all allegations of misconduct and integrity violations are analyzed and investigated in compliance with criminal and civil law as well as DOJ and USMS policies and procedures. Discipline Management ensures USMS management and discipline officials have effective advice and guidance on sound and impartial proposals and decisions related to employee misconduct and adverse actions. Compliance Review conducts examinations of USMS districts, divisions and individual program areas to ensure components are performing within established USMS and DOJ policies and procedures.

The core mission of the USMS Compliance Review program is to provide independent, objective assessments of USMS program activities. The program provides critical support for USMS Strategic Objectives by executing a systematic, disciplined approach to the evaluation and improvement of risk management processes, efficiency of operations, and governance. The program is the USMS’s key internal control mechanism for all operational and administrative programs. The program provides the USMS management with trend analyses, observations, and recommendations aggregated from the successful execution of the district and division program review, the Office of Management and Budget Circular A-123 Management’s Responsibility for Enterprise Risk Management and Internal Control program, and the external audit liaison function.

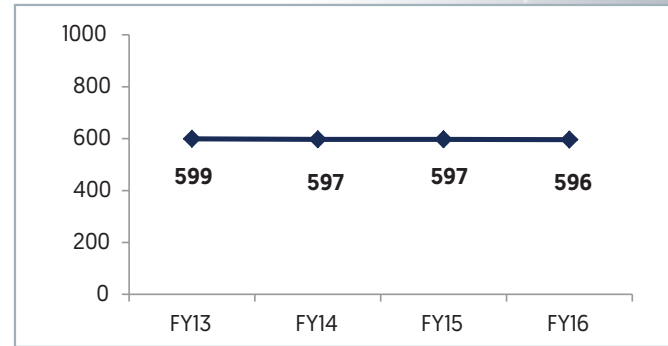
MISSION PROGRAM DATA

Figure 18 – Internal Affairs Caseload



In FY2016, the USMS opened 936 Internal Affairs misconduct investigations and closed 908 misconduct investigations. Of the cases closed, 146 were referred to centralized USMS Proposing and Deciding Officials for disciplinary action, while 214 cases were referred to district/division management for disciplinary action.

Figure 19 – Use of Force



In FY 2016, the USMS recorded 596 Use of Force affidavits, each of which was reviewed by Internal Affairs to ensure the force deployed complied with USMS policy.

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.

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

Refinement of Discipline Management Processes and Performance: In FY 2016, the USMS took proactive steps to improve efficiency and effectiveness in addressing employee disciplinary matters. The USMS facilitated training for discipline stakeholders with the Federal Employee Law Training Group in order to enhance understanding of accountability tools and improve the overall quality of the discipline process.

The USMS also worked to streamline the discipline process by shortening proposal and decision letters, reply extensions, and overall case processing time. By accelerating the adjudication process, sharpening the focus of disciplinary guidance, and gravitating toward a progressive disciplinary spectrum, the USMS continues to strengthen the commitment to a professional workforce.

Internal Affairs Performance: It is imperative that the USMS maintain a high level of integrity to ensure the trust of the American people. The USMS will conduct impartial and transparent investigations and reviews of all allegations of misconduct by an employee, task force officer, contractor, or affiliate. The Office of Professional Responsibility maximizes efficiency and strives for timely resolution of all internal affairs matters by referring severe and substantiated misconduct to discipline officials serving the Office of the Director and directing minor matters to local agency leadership within districts and divisions. In FY 2016, the USMS closed more misconduct cases than in any prior year.

A BETTER PROCESS FOR ACHIEVING COMPLIANCE: RISK-BASED REVIEW

The USMS implemented a risk-based review process to allow quick and clear identification of problem areas. The flexibility of the program to conduct follow-up reviews builds a partnership between Compliance Review and district personnel, and creates a constructive environment to affect reform. This review structure and relationship allows districts/divisions to anticipate problems and work proactively with the USMS Compliance Review office to adopt best practices. The FY 2016 experience demonstrated the revamped review process allows a district in turmoil to rebound quickly and epitomize the expected standards of operation.

GOAL 6: INFRASTRUCTURE DEVELOPMENT

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



In providing for its infrastructure development missions, the U.S. Marshals Service focuses on three activities: financial management modernization and compliance, modernization of systems and technology, and facilities and fleet management.

To achieve the Agency's goal of infrastructure development, the USMS identified a number of applicable objectives and supporting strategies. In FY 2016, the USMS focused its resources on the following objectives:

- Enhance 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 Human Resource management in the federal environment.
- Leverage technology, modernize business processes, and drive Agency performance.
- Enable the transition to a mobile workforce to maintain efficiency and effectiveness from anywhere.
- Implement an Enterprise Data Strategy to strengthen the capability to capture, manage, analyze, and share data internally and externally.
- Elevate the secure environment of USMS facilities while ensuring equitable distribution of resources.

MISSION: FINANCIAL MANAGEMENT MODERNIZATION AND COMPLIANCE

The USMS's financial management encompasses budget formulation and execution, financial and accounting services, financial systems management and oversight, accuracy of financial statements, audit coordination, and procurement activities and compliance.

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

The USMS will reengineer the budget and financial business structure and practices to allow the USMS to achieve an unqualified opinion without material weaknesses or significant deficiencies. The USMS will continue to further compliance with a systemic approach to meet 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

Garnering support for the USMS's President's Budget Request: The USMS continued implementation of the Strategic Performance Management System, aligning budget requests, mission execution and performance measures with the USMS and DOJ Strategic Plans, proved essential in obtaining DOJ support and Office of Management and Budget endorsement of its FY 2017 President's Budget request. This request sought \$58.6 million in program increases for the USMS. This funding provided the resources necessary for the USMS to maintain and enhance its core functions and increase funding in priority areas, such as enhancing public and officer safety; increasing pursuit efforts against sex offenders who do not comply with release terms; protecting systems from cyber threats by establishing a strong information technology network; and enhancing mission critical operational and information technology infrastructure.

Funding the International Megan's Law: The USMS successfully garnered support from Congressional Appropriations Committees to satisfy the new mandates of the International Megan's Law. Both committees in the U.S. Senate and U.S. House of Representatives included the full request, \$7.9 million, to cover first year costs of 22 administrative positions, 23 DUSMs, one attorney and \$10.2 million in subsequent years for salaries, training, replacement equipment and maintenance, and other operational costs.

Securing additional funding for additional responsibilities: The USMS submitted a robust, compelling justification which resulted in securing \$2.7 million of additional funding from the DOJ Working Capital Fund to support modernization of mission critical technology. These supplemental resources ensured the USMS could direct resources to hiring DUSMs which was supported by the DAG. The USMS also secured \$500,000 of additional funding from the DOJ for Operation VR¹², a violence reduction effort in 12 core cities across the United States.

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

Austin Processing Center: The Center increased financial processing rates by 14 percent during FY 2016. With the increased use of this centralized financial center, the USMS reaps significant benefits from the efficiencies, the economies of scale, and the standardized business processes and controls provided by the Center.

AUSTIN PROCESSING CENTER: PROVIDING FINANCIAL AND PROCUREMENT SUPPORT TO USMS DISTRICTS:	<p>In May of 2013, the USMS stood up the Austin Processing Center to provide financial and procurement support to the Agency’s district offices. The Agency implemented this initiative to allow the field offices to better use their resources in managing individual activities. Additionally, the presence of the Center allowed the Agency to hire focused resources in support of these specialized areas to improve audit readiness and ensure consistency of process throughout the organization.</p>
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Financial management dashboard: The USMS introduced a financial management dashboard for headquarters divisions in FY 2016. Given the significant amount of Agency resources allocated to headquarters, this tool was designed to provide division leadership with high-level metrics on their financial management performance each month as well as a mechanism for drilling down to the transaction detail to determine the underlying causes of anomalies and assist with remediating issues.

BEST FINANCIAL REPORTING IN THE DOJ:	<p>The USMS leads the DOJ with the least amount of reporting errors related to intra-governmental transactions for which the Treasury and the Office of the Inspector General actively monitor. As of FY 2016, there are 10 financial reporting components in the DOJ, and the USMS was rated the best.</p>
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Reengineer procurement structure and processes to better support the USMS mission and improve audits, realize cost savings, and streamline business processes

Federal Acquisition Certification - Contracting: USMS achieved 100 percent compliance with Office of Federal Procurement Policy [OFPP] reform for civilian agencies to assign procurement warrant authority to individuals who have been appropriately certified under the Federal Acquisition Certification-Contracting program. OFPP mandated that all civilian agencies begin using these new requirements as of October 1, 2014 and granted a two-year grace period to agencies unable to be compliant by the start of FY 2015. The USMS analyzed all warrant holders and their ability to meet the updated requirements, coordinated classroom training sessions, and completed all related work in the Federal Acquisition Institute Training Application System, the official holder for all certifications used by civilian agencies as mandated by OFPP. Additionally, the Agency deployed a robust messaging campaign to ensure all stakeholders were aware of the changes and the way forward to include individual warrant holders, their supervisors, and other related management team members.

District procurement support: In FY 2016, the Procurement Austin Processing Center increased the number of completed actions in support of the participating offices by over 300 percent from the previous year. This included new contract actions and modifications to existing contracts. By supporting these actions, districts could use their limited resources on other mission activities.

**PROCUREMENT POLICY
COMPLIANCE:**

The USMS is the only DOJ component agency to be fully compliant with the Office of Procurement Policy changes as of October 1, 2016.

Successfully transition to DOJ's Unified Financial Management System

Leadership in the Financial Management Arena: The USMS successfully upgraded to the Unified Financial Management System version 2.3. This substantial effort spanned seven months and impacted personnel in each of the 94 districts, as well as the administrative staff at headquarters.

This successful implementation reinforced the USMS as a recognized leader in financial management within the DOJ. This is evidenced by the fact that in FY 2016, the USMS was added to the DOJ consolidated audit effort. As a result, the Agency no longer prepares standalone financial statements, the number of audit samples has decreased, and the costs associated with the audit have and will continue to decrease.

The USMS currently is the only DOJ component with no Notices of Findings and Recommendations issued for the FY 2016 audit. In FY 2016, the USMS also successfully closed two prior year Notices of Findings and Recommendations. Moreover, for the first time in 20 years, the financial auditors with the Office of the Inspector General did not schedule any site visits for USMS districts or headquarters divisions, but instead relied on the internal controls put in place by Agency management.

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

Reengineering internal financial processes: The USMS, in response to the Department of Treasury's comprehensive modernization program, successfully reengineered its internal financial processes. The USMS not only accomplished the reporting in a new electronic format under the Government-wide Treasury Account Symbol Adjusted Trial Balance System ahead of schedule, but successfully became a full Central Accounting Reporting System reporter for cash disbursements in FY 2016. Furthermore, because of the USMS success with embracing new technology, the Agency recently initiated a pilot of the next new Treasury initiative for the DOJ, electronic vendor invoicing, at the request of the DOJ.

Ensuring the delivery of mobile payments for confidential informants: In FY 2016, the USMS successfully transitioned the Non-Traditional Alternative Payments pilot program to the standard payment process for confidential informants throughout the Agency. Use of these mobile payments reduces the Agency's issuance of paper checks thereby eliminating risk of loss associated with manual checks.

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 Human Resources Division will be structured and staffed to meet the demands of managing the complexities of human capital in today’s federal government.

Evaluating current Human Resources functions and emerging needs

Improving efficiency – and hiring: As a critical and time-intensive first step in a multi-stage process of system modernization, USMS conducted a business process analysis (BPA) of its hiring and staffing functions. Current hiring and staffing processes use legacy applications and databases and lack full automation. This often requires double or triple data entry to complete the human resource action and to capture the data needed for workforce and program data analysis. This BPA mapped the current processes for hiring and staffing for the spectrum of USMS positions from entry level to Senior Executive Service. It also identified opportunities for improving efficiency and reducing challenges associated with hiring and staffing. Based on these findings, the Agency is now poised to design and implement action plans to improve these processes, to include automation of key processes.

BUSINESS PROCESS ANALYSIS: A TOOL FOR SYSTEM MODERNIZATION

A business process analysis helps define current work processes and identify options for streamlining the process and inserting controls to reduce risks. It concludes with the design of an ideal process which the organization can use moving forward to guide automation, control risk, make quick fixes and implement long-term solutions.

Improving transparency – and recognition: The Agency completed a BPA of its awards program to identify optimal methods for the management of the approval process and tools that can be shared across award types. The awards program aims to recognize and reward employees who perform in an exemplary manner, make significant contributions to the efficiency and effectiveness of government operations, achieve a significant reduction in paperwork, or perform a special act in the public interest in connection with their duties. The USMS awards process covers a wide range of awards, such as performance awards, USMS Director’s awards, and external awards from the Department of Justice and other organizations. The completed BPA identifies each step in the awards nomination, review, and data entry process and provides a roadmap that can be used to streamline and automate the process. These changes will help control for risks, improve compliance, and provide transparency into the process. The transparency for managers is key because it allows a manager to know ahead of time that the award is approved and has been keyed to appear in the employee’s file so a manager can use the award appropriately.

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.

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

Improving ethics awareness: The USMS improved its ability to manage financial disclosures and ethics training by streamlining its ethics awareness processes. Through a BPA and a business case analysis, the USMS identified and implemented an online training portal to provide ethics training for new employees, manage annual acknowledgement for all employees, and provide training on the Office of Government Ethics 450 financial disclosure form; developed a new form for foreign gifts reporting; and automated the Office of Government Ethics 450 filing process. These process improvements and efficiencies resulted in a workload reduction of approximately 400 hours and nearly \$20,000 annual cost savings.

Reducing policy processing time: The USMS made significant progress in FY 2016 to increase its efficiency in reviewing policies and reducing policy processing time. The Agency made changes in workflows, simultaneous reviews, and improved policy tracking and updated standard operating procedures. The USMS established a new policy review and expiration date model and made policy tracking information accessible Agency-wide. Policy processing time was reduced by 11 percent, policies requiring updates were reduced by 22 percent, and completed policies were increased by 40 percent.

Improve IT operating cost efficiency through technology, procurement practices, and strategic sourcing

The USMS performed an enterprise telephone assessment and realized a cost savings of over \$1 million over the last two years by eliminating unused phone lines and circuits, engaging in on-going telephone contract realignment activities, and making informed decisions regarding desk phone configuration at each USMS location. The USMS has institutionalized district phone service models, tools, and SOPs in an effort to provide continuous improvement to realize cost efficiencies through technology procurement practices and strategic sourcing.

Strategic Objective: Enable the transition to a mobile workforce to maintain efficiency and effectiveness from anywhere

The USMS will address the requirement for supporting a location independent workforce to meet the needs of our highly mobile workforce and comply with the Office of Management and Budget and federal mandates to promote teleworking.

Identify the right number and mix of devices to meet specific workforce requirements In FY 2016, the USMS successfully transitioned 5,000+ Blackberry users to a combined solution of AirWatch's Mobile Device Management with Apple's iPhone. The diversity and complexity of the USMS's mission demands its workforce be highly mobile. The USMS's prior mobile device posture (Blackberry products) and its legacy mission applications limited workforce productivity and situational awareness. A business case analysis was performed to identify the most cost beneficial device that enhances the USMS's mobile device footprint. The USMS's workforce is now fully equipped with top-of-the-line smartphone technology, providing its personnel with improved information sharing benefits as well as access to third-party and/or custom applications.

Strategic Objective: Implement an Enterprise Data Strategy to strengthen the capability to capture, manage, analyze, and share data internally and externally

The USMS will improve data management, retrieval, and reporting capabilities to provide timely, integrated information to USMS, federal, state, and local law enforcement. The USMS will improve its ability to discover information, generate knowledge, and move the Agency toward systems that provide integrated, seamless, reliable, and readily available access to relevant data.

Identify and implement a procurement strategy (Phase II) The USMS has two primary systems that need to be modernized. Rather than creating two new systems, the USMS used agile methods and a

commercial off-the-shelf business process automation platform to integrate and automate key business processes into a unified system for the entire Agency. To procure a solution, the USMS teamed with the GSA's Federal Systems Integration and Management Center to release a Request for Information and a Request for Proposal to the vendor community via the Alliant Large Business Government Wide Acquisition Contract. In June 2016, the USMS Mission Modernization contract was awarded which will allow the USMS to implement new business processes and technology across the Agency.

Implement the suite of tools and processes (Phase III) In FY 2016, the USMS began to develop a data governance structure to define data standards, policy, and quality control mechanisms for the Agency. As a pilot project to inform this governance framework, the USMS reviewed its facilities data to develop and implement facilities' data standards. For this project, the Agency compared publicly available facilities data to USMS internal data sources, identified common data, and prepared an authoritative listing of all facilities used by the USMS. This listing also serves as the inventory of the data elements, along with enhanced metadata, used to describe and/or identify each facility. The USMS then developed a classification system of elements that define a facility and adopted the National Information Exchange Model standards as part of standard acceptance. These common and specific standards contain documented descriptions of data element and type defining origin, construct, and use. Further governance will be implemented when determining how the authoritative list, classification, and standards will be maintained and their integrity protected.

MISSION: FACILITIES AND FLEET MANAGEMENT

The USMS established facility and fleet management programs to enhance the security and reliability of Agency resources and ensure compliance with regulatory requirements.

Strategic Objective: Elevate the secure environment of USMS facilities while ensuring equitable distribution of resources

The USMS will renovate or modify USMS-controlled space and replace electronic security devices to meet security standards in order to maintain the safety and security of judicial officials, courtroom participants, the public, USMS personnel, and prisoners.

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

Improving delivery of facilities management training: In FY 2016, the USMS offered approximately 15 distance learning opportunities to USMS employees in the areas of property management, records keeping, construction management and Occupational Safety and Health Association (OSHA). Distance training is used in every USMS facilities management program office. This has resulted in a significant increase in program transparency and knowledge of the vital role USMS employees play in health and safety, records management, vehicle accountability, and facility renovations. The USMS continued to increase distance learning opportunities to employees around the nation. This training solution provided operational, administrative and contract employees with a direct, flexible, and easy-to-use method to take the necessary facilities management training to do their jobs.

Strengthening Construction and Security Projects: The USMS launched the “USMS Field Personnel On-site Guide to Construction and Security Projects” training module to provide district personnel the necessary information related to planning, monitoring, and interacting with the USMS Office of Construction Management and GSA personnel during a courthouse construction project. The training also provides districts with information on how to properly request changes to projects, as unauthorized changes can dramatically alter project scope, schedule, and costs and result in noncompliance with USMS policies. In FY 2016, 106 USMS staff participated in this training via distance learning.

Develop and implement a plan to reduce the Agency’s space footprint

Relocating USMS Headquarters: In FY 2016, the USMS began moving into its new headquarters building

Table 6 – Facilities management distance learning course

Facilities Management Distance Learning Courses	# Trained
Basic Records Management Awareness For Everyone	57
OSHA 300 Injury & Illness Recordkeeping	157
USMS Field Personnel On-Site Guide to Construction and Security Projects	221
USMS Property Officer Training	82
Property and Asset Control Enterprise Solution	182
OSHA 300 Record Keeping	3
First Aid Basics	193
Fire Extinguisher Safety	191
Hearing Conservation	1,790
Bloodborne Pathogens	2,929
Lead Poisoning Awareness	1,704
Respiratory Protection	3,264
Hazard Communication	190
OSHA Supervisor and Managers Training	28
Heat Illness	565

located in Arlington, Virginia. With the Presidential Directive for all Federal Agencies to reduce their footprints, moving to a new location with a smaller square footage reduced the USMS's footprint and consolidated the offices in a more central location. As a result of this move, all of the nearly 1,200 USMS employees and contractors from 20 divisions and staff offices will be located under one roof. The relocation of the USMS headquarters buildings has resulted in a reduction of nearly 50,000 square feet of office space. It is estimated that the USMS will realize more than \$144 million in cost avoidance over the term of the lease.

Meeting stakeholders' security needs: The consolidation of all headquarters offices in one building offered challenges to satisfy diverse security needs and opportunities to eliminate duplication, leverage new technologies, and reduce security costs. The USMS developed a comprehensive security strategy that met the security requirements of a USMS workforce that included administrative, executive, and operational personnel across 13 USMS divisions, each with its own unique requirements. The Agency enlisted the expertise of its operational staff to participate in a security working group to assist the Headquarters Relocation Team and the Team's Security Committee. The working group used Interagency Security Committee standards to assess risks and determine the appropriate risk level and proposed mitigations to the Security Committee.

Reducing the Agency's file footprint: The USMS created and implemented a records reduction plan to downsize the amount of physically stored files and the furniture and property items used in the new headquarters. The Agency virtually eliminated the need for document filing space in some offices, and transferred approximately 413 boxes of records to the National Archives and Records Administration and disposed of 2,790 cubic feet of records. The USMS excessed 953 accountable and nonaccountable property items, transferred 2,480 pieces of furniture, and reused 244 pieces of furniture.

FY 2014-16 ENACTED RESOURCES BY USMS STRATEGIC GOAL

Dollar amounts are in the thousands (000s)

[] = Funding sources

S&E = Salaries & Expenses

Goal 1:

STRATEGIC GOAL 1 Judicial and Courthouse Security [S&E] Protection of Witnesses [S&E] Construction [Construction]	2014 Enacted			2015 Enacted			2016 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	1,673	1,510	356,951	1,673	1,510	359,963	1,673	1,380	370,681
Protection of Witnesses	153	141	32,644	153	141	32,919	153	107	33,900
Total Enacted - S&E	1,826	1,651	389,595	1,826	1,651	392,882	1,826	1,487	404,581
Reimbursable FTE		18			18			19	
Total Enacted with Reimbursable FTE - S&E	1,826	1,669	389,595	1,826	1,669	392,882	1,826	1,506	404,581
Construction	0	0	9,793	0	0	9,800	0	0	15,000
Grand Total Enacted - S&E and Construction	1,826	1,669	399,388	1,826	1,669	402,682	1,826	1,506	419,581

Goal 2:

STRATEGIC GOAL 2 Fugitive Apprehension [S&E]	2014 Enacted			2015 Enacted			2016 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Fugitive Apprehension	1,301	1,186	277,581	1,301	1,186	279,923	1,301	1,214	288,258
Total Enacted - S&E	1,301	1,186	277,581	1,301	1,186	279,923	1,301	1,214	288,258
Reimbursable FTE		115			115			99	
Total Enacted with Reimbursable FTE - S&E	1,301	1,301	277,581	1,301	1,301	279,923	1,301	1,313	288,258

Goal 3:

STRATEGIC GOAL 3 Prisoner Security & Transportation (S&E) Detention Services (FPD) Justice Prisoner and Transportation System (JPATS)	2014 Enacted			2015 Enacted			2016 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Prisoner Security and Transportation	878	819	187,330	878	819	188,911	878	756	194,535
Total Enacted - S&E	878	819	187,330	878	819	188,911	878	756	194,535
Reimbursable FTE		0			0			0	
Total Enacted with Reimbursable FTE - S&E	878	819	187,330	878	819	188,911	878	756	194,535
Detention Services	17	17	1,533,000	17	17	1,473,307	19	19	1,258,440
Grand Total Enacted - S&E and FPD	895	836	1,720,330	895	836	1,662,218	897	775	1,452,975
JPATS	123	95	58,578	123	95	49,603	123	107	52,916
Total Operating (President's Budget) Level - JPATS	123	95	58,578	123	95	49,603	123	107	52,916
Actual Operating Level - JPATS	123	95	44,378	123	95	47,296	123	107	

Goal 4:

STRATEGIC GOAL 4 Tactical Operations (S&E)	2014 Enacted			2015 Enacted			2016 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Tactical Operations	129	120	27,523	129	120	27,756	129	133	28,582
Total Enacted - S&E	129	120	27,523	129	120	27,756	129	133	28,582
Reimbursable FTE		36			36			36	
Total Enacted with Reimbursable FTE - S&E	129	156	27,523	129	156	27,756	129	169	28,582

Goals 5&6:

STRATEGIC GOAL 5&6 All S&E Decision Units (S&E)	2014 Enacted			2015 Enacted			2016 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Comparison by activity and program									
Judicial and Courthouse Security	549	532	101,475	549	532	118,123	549	500	121,640
Fugitive Apprehension	443	416	121,772	443	416	95,316	443	435	98,154
Prisoner Security and Transportation	326	287	64,225	326	287	70,142	326	271	72,231
Protection of Witnesses	54	49	2,755	54	49	11,619	54	39	11,965
Tactical Operations	48	43	12,744	48	43	10,328	48	41	10,635
Total Enacted - S&E	1,420	1,327	302,971	1,420	1,327	305,528	1,420	1,286	314,625
Reimbursable FTE		256			256			256	
Total Enacted with Reimbursable FTE - S&E	1,420	1,583	302,971	1,420	1,583	305,528	1,420	1,542	314,625

ACRONYM LIST

ADP	Average Daily Population
AED	Automatic Electronic Defibrillator
AFP	Asset Forfeiture Program
AWA	Adam Walsh Child Protection and Safety Act
BDUSM	Basic Deputy U.S. Marshal
BOP	Bureau of Prisons
BPA [1]	Business Process Analysis
BPA [2]	Blanket Purchase Agreement
COOP	Continuity of Operations Program
CSO	Court Security Officer
DAG	Deputy Attorney General
DHS	Department of Homeland Security
DOD	Department of Defense
DOJ	Department of Justice
DOS	Department of State
DUSM	Deputy U.S. Marshal
FBI	Federal Bureau of Investigation
GSA	General Services Administration
HRFA	High-risk fugitive apprehension
IGA	Intergovernmental Agreement
INTERPOL	International Criminal Police Organization
IS-BAO	International Standards-Business Aviation Operations
JPATS	Justice Prisoner and Alien Transportation System
MOU	Memorandum of Understanding
NCMEC	National Center for Missing and Exploited Children
OCDETF	Organized Crime Drug Enforcement Task Forces
OFPP	Office of Federal Procurement Policy
OMSU	Operational Medical Support Unit
OSCAR-MS	Open Source Collection Acquisition Requirement – Management System
OSHA	Occupational Safety and Health Administration
OTAR	Over The Air Re-key
PAT	Physical Ability Test
SMART Office [DOJ]	Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking Office
S&E	Salaries And Expenses
SMS	Safety Management System
SOG	Special Operations Group
SOP	Standard Operating Procedures
VR ¹²	Operation Violence Reduction ¹²



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