

U.S. Department of Justice
United States Marshals Service

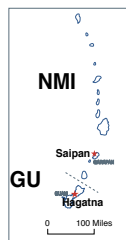
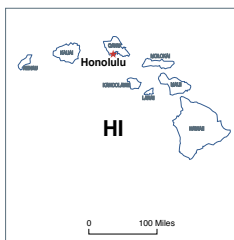


United States Marshals Service FY 2022 Annual Report

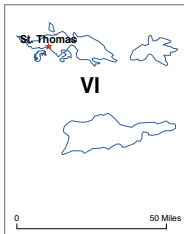
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PROTECTING AMERICA'S FEDERAL JUDICIAL PROCESS SINCE 1789



The United States Marshals Service (USMS) is the nation's first and most versatile federal law enforcement agency, involved in virtually every federal law enforcement mission. The USMS is a force of approximately 5,400 deputies and business professionals who protect the federal judiciary, apprehend fugitives, transport and house prisoners, locate and recover missing children, enforce sex offender compliance, protect federal witnesses, and manage and sell seized assets acquired by criminals through illegal activities.

Deputy U.S. Marshals (DUSMs) protect the judicial family, serve federal summonses and warrants, and capture fugitives. From the arrest of a defendant out on bond to the apprehension of prison escapees, DUSMs investigate, locate, and detain the accused and the guilty to guarantee court cases proceed unimpeded and prison sentences are served. The USMS headquarters lends its investigative assistance in these and other matters, including providing support to districts in their efforts to recover missing children and investigate noncompliant sex offenders. Finally, the USMS is central to the Department of Justice's (DOJ's) effort to reimburse victims of crimes through the identification and seizure of assets gained from criminal activity.

To accomplish its various missions, the agency ensures its workforce is responsive to new and existing challenges. In a given week, and depending on the district, a DUSM might be asked to support one or all of the agency's missions. USMS human resources, financial, training, and Information Technology (IT) functions provide unparalleled support to these operational missions. This administrative support allows DUSMs to focus on protecting the federal judicial process. Through continuous training, USMS personnel remain adaptive and agile, always ready to respond to the latest threats.

The agency's headquarters is located in Arlington, Virginia, and provides support to 94 district offices and many additional sub-offices across the country, including four foreign field offices. USMS administrative and operational personnel perform various critical roles by coordinating efforts with other federal, state, and local law enforcement agencies. This cooperation has been a cornerstone of the Marshals Service since its inception, working together to protect, defend, and enforce the American justice system.



I am pleased to present the USMS Fiscal Year (FY) 2022 Annual Report. This report highlights just some of the accomplishments of the extraordinary men and women of this agency.

This year, we contributed to the recovery of 424 missing and endangered children and made 75,846 arrests. We also conducted 223,721 prisoner movements and issued 359 payments totaling \$505.89 million to victims who suffered a direct loss caused by the offenses underlying the forfeiture actions. We updated development programs and modernized and automated systems and processes that saved thousands of hours and hundreds of thousands of costs to the agency.

In response to the increasing threats against law enforcement, we established the Center of Excellence for Officer Safety and Wellness. This training consortium aims to decrease use-of-force situations, increase the probability for successful non-violent outcomes, and ultimately ensure the safety of the community, law enforcement, and the people they encounter. Eighteen state and local officers from eleven different agencies participated in the pilot class. Additional classes will be offered in the next fiscal year.

We launched Operation North Star, an initiative that focused on fugitives wanted for the most egregious offenses (i.e., homicide, forcible sexual assault, aggravated robbery, and aggravated assault). This operation contributed to crime reduction through the arrests of 1,501 fugitives, violent criminals, sex offenders, and self-identified

gang members in Baltimore, Chicago, Houston, Indianapolis, Los Angeles, Memphis, New Orleans, New York City, Philadelphia, and Washington, D.C.

I would like to thank our federal, state, local, and tribal partners for supporting our mission. With their help we were able to demonstrate our commitment to protecting, defending, and enforcing the American justice system.

Going forward, we will be concentrating on three top priorities: improving employee safety, morale, and wellness; enhancing judicial security; and reducing violent crime. To improve employee safety, morale, and wellness, we will focus on both the physical and mental aspects. We will be evaluating our current services, procedures, and equipment to identify gaps and strengthen areas of weakness. Additionally, we will assess our culture and the stigma that is too often placed on seeking help for mental wellness. To enhance judicial security, we will enhance our investigations on inappropriate communication and threats.

Please join me in congratulating the people of this remarkable agency for another successful year and enjoy the USMS FY 2022 Annual Report.

Sincerely,

Ronald L. Davis

Director, United States Marshals Service

ABOUT THE UNITED STATES MARSHALSINSIDE FRONT COVER

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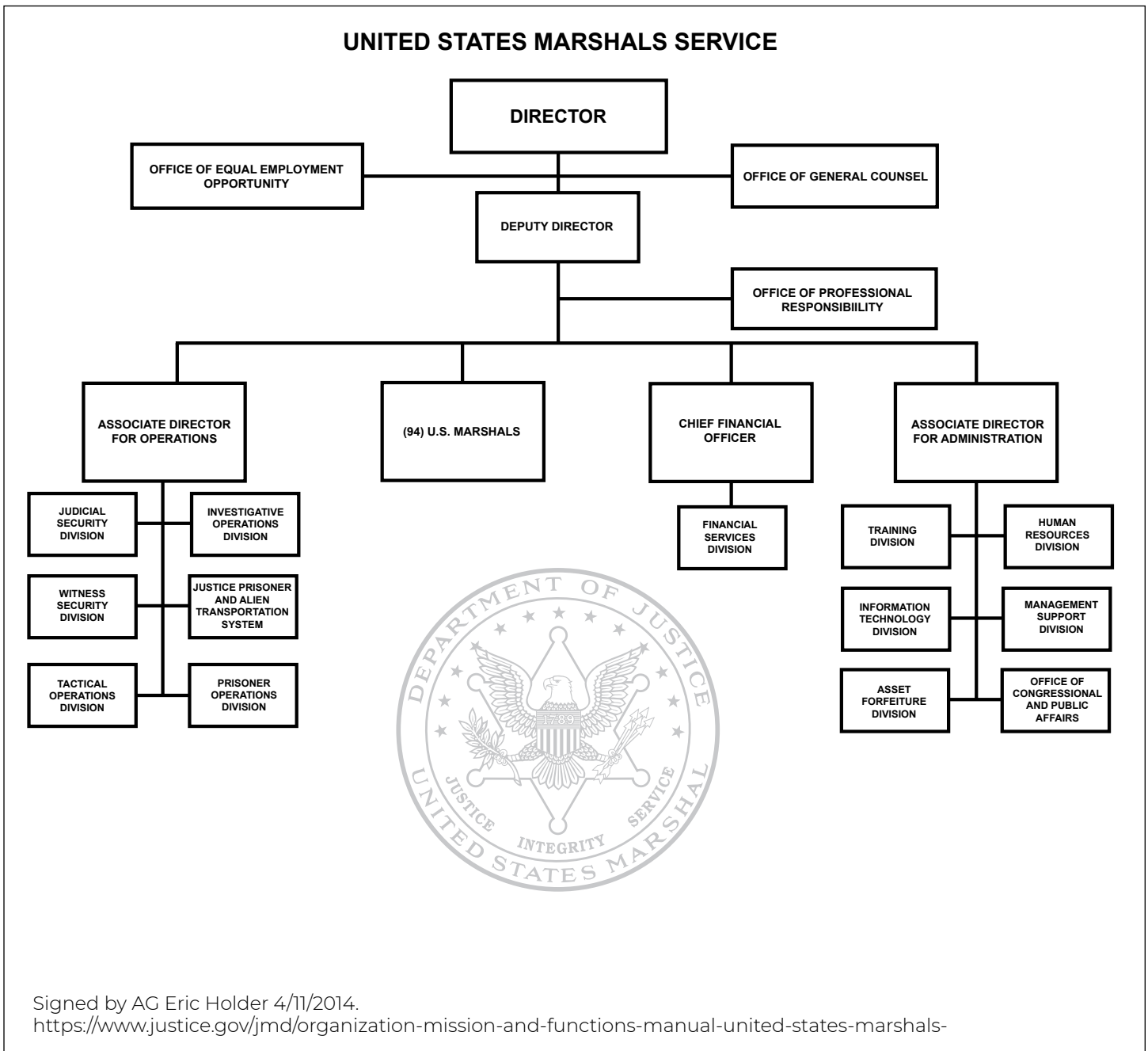
MISSION

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

VISION

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

ORGANIZATIONAL STRUCTURE



CELEBRATING 60 YEARS OF INTEGRATION AT THE UNIVERSITY OF MISSISSIPPI.

On September 26, 1962, James H. Meredith applied for the third time to attend the University of Mississippi and, for a third time, his registration was blocked.



The infamous riots occurred the night of September 30 into October 1, 1962. In that one evening, 127 DUSMs and more than 350 deputized personnel from Customs and Border Patrol and the Federal Bureau of Prisons faced a mob of thousands that opposed racial integration of Ole Miss. Through the court system, James Meredith won the right to attend Ole Miss, but his registration was delayed by resistance from the governor and others in Mississippi. Through the night, deputies endured thrown bricks and battery acid, ramming vehicles, and even buckshot. They held their line around the university's registration building until relieved by the military. The casualties in the U.S. Marshals ranks tallied 138 wounded, including 78 career DUSMs.

On October 1, 1962, Meredith enrolled and attended classes, escorted by DUSMs. Meredith, a transfer student, attended Ole Miss the entire year. DUSMs were present throughout, including his graduation exercises.

On Wednesday, September 28, 2022, at the University of Mississippi's Gertrude C. Ford Center, James Meredith was recognized by both Ole Miss and the USMS. Director Ronald Davis awarded Meredith one of highest honors, naming him Honorary Deputy U.S. Marshal. In the history of the USMS only a handful of people have ever received this honor.



Chief Marshal J.P. McShane (right), Assistant Attorney General John Doar (left) and Deputy Cecil Miller (in background) escort James Meredith to classes at Ole Miss.



Director Davis with James Meredith.

AGENCY HIGHLIGHTS AND AWARDS

Very few deputies that ensured the registration and safety of Meredith are living today. Retired DUSM Herschel Garner, the youngest of the cadre of deputies present during the riots that preceded registration, attended the ceremony.

This historical event continues the partnership between the USMS and the University of Mississippi in recognizing the importance of educational equality and the role of USMS deputies in bringing this about. While it truly was a battle that resulted in Meredith attending and graduating from the school of his choice, the decade celebrations from 2002 to 2022 remain important moments in their own right.



Attendees, including guest of honor James Meredith and USMS Director Davis, at the September 28, 2022, “The Mission Continues-Building Upon the Legacy” ceremony, celebrating 60 years of integration at the University of Mississippi.

CELEBRATING 50TH ANNIVERSARY OF THE SPECIAL OPERATIONS GROUP (SOG).

In October 2021, the USMS celebrated the 50th anniversary of SOG. In 1971, squatters took over the U.S. Naval Gunnery Range on the Island of Culebra, Puerto Rico. A court order was issued to remove the squatters and the AG directed the U.S. Marshals Service to execute the order. Due to the lack of equipment, training, and organizational structure, major problems occurred during the mission. On the return flight, the AG told the Director of the U.S. Marshals Service to establish a group that could handle such operations.

Per the AG's request, the USMS established SOG, a specially trained and equipped unit deployed in high-risk situations, sensitive law enforcement operations, national emergencies, civil disorders, and natural disasters in support of USMS districts and headquarters operational divisions or as ordered by the AG. To become a SOG team member, DUSMs must pass additional testing and complete rigorous training in specialties such as high-risk entry, breaching, precision marksmanship, rural operations, evasive driving, less-than-lethal munitions, waterborne operations, and tactical medical support.

Over the past fifty years, SOG has provided support in numerous high-profile, high-risk operations including the Mariel Boatlift, the Los Angeles riots, the Vieques Island protests, the World Trade Center bombers trial, post-invasion operations in Iraq and Afghanistan, the El Chapo trial, and several natural disaster events.



Over 200 current and former SOG deputies and their guests attended the anniversary celebration at Camp Beauregard in Louisiana. Attendees toured the facilities, specialty vehicles, and watercraft SOG uses for operational deployments. Former SOG members tested their skills on the Laser Shot virtual training simulator.

SUPPORTING OPERATION ALLIES WELCOME (OAW).

On August 29, 2021, President Biden directed the DHS to lead and coordinate efforts across the federal government to support vulnerable Afghans attempting to safely resettle in the United States, including those who worked alongside U.S. personnel in Afghanistan for the past two decades. From October 18, 2021, to January 25, 2022, the USMS supported OAW by deploying personnel to the Department of Defense installations supporting the resettlement of Afghan nationals, also known as “safe havens,” located at Camp Atterbury and Holloman Air Force Base.



Additionally, the U.S. Attorney General (AG) tasked the USMS to provide Protective Security Presence Teams in support of OAW. The teams’ mission was to prevent and deter criminal activity within the safe havens via highly visible law enforcement foot and vehicle patrols. Through these patrols, the USMS also acclimated the Afghans to everyday life in America, including how to interact with a professional police entity. As a result, and through professional and positive interactions, the USMS teams built a rapport that they hope to maintain as the Afghans adjust to life within the United States. As part of OAW, over 80,000 Afghans have been resettled throughout the country.



LEADING THE WAY.

Body-Worn Cameras (BWCs) are expected to be a transformational tool that will provide transparency and accountability and fortify the public's trust. BWCs will be an asset on the streets and during training to improve DUSM safety and performance.



On June 7, 2021, the Deputy Attorney General disseminated a memorandum to the heads of all DOJ law enforcement components to submit an interim policy directive for the use of BWCs by federal agents during pre-planned attempts to serve an arrest warrant. An additional mandate within the memorandum directed DOJ components to develop a phased implementation plan for the use of BWCs by federal agents. Phase one of the USMS plan included training and equipping five districts and one Regional Fugitive Task Force (RFTF). Phase one evaluated the implementation of BWCs by USMS operational employees, formulated the overall framework for the BWCP, and developed a procurement plan for the necessary logistical and strategic tools for an enterprise deployment. The USMS created a strategy for leveraging existing cloud space for BWC video retention, which led to a cost avoidance of \$10 million over the initially planned approach.

Within six months, the USMS established the critical infrastructure related to the usage of BWCs, assessed the deployment of BWCs through enhanced monitoring, evaluated the viability of specific processes, and developed a roadmap for future deployments of BWCs to other districts and RFTFs. The USMS met with DOJ law enforcement components, to include the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) and the Drug Enforcement Administration (DEA), as well as other federal law enforcement components such as the Department of Homeland Security (DHS)-Homeland Security Investigations (HSI), to collaborate and convey the USMS model for BWC implementation.



The USMS is currently developing plans for future expansion of the program into additional locations in its effort to meet the objective set forth in the DOJ Strategic Plan, which states that 38 percent of DUSMs should be trained and equipped with BWCs by the end of FY 2023.

ADVANCING WOMEN IN LAW ENFORCEMENT.



The USMS became the first federal law enforcement agency and the 200th law enforcement organization overall to sign the “30x30 Pledge,” a nationwide initiative to advance women in policing. The goal is to improve representation of women in police recruit classes to 30 percent by 2030; review and revise agency policies, strategies, and assessments to ensure they are free of bias and address specific needs of women officers; and transform the culture so under-represented officers do not just survive but thrive. The Pledge is based on social science research that greater representation of women on police forces leads to better policing outcomes for communities. USMS Director Ronald Davis states:

Our pledge reflects the U.S. Marshals Service’s commitment to recruiting and retaining a diverse and inclusive workforce. We know diversity brings value and more women in law enforcement will strengthen law enforcement and make us responsive to the diverse needs of our communities. We look forward to this collaboration that will help us improve our organization and better equip us to respond to the challenges of the future. We believe strongly that advancing women in policing is critical to improving public safety outcomes.

Currently, women make up only 12 percent of sworn officers and 3 percent of police leadership in the United States. As of 2018, women represented 16 percent of the criminal investigators in DOJ law enforcement agencies. The USMS shows 9 percent of women in operational ranks as of 2022.

Director Ronald Davis took part in a federal panel at the DOJ sponsored “Women in Blue: Improving Public Safety and Transforming Policing” convention where he expressed his support

to formally commit to focusing on changing those numbers and building a workforce that is representative of the communities the USMS supports.

The 30x30 Initiative, founded by the Policing Project at New York University School of Law and the National Association of Women Law Enforcement Executives, is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in all ranks of policing across the United States and Canada.

The USMS established an advisory group to identify and make recommendations to address real and perceived barriers to recruitment, promotion, and retention. With the support and resources provided by the 30x30 Initiative, the USMS advisory group plans to hold focus groups with female operational employees to begin identifying promotion and retention barriers, review current recruiting practices, and implement plans to ensure the USMS is reaching a diverse pool of candidates for the DUSM position. In the process, the USMS will ensure it is free of inherent biases in policies or practices that discriminate against diverse candidates in general, promoting a more inclusive workplace for everyone.

AWARDS

United States Marshal for the District of New Mexico, Sonya K. Chavez, received the **2022 Women in Federal Law Enforcement (WIFLE) Foundation President's Award**.

WIFLE presented the award, given to individuals for outstanding achievement in government service, to Chavez for her multi-decade commitment to public service and advancement and influence of women in federal law enforcement. Chavez led the U.S. Marshals Service effort to increase diversity and the number of female DUSMs through her appointment to the U.S. Marshals Advisory Council.

"Marshal Chavez is an exceptional leader who has had a remarkable career as a public servant," said USMS Director Davis, who attended the event. "She is an inspiration not only to those in the USMS, but those throughout law enforcement."

Since her appointment as U.S. Marshal in 2018, Chavez has overseen several statewide enforcement operations that removed more than 1,000 violent fugitives from the streets. She also led the USMS pandemic response to safeguard the health of federal detainees in New Mexico from COVID-19 and supported the agency's Operational Medical Support Unit in administering COVID-19 vaccinations to members of the

Navajo Nation and other Indian tribes.

Chavez is responsible for the protection of 30 federal judges and the safeguarding of five federal courthouses and facilities, as part of the USMS's overall mission to protect the federal judicial process.

"I am honored to accept this award on behalf of the motivated and talented people who are incredibly committed to the Marshals Service mission," Chavez said. "My job is to remind them of their value and their talent and to find innovative ways to motivate them and inspire them."



The General Services Administration (GSA) and the Federal Interagency Committee for Aviation Policy (ICAP) recognized the USMS for its outstanding FY 2021 performance. The ICAP, a federal aviation oversight committee chaired by GSA, annually recognizes the best in federal aviation based on operational program performance and aviation safety, training, and maintenance. For FY 2021, the following individuals received the **Federal Agency Aviation Professional of the Year** award in their respective areas: Assistant Director Shannon Brown, Aviation Management; contractor Chadrick Brandon, Aviation Maintenance; and Assistant Chief for Budget Heather Bagley, Administration.



TOP COPS AWARDS®

The USMS was proud to have two deputies recognized by the National Association of Police Organizations, who hosted their 29th Annual TOP COPS® Awards ceremony on Thursday, May 12, 2022, in Washington, D.C. The **Honorable Mention**

representing the Federal category recognized DUSM Kevin Chan for his bravery under gunfire. On February 4, 2021, DUSM Chan, along with members of the USMS District of Columbia (D.C.) Special Response Team, executed a search warrant in Baltimore, Maryland, to locate and arrest a suspect wanted for multiple charges, including attempted first-degree murder and attempted robbery.



During the execution of the search warrant, DUSM Chan and DUSM Brian Lenhart entered the bedroom where the suspect, who barricaded himself inside a closet, began immediately firing upon the deputies. DUSM Lenhart was critically wounded but able to return fire. Under intense gun fire, DUSM Chan moved to a position across the room from the suspect, drawing gunfire away from DUSM Lenhart. DUSM Chan held his position until DUSM Lenhart moved to safety. DUSM Chan entered the room at a great risk to his own safety and his actions undoubtedly saved DUSM Lenhart's life.

The **Honorable Mention representing the state of Texas** recognized DUSM Mario A. Loya for his courage off duty. On July 2, 2021, DUSM Loya, while off duty at a car wash in Harlingen, Texas, heard several shots fired. DUSM Loya determined the direction of the shots and ran toward a nearby convenience store. A man hiding behind a parked vehicle informed the deputy that a suspect, which he identified, had just shot a woman, and possibly another person near the store's gas pumps. DUSM Loya cleared the area and approached the suspect who was walking towards a vehicle. As the suspect entered his vehicle, DUSM Loya identified himself as a Deputy Marshal and instructed him to stop. The suspect continued entering his vehicle and shot DUSM Loya through the windshield of the vehicle. Struck in the right shoulder, DUSM Loya took evasive action while seeking cover behind a telephone pole, all while returning fire at the suspect. The suspect fled the scene in his vehicle. DUSM Loya maintained control of the area until local police arrived. Local police transported him to the hospital, where he had surgery to remove the bullet from his shoulder.

The USMS learned that the suspect had shot and killed a female acquaintance who he had kidnapped earlier in the week and who was actively trying to escape from him at the convenience store. The suspect also shot an innocent bystander who the female had ran to for help. Within hours after the shooting, the suspect fled to Mexico and was killed during a gun battle with Mexican police two days later.



INVEST IN OUR WORKFORCE

1

The USMS workforce is the agency's most valuable resource. The purpose of this goal is to determine the human resource needs of the agency; manage the background investigation program; recruit and employ a culturally diverse workforce; provide for the health, safety, and well-being of the workforce; provide opportunities for career advancement, continuing education, and skills development; and promote employee participation in setting the goals, objectives, and business practices of the agency.

The agency's commitment is to ensure that its workforce has the right mix of competence, capacity, and empowerment to be successful. Identifying future skill requirements and forecasting the demand is difficult for federal agencies. The USMS will identify core competencies for personnel and will develop comprehensive training plans to mitigate skill gaps, enhance employee developmental opportunities, boost morale, and improve talent retention. Ultimately, the USMS aims to lead by example through prioritizing its human capital and training needs in the same way it exemplifies its law enforcement programs through protection and investigation.

To achieve the agency's goal to invest in its workforce, the USMS developed the following strategic objectives:

- Develop the workforce based on identification of emerging and mission-critical competencies
- Provide value-added training for all
- Build an organizational culture that attracts and retains top talent
- Identify opportunities for automation to increase the efficiency of the workforce
- Strengthen productivity, accountability, and compliance by refining management practices

GOAL 1: INVEST IN OUR WORKFORCE

MISSION: PROFESSIONAL WORKFORCE

The USMS requires a professional workforce to accomplish its complex and varied missions. The workforce consists of approximately 5,400 employees, 66 percent of whom are law enforcement officers. Professional, administrative, and technical functions provide the necessary foundation to achieve USMS strategic goals and objectives, execute the mission, and manage the agency's diverse workforce. The agency continues to assess organizational and business structures, evaluate the workforce composition, and ensure the right people with the required skill sets are in the right positions.

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

INSTILLING STANDARDIZED, INSTITUTIONAL KNOWLEDGE TO STRENGTHEN THE WORKFORCE. The USMS identified a financial management knowledge gap among the various types of employees across the agency. For succession planning and to keep up with the highly technical and fast-paced financial reporting regulations and requirements, the USMS developed a digital guide, the Financial Management Manual. The manual covers important financial management topics and provides transparency to support advanced understanding. The manual also supports career and employee development by providing additional financial training and will improve financial reporting by standardizing best practices. This agile guide will incorporate updated topics to support the mission and success of the USMS.

The USMS also partnered with a private vendor who specializes in career development and performance improvement for the public sector. The vendor provided training to approximately 270 employees on a financial management course, focusing on federal financial management processes. The course attendants developed a solid understanding of budgeting, accounting, performance management, the relationships among these functions, and how financial management components fit together in federal agencies.

IDENTIFYING CRISIS INTERVENTION TRAINING NEEDS. A survey of USMS law enforcement personnel identified mission areas where crisis intervention training is needed and determined the top ten knowledge and skill areas that need to be covered to meet the needs of this agency with respect to crisis intervention. The agency will use this information to strengthen its training.

ESTABLISHING THE AGENCY'S FIRST SOG COLD WEATHER TEAM. The USMS continually seeks ways to increase its overall readiness and effectiveness in the field to accomplish its missions. The team's Mission Essential Task List details the agency's abilities to deploy in all environments and conditions to include mountain, desert, urban, aquatic, and arctic. Severe cold weather brings equipment, communication, mobility, and casualty concerns that were taught and tested when the SOG fielded its first Cold Weather Team in March 2022.



GOAL 1: INVEST IN OUR WORKFORCE

With subject matter experts from Canadian and American law enforcement, the USMS attended a mountain operations school that focused on key survival skills, including fire building, shelter construction, navigation, mobility, casualty evacuation, camouflage, and staffing observation posts. Additional training, provided by the U.S. Customs and Border Protection (CBP), focused on mobility training, which culminated in an overland field training exercise.



Field time was extensive and challenging. With daily temperatures ranging from -7 to 24 degrees Fahrenheit and eight inches of fresh snow added to the snowpack in a single day, the team put to test their newly acquired skills, knowledge, and equipment. The cold weather training was a necessary excursion that allowed leadership to address concerns about unit mobility in atypical environments and allay worries about unit preparedness.

STRATEGIC OBJECTIVE: PROVIDE VALUE-ADDED TRAINING FOR ALL

MISSION PROGRAM DATA

Table 1 - FY 2022 USMS Leadership Development Training Conducted

Training Class	Number of Classes	Number of Students
Supervisory Leadership Development	5	112
Chief Development Program	4	67
Leadership Through Understanding Human Behavior	5	94
Adjunct Instructor Training Program	5	105
Total	19	378

INTRODUCING BWC TO BASIC TRAINING. The USMS established a BWC Curriculum Design Committee and developed and implemented four BWC training programs in less than 60 days. In January 2022, the USMS facilitated the first BWC basic training session, which included reviewing the current USMS BWC policy, how to operate the BWC, and how to use the back-end software platform. The addition of this training ensures that all new deputies know how to operate a BWC which will aid in the further implementation of the program agencywide.

The USMS trained 13 percent and equipped 5 percent of its DUSMs by the end of the FY. Additionally, the USMS onboarded approximately 13 percent of Task Force Officers (TFOs) into the BWCP in FY 2022. The USMS is committed to the use of BWC as another tool to build trust between law enforcement and the community through consistent implementation and transparency.



GOAL 1: INVEST IN OUR WORKFORCE

SHARING BWC BEST PRACTICES. The USMS hosted special agents from the DHS, the Immigrations and Customs Enforcement's offices of HSI, and the Enforcement and Removal Operations offices responsible for implementing a BWC program at DHS. The special agents participated in a training session where the USMS taught its course and exchanged ideas on technology issues, partner agency integration, and policy concerns. The training and exchange of information helps to strengthen the partnership between agencies and promote best practices.

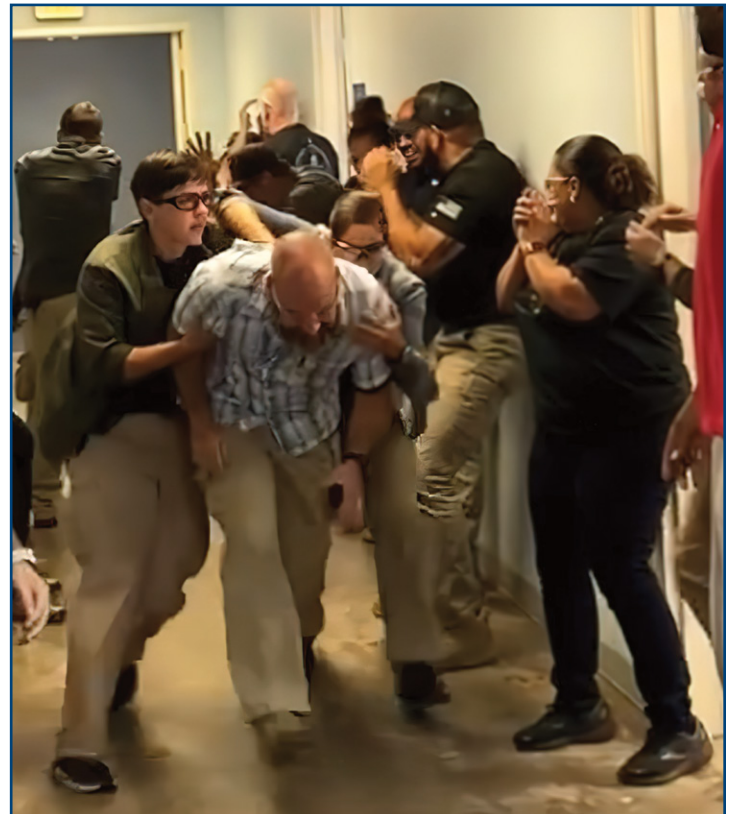
EXPANDING THE BASIC PROTECTIVE SERVICES TRAINING PROGRAM (BPSTP). The BPSTP is a four-day training course that establishes a structured process in protective services for USMS operational personnel. Over the 32 hours of instruction, students are trained in the fundamentals, doctrine, and skills that are critical to conducting a safe and effective USMS Protective Service Detail. This fiscal year, the agency added a fifth day of Protective Pistol training, bringing the course to 40 hours of instruction.

Culminating years of planning and with input from a wide range of subject matter experts, BPSTP completes the three training programs that form the USMS Protective Services Training Program. The BPSTP, in conjunction with the Advanced Protective Services Training Program, establishes a standardized, agencywide training curriculum for Protective Operations. The goal of the training program is to integrate tactics, techniques, and procedures developed in conjunction with the U.S. Secret Service, Diplomatic Security Service, and U.S. Capitol Police to create a program that teaches to an industry standard.

EXPANDING ONLINE LEARNING. Following the pandemic and related travel restrictions, online learning has become an important tool to ensure the USMS is meeting the needs of its staff. Online training increased 198 percent over prior year while the number of users only increased by 4.8 percent.

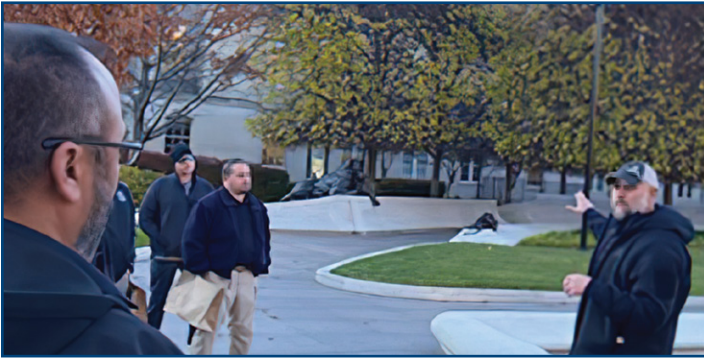
In FY 2022, the USMS officially launched the Deputy Development Program. The Program consists of online training and resources designed to develop core competences for each General Schedule (GS) grade. Additionally, for GS-5 through GS-12 DUSMs, the Program includes on-the-job training and guidance by a Field Training Officer (FTO). FTOs will be in each district to assist participants with their development. This Program will serve as a platform for DUSMs to track their operational skills development, ensuring that they gain the necessary experience in each program area of the USMS.

Protective services training.



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

SUPPORTING USMS LAW ENFORCEMENT OFFICERS. The profession of law enforcement takes a toll on the lives of its professionals. While the exact number of law enforcement officer suicides are unknown, it is estimated that over the last several years, more officers have died by suicide than in the line of duty. Consequently, USMS leadership put additional focus on its employees' mental, physical, and emotional well-being.



In FY 2022, USMS leadership launched two pilot offerings of a transformational training course offered by Blue Courage, LLC. Each of these iterations brought together operational and training professionals to reignite a sense of passion, purpose, and commitment. The goals of this program are to improve decision-making skills under pressure, develop the core foundations of personal wellbeing, and enrich an organizational culture focused on ethical thinking, respect, and the nobility of policing.



EXPANDING THE EMPLOYEE RESILIENCY PROGRAM (ERP). During FY 2022, the USMS dedicated resources towards growing its ERP, which is designed to equip employees with skills for physical and mental resiliency. The USMS added a full-time assistant chief inspector position dedicated to administering the ERP. Creating this position was a crucial step towards spreading awareness of suicide prevention and resiliency. In a very short time the new inspector conducted suicide prevention and other resiliency presentations on over 26 occasions as part of routinely offered developmental training including basic deputy, supervisory, and leadership developmental courses. Additionally, the enhancement of ERP allowed the USMS to provide greater support during National Police Week and the Survivors of Blue Suicide Conference.

GOAL 1: INVEST IN OUR WORKFORCE

HOLDING THE INAUGURAL MENTAL HEALTH RESILIENCY CONFERENCE. The agency's Critical Incident Response Team (CIRT) members are frequently exposed to the traumatic events experienced by other USMS personnel. Over time, such heavy exposure can cause compassion fatigue and vicarious trauma. In support of CIRT's own mental wellness, Emotional Support Personnel (ESP) provide emotional care and support for CIRT members following a traumatic event. ESP can be a spouse, colleague, friend, or other family member.

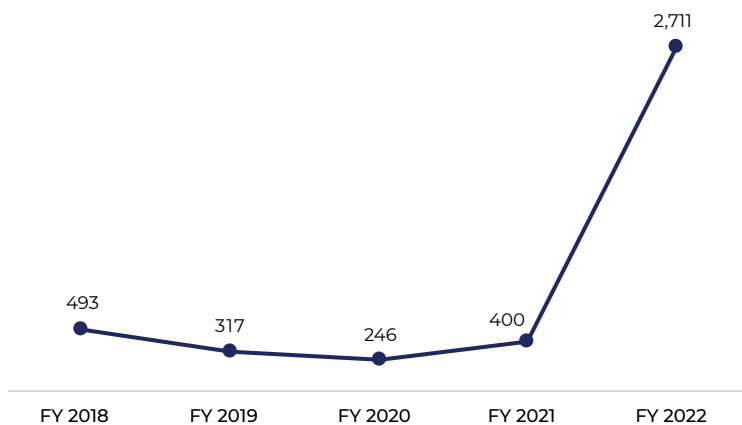
Between July 11 and 12, 2022, CIRT members and their ESPs—in this case, primarily spouses—attended the Mental Health Resiliency Conference in Nashville, Tennessee. This conference focused on discussions related to trauma, resilience, compassion fatigue, practical tools for relaxation, mental health treatment, the value of mindfulness, Blue Courage (character and vitality building aimed at law enforcement personnel), and Yoga for First Responders. ESP had the opportunity to meet CIRT personnel who are dedicated to the same mission as their loved ones and bond with other ESP who cope with their loved ones being away and the possibility of secondary trauma after returning home. The USMS plans to hold this conference every three years.

LAUNCHING THE EMPLOYEE ASSISTANCE PROGRAM (EAP) REGIONAL CLINICIAN PROGRAM. The EAP Regional Clinician Program officially launched on September 13, 2021. The mission of the program is to increase EAP accessibility and services within the USMS's 94 districts. The new program brought on board three full-time regional clinicians, one full-time supervisory clinician, and one EAP contractor.

Shortly after coming on board, the regional clinicians implemented a program to assess needs and improve services offered within the districts. EAP is reviewing the collected data to develop programs that meet the specific and unique needs of each district.

MISSION PROGRAM DATA

Figure 1 - Employee Assistance Program Utilization by Fiscal Year



During FY 2022, employee utilization of EAP increased significantly, as illustrated in the chart, likely due to the clinicians onboarded and their subsequent outreach. Every quarter, each regional clinician conducts three meet-and-greets within their region. The objective is to ensure the districts are familiar with their local regional clinician and EAP services. Significantly, the meet-and-greets enable the clinicians to meet face-to-face with the district's U.S. Marshal, chief, supervisory leadership, and staff. They help dispel behavioral health myths, answer

questions about EAP and job security/confidentiality, provide an overview of all services offered, and serve as a general overview of EAP for districts. These actions help underscore the program's mission to assist managers, employees, and family members with behavioral health, wellness, and work-life needs. In FY 2023, EAP plans to develop a comparable program for district family members.

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

IMPROVING THE EMPLOYEE DISCIPLINE PROCESS. Improving the training request procedure. The USMS created a new Training Request System with a customized form that simplified the request process and improved USMS compliance with DOJ-mandated training approval and reporting requirements by 23 percent over FY 2021.

MISSION: ACCOUNTABILITY AND INTEGRITY

Accountability and integrity of agency programs, personnel, and financial activities are top agency concerns. Through the efforts of Internal Affairs and Employee and Labor Relations, the agency investigates allegations of misconduct and integrity violations and provides effective advice and guidance to USMS management and discipline officials on adverse actions resulting from employee misconduct. The Compliance Review program ensures compliance with USMS and DOJ policies and procedures.

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

MISSION PROGRAM DATA

Figure 2: Internal Affairs Caseload

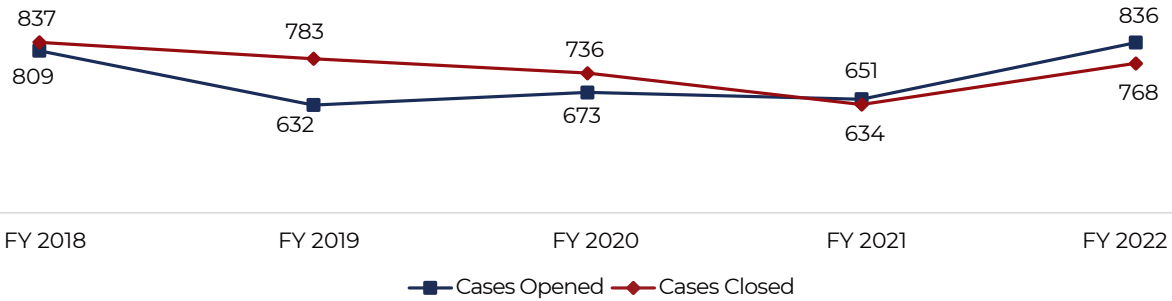
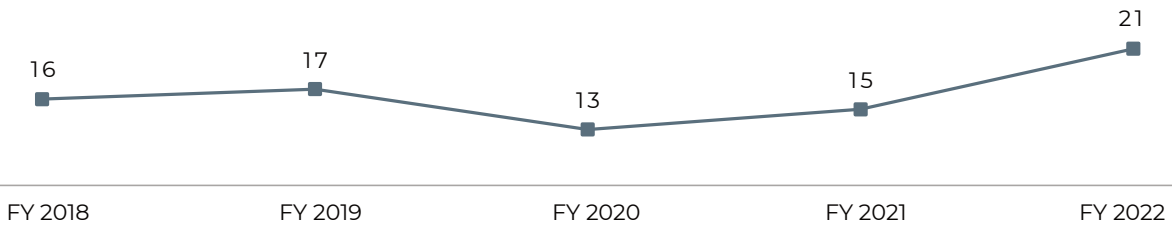


Figure 3: Compliance Review Assessment



ENHANCING OVERSIGHT AND ACCOUNTABILITY MECHANISMS FOR SPECIAL DEPUTY U.S. MARSHALS.

During FY 2022, Director Davis made it a priority to identify and mitigate any abuse of special deputation authority. In response, the USMS conducted a review of special deputation procedures and memorandums of understanding. The agency updated these documents to enhance oversight and accountability of deputations for USMS and other sponsoring federal agencies. This review also focused on the training, supervision, and accountability mechanisms for special-deputized federal, state, local, and tribal law enforcement officers assigned to district and regional fugitive task forces. Additionally, to further enhance the special deputation process, the USMS created an annual self-inspection form to be completed by other sponsoring federal agencies supporting non-USMS missions in collaboration with the employers of all Special Deputy U.S. Marshals. Completing this form reiterates the responsibilities of the sponsoring federal agencies, increases communication amongst all stakeholders involved with special deputations, and provides an annual requirement to assess current suitability and validate special deputation eligibility requirements.



STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

The USMS must manage its investigative resources and invest in strategies that achieve the greatest programmatic gain to increase public protection. The synergistic efforts of USMS investigators, analysts, and administrative professionals ensure the efficient execution of the investigative missions. External partnerships with federal, state, local, tribal, and international law enforcement entities further enhance this synergy and are essential to achieving the mission. The agency's goal is to strengthen and expand the USMS investigative skill set which includes equipping the USMS workforce with the latest training, technology, and tools.

To achieve the agency's goal to strengthen investigations across the mission set, the USMS developed the following strategic objectives:

- Expand investigative capabilities through a combination of technology and strategic partnerships
- Institutionalize USMS investigative culture
- Protect children and communities through the rigorous investigation and arrest of noncompliant sex offenders

2

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

MISSION: FUGITIVE APPREHENSION

Fugitive apprehension is a key element in the national effort to target violent crime by reducing the number of violent offenders in America's communities. The USMS is the federal government's primary agency for conducting fugitive investigations, which includes both domestic and transnational fugitive investigations. The USMS also supports the Organized Crime Drug Enforcement Task Force (OCDETF) investigations which are overseen by the AG. The USMS serves as custodian of federal arrest warrants until execution or dismissal and maintains a federal fugitive caseload of approximately 50,000 each FY. In FY 2022, the USMS made 75,846 arrests and cleared an additional 19,579 fugitives. The USMS also has the statutory authority to enforce the Fugitive Felon Act and may assist state and local agencies with their fugitive missions, even in the absence of interstate or other extra jurisdictional flight.

MISSION PROGRAM DATA

Figure 4 – USMS Federal, State, and Local Fugitives Apprehended or Cleared

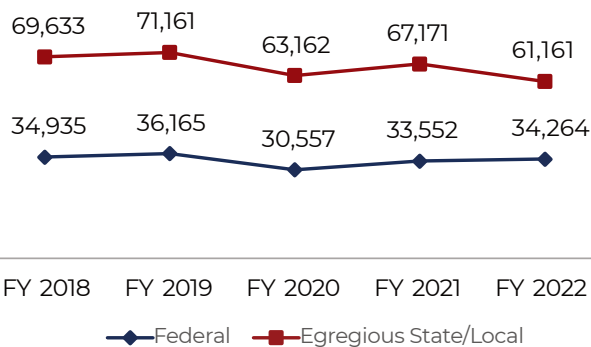


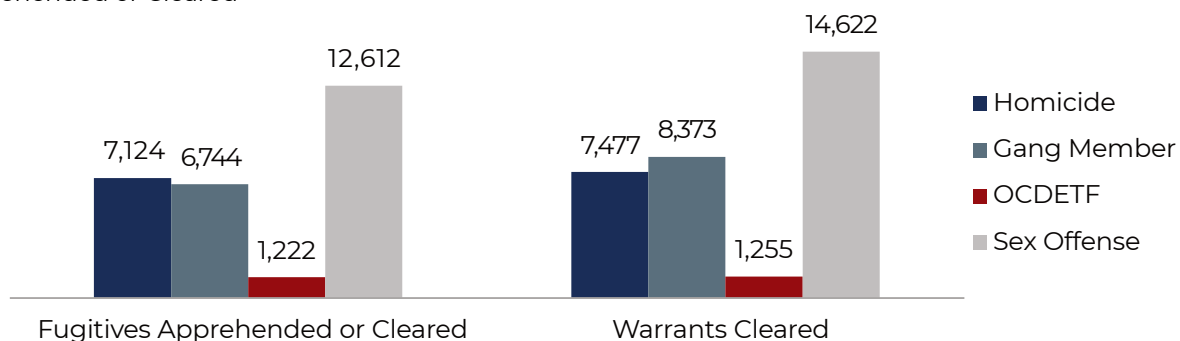
Table 2 – FY 2022 Violent Gang Fugitives Arrested/Cleared, by USMS arrest, by Select Criminal Activity

Criminal Activity	No. of arrests
Homicide	660
Robbery	468
Assault	962
Kidnapping	67
Sex offense	142
Weapons offense	1,376
Narcotics	968

Table 3 – USMS Seizures from Fugitive Investigations, FY 2018 - FY 2022

	Firearms	U.S. Currency (\$)	Vehicles	Narcotics (kg)
FY 2022	6,262	18,198,427	183	3,301.62
FY 2021	7,028	28,645,147	194	31,699.72
FY 2020	4,994	32,774,343	226	3,972.39
FY 2019	4,165	11,898,819	232	1,937.61
FY 2018	4,008	10,325,515	185	3,314.00

Figure 5 – FY 2022 Special Subtotals, USMS Federal and Egregious State and Local Fugitives Apprehended or Cleared





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

CURBING GUN VIOLENCE AND DISRUPTING

VIOLENT CRIME. In FY 2022, the USMS furthered its commitment to reducing violent crime by conducting 41 initiatives nationwide. This represents a 32 percent increase from FY 2021. The USMS conducted Operation Triple Beam (OTB) and Operation Washout (OWO) which provided immediate relief to communities suffering from surges of violent crime. Warrant-based arrests, as well as gathering and sharing street-level intelligence, supports larger-scale criminal investigations in collaboration with local, state, and federal partner agencies.

In FY 2022, OTB and OWO resulted in 2,592 arrests; the seizure of 668 firearms, 424.2 kilograms of narcotics, and more than \$1.02 million in U.S. currency; and the recovery of four critically missing children.

District of New Mexico: OTB Blue Crush was a two-month collaboration between the USMS, DEA, New Mexico High Intensity Drug Trafficking Area drug task forces, New Mexico State Police, and various other federal, state, and local agencies throughout New Mexico, to combat violent crime, gangs, and the growing fentanyl crisis. OTB Blue Crush resulted in the arrest of 312 fugitives and the seizure of 101 firearms, approximately 131 kilograms of narcotics, 10 vehicles, and \$178,000 in U.S. currency. Seven of those arrested were wanted for homicide.

East St. Louis, Illinois: In March 2022, the USMS partnered with the Illinois State Police and Illinois Department of Corrections, as well as several other federal, state, and local agencies

USMS TIPS PROGRAM

The USMS received and processed more than 12,685 tips, a 34 percent increase over prior year, that directly supported the arrest of 75 USMS fugitives, more than 610 potential sex offender registration violations referrals, and over 70 potential threat referrals in FY 2022. The program continues to streamline the development and sharing of actionable intelligence between USMS divisions. The program also supports vital information-sharing efforts outside of the agency.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

to conduct OWO Flip Flop to disrupt and dismantle several established street gangs in East St. Louis, Illinois. The operation resulted in the arrest of 136 fugitives and the seizure of 60 firearms, nearly 27 kilograms of narcotics, two vehicles, and \$43,000 in U.S. currency. Additionally, three critically missing children were recovered..

STRENGTHENING LAW ENFORCEMENT AND INDUSTRY PARTNERSHIPS.

Operation North Star (ONS): The USMS partners with more than 600 federal, state, and local law enforcement agencies, with more than 1,700 TFOs assigned. During FY 2022, the USMS led ONS, a major operation supporting the DOJ's strategies to reduce violent crime.

In June, ONS focused on ten cities with recent increases in homicides and shootings and concentrated on fugitives wanted for the most egregious offenses, including homicide, forcible sexual assault, aggravated robbery, and aggravated assault. A total of 758 law enforcement officers and administrative personnel supported ONS throughout the course of the month-long operation. The USMS also engaged with civic leaders, business owners, and local organizations who are actively working to make their communities safer. As part of the outreach, the USMS participated in 26 community events throughout the ten site cities.

This month-long ten-city operation resulted in 1,501 arrests, including 230 homicide arrests, 131 sexual assault arrests, 103 aggravated robbery arrests, and 347 aggravated assault arrests across 25 states. The USMS also seized 166 weapons during the operation.

Casey White/Vicky White Manhunt: On April 29, 2022, inmate Casey Cole White escaped from the Lauderdale County Jail in Alabama with the assistance of Deputy Sheriff and Assistant Jail Administrator Vicky Sue White (not related). Vicky White signed Casey White out of the facility for a mental health evaluation, which was later determined to be a ruse. Casey White was being held in connection with a charge of capital murder. As the investigation unfolded, it was determined that he was in a romantic relationship with Vicky White. The Lauderdale County Sheriff's Office requested USMS assistance, and the agency activated its Rapidly Advancing Manhunt protocol. The USMS authorized \$15,000 in reward money for tips that led to their arrest. On May 9, 2022, USMS personnel and state and local law enforcement located the couple leaving a motel in Evansville, Indiana. During an attempted traffic stop, the couple fled in their vehicle, ultimately crashing. Casey White was taken into custody, while Vicky White died from injuries associated with an apparent self-inflicted gunshot wound.

SIGNIFICANT ARREST - OPERATION NORTH STAR

The USMS aided in the arrest of Joel Cammon on June 21, 2022, in Alsip, Illinois. He was wanted for aggravated criminal sexual assault, aggravated unlawful restraint, and aggravated kidnapping. Cammon was identified by the victim as the individual who handcuffed her to an attic wall and sexually assaulted her. The victim was left restrained for four days until two citizens heard her banging on a boarded-up window and summoned the police. Task force members located Cammon and arrested him without incident.

HIGHLIGHTS: FY 2022 SIGNIFICANT ARRESTS

On February 23, 2022, collaborative investigative efforts between the Washington, D.C., Metropolitan Police Department (MPD) and the USMS led to the arrest of USMS Most Wanted fugitive Nyjell Outler in West Palm Beach, Florida. Outler was wanted by the MPD for murder after he shot into a crowd during a baby gender-reveal party. During the incident, which occurred on March 20, 2021, one victim was killed and a second was seriously wounded. Outler was also wanted by the D.C. Superior Court for failure to appear on an underlying charge of carrying a prohibited weapon. He was added to the USMS 15 Most Wanted list on January 19, 2022. On February 21, the USMS received a confidential tip indicating that Outler was residing in West Palm Beach, Florida. The USMS tracked him to an apartment complex and observed him during surveillance of the property before making the arrest.

A USMS task force arrested Quadir Dukes-Hill and Nahjee Washington on June 9, 2022, in Henrico, Virginia. They were wanted in connection with a mass shooting five days earlier in Center City, a neighborhood in Philadelphia, Pennsylvania. During the incident, three people were killed, and 11 more injured. Task Force members located both suspects and arrested them without incident. A post-arrest search of the residence resulted in the recovery of AR-15 magazines, ammunition, and marijuana.

Kaitlin Armstrong was arrested on June 29, 2022, in Provincia de Puntarenas, Costa Rica, by local authorities at the request of the USMS. The USMS tracked her flights and use of a fraudulent passport leading to her capture abroad. Armstrong was wanted in Austin, Texas, for the May 11, 2022, shooting death of Anna Moriah Wilson, a professional cyclist. Armstrong had been on the run for 43 days before she was apprehended at a hostel in the Costa Rican beach town. The Armstrong case was elevated to Major Case status and received significant media attention after she was seen on security video at the Newark International Airport.

The USMS arrested Kenzell Walker on July 19, 2022, in Albany, Georgia. Walker, a known member of the “Rollin 30’s Harlem Crips” street gang, was wanted for homicide and aggravated assault. He was also wanted in connection with multiple high-end burglaries that included high-profile victims such as Mariah Carey, “Real Housewives of Atlanta” star Marlo Hampton, Atlanta Falcon’s star Calvin Ridley, Atlanta United player Brad Guzan, and rappers Nayvadius Wilburn and Sergio Kitchens known as “Future” and “Gunna” respectively. Task force members located Walker driving a vehicle and initiated a vehicle takedown. A post-arrest search resulted in the recovery of a firearm, \$130,000 in U.S. currency, and additional stolen property.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

MISSION: INTERNATIONAL PARTNERSHIPS AND SUPPORT

In FY 2022, the USMS performed international enforcement activities in more than 65 percent of the world's nations through investigations and removal missions, despite having permanent foreign presence in only four countries (Colombia, Dominican Republic, Jamaica, and Mexico). The USMS closed 1,496 transnational fugitive investigations requiring investigative coordination with 125 countries and territories. It also managed and executed 720 removal missions through coordination with 52 foreign nations.

ADVANCING USMS INTERESTS ABROAD:

USMS visit to Panama: In October 2021, USMS personnel traveled to Panama City, Panama, to solidify relationships, create new partnerships, and exchange information on how the USMS conducts fugitive investigations and protects the judiciary. The DEA facilitated this exercise in bilateral partnership. Meetings were held with the Panamanian Attorney General, Head Drug Prosecutor, National Police Director, National Police Judicial Investigations Director, and National Police Commander for the Panama Special Investigations Unit. Additional meetings were held with the Tocumen International Airport Panamanian Migración team and the CBP Joint Securities Program to assess how arrests, including transport, are conducted at the airport in the event a fugitive is encountered. During a meeting with the Panamanian Director of Immigration, the two parties came to an agreement that would advance fugitive deportations in Panama and lead to successful prosecutions of sex offenders and murderers.

USMS-Philippines Bilateral Meetings: In April 2022, the USMS met with the Philippines Supreme Court, the National Bureau of Investigations (NBI), the Bureau of Immigration, and additional law enforcement organizations in Manila, Philippines, to discuss the Philippines' new Judiciary Marshals Act, which created the Office of the Judiciary Marshals. The Chief Justice requested that the USMS provide subject matter expertise for the newly created entity. The USMS also met with the commissioner of the NBI Fugitive Search Unit, a valued partner that provides extensive support for USMS investigative endeavors, where he requested additional guidance to expand personnel capabilities.

USMS Fugitive Investigative Unit (FIU) and Trusted Vetted Unit (VU) Capacity Building: An essential aspect of the USMS is its ability to develop, foster, and maintain investigate units of foreign law enforcement personnel to accomplish the USMS fugitive apprehension mission. In FY 2022, the USMS hosted training for our law enforcement partners from Canada, Colombia, the Dominican Republic, Ecuador, and Paraguay.

In Canada, the USMS presented its Deputy Trauma Course to its law enforcement partners in the Ontario Province. Over two days, 45 Canadian law enforcement officers from 17 agencies were trained on topics such as the "Survival Mindset," real-world medical planning, Tactical Combat Casualty Care principles, and case study examples.

In Colombia, the USMS conducted training on Tactical Combat Casualty Care principles. Students were also provided instruction on tactical operations and planning. The students were made up of 26 members from FIUs and VUs from Colombia, the Dominican Republic, and Paraguay. This is a continuing and evolving collaborative effort to promote best practice methods throughout the international environment.

In the Dominican Republic, the USMS hosted a weeklong training for 35 members of its FIUs and VUs from Colombia, the Dominican Republic, and Ecuador. The training focused on building the capacity of these officers in defensive tactics, operational planning and trauma care.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET



USMS Country Attaché Vazquez, Instituto Nacional De Migración Commissioner Garduno-Yanez, USMS Director Ronald Davis, USMS Chief of Staff Silas Darden.

USMS visit to Mexico: On April 4, 2022, Director Davis and his executive staff arrived in Mexico City, Mexico. During the visit, Director Davis and Chief of Staff Darden met with Government of Mexico counterparts, DOJ, and other U.S. law enforcement officials serving in the country.

The Director focused his attention on understanding the day-to-day operations and needs of the office. USMS Attaché Vazquez presented a mission briefing summarizing the USMS Mexico Mission, threats, current transnational investigations case load, and staffing levels.

The Director and Executive Staff also met with the Fiscalía General de la República Deputy Attorney General for Extraditions, Agencia de Investigación Criminal Director, and Mexican Immigration Commissioner to gain a better understanding of the working partnerships between the USMS and the Government of Mexico. Mexican leadership praised USMS Mexico staff for their professionalism and requested capacity building through additional

resources, funding, and formal training. The Mexico Foreign Field Office typically locates and facilitates the removal of 300+ transnational fugitives from the Republic of Mexico to the United States every year.

HIGHLIGHTS: FY 2022 SIGNIFICANT INTERNATIONAL ARRESTS AND EXTRADITIONS

On August 29, 2022, the Salvadoran National Police arrested Raymond McLeod, Jr. in Sonsonate, El Salvador, at the request of the USMS. The USMS Most Wanted fugitive was wanted in San Diego, California, since June 2016 for the murder of his girlfriend, Krystal Mitchell. He was also wanted by the USMS in the Southern District of California for unlawful flight to avoid prosecution. On April 5, 2021, the USMS elevated the case with an initial reward amount of up to \$50,000, the first to have an initial reward of that amount. Over the course of the five-year investigation, USMS personnel utilized the resources at their disposal to search for McLeod, who was believed to have fled the United States with the assistance of family and friends. His case was featured on In Pursuit with John Walsh and the reboot of America's Most Wanted. In the end, the publicity surrounding this case resulted in a credible tip, indicating that McLeod was living in El Salvador and working as a teacher under the alias "Jack Donovan." The USMS coordinated with Salvadoran law enforcement to arrest McLeod and return him to the United States to face the charges against him.

(CONTINUED ON NEXT PAGE)

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

HIGHLIGHTS: FY 2022 SIGNIFICANT INTERNATIONAL ARRESTS AND EXTRADITIONS (CONTINUED)

On April 23, 2022, the USMS was tasked to support an extradition of high-value detainee Konstantin Yaroshenko from the Federal Correctional Institution in Danbury, Connecticut, to Turkey for a prisoner exchange. Yaroshenko, a Russian pilot, was previously held in the United States on a superseding indictment for narcotics importation conspiracy from the Southern District of New York. By April 26, 2022, two special operations DUSMs, with the assistance of the U.S. State Department, overcame several logistics challenges and successfully transported Yaroshenko from the United States to Turkey. The exchange was made for former U.S. Marine Trevor Reed, who was jailed in Russia on charges of assaulting police.

Jose David Moreno, a high-ranking member of the “Cartel de Noreste” (CDN), was removed from Mexico to the United States on March 24, 2022. Moreno was wanted in the Southern District of Texas for conspiracy and drug possession with the intent to distribute more than 60,000 pounds of marijuana. The CDN has a stronghold in the state of Tamaulipas, Mexico, and portions of Monterrey, Mexico. Following a four-month investigation by the USMS Mexico Foreign Field Office (FFO), Moreno was located residing at a high-end apartment complex in Monterrey and arrested by the Policía Ministerial del Estado de Nuevo León and the Mexican Army. While in custody, he made unsuccessful attempts to bribe law enforcement officials, and at one time offered \$80,000 in U.S. cash, properties, and tractor trailers for his immediate release.

Juan Gerardo Treviño Chavez, the leader and founding member of the CDN was removed to the United States on March 15, 2022. Also known as “El Huevo” (“The Egg”), Treviño Chavez was wanted in the Eastern District of Texas for conspiracy to possess with the intent to distribute cocaine, and conspiracy to commit money laundering. Treviño Chavez was apprehended by agents from the Secretaría de la Defensa Nacional (Ministry of National Defense) in Nuevo Laredo, Tamaulipas, Mexico, on March 14, 2022. In retaliation and an attempt to secure his release, the CDN orchestrated more than 30 attacks within the city of Nuevo Laredo and created roadblocks by setting fires to vehicles. In addition to carrying out kidnappings, setting up blockades, setting fires that resulted in violent street clashes, and attacking two residences of U.S. Consulate employees, CDN members rammed secured gate entrances and attacked the U.S. Consulate in Nuevo Laredo by firing multiple rounds of ammunition into the building. CDN members also threw grenades into nearby buildings, and more than 60 trucks were spotted with armed men entering the City of Nuevo Laredo.

The USMS Dominican Republic FFO arrested Ruben Fernandez on February 24, 2022, in La Cuesta, Dominican Republic, after a 27-year-long manhunt and four different identities. He was wanted in the District of Alaska for murder since shooting a man in Anchorage, Alaska, in May 1995. USMS investigators were able to determine the four aliases that Fernandez used since fleeing to the Dominican Republic in 1997, leading to his location in the small town of La Cuesta. On February 25, 2022, Fernandez was deported to Atlanta, Georgia, escorted by two Dominican FIU members. If convicted at trial, Fernandez faces a maximum sentence of 99 years imprisonment.

MISSION: PROTECTING AMERICA'S CHILDREN AND COMMUNITIES

The USMS is the lead federal agency responsible for the enforcement of the Adam Walsh Child Protection and Safety Act (AWA). In FY 2022, the collaborative efforts of the specialized units within the USMS, along with its federal, state, local, tribal, and territorial partners, strengthened its commitment to keeping children safe domestically and abroad through training and enforcement efforts, including operations and investigations.

MISSION PROGRAM DATA

Figure 6 – Noncompliant Sex Offender Investigations

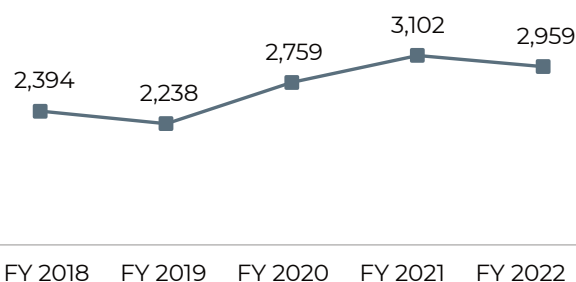
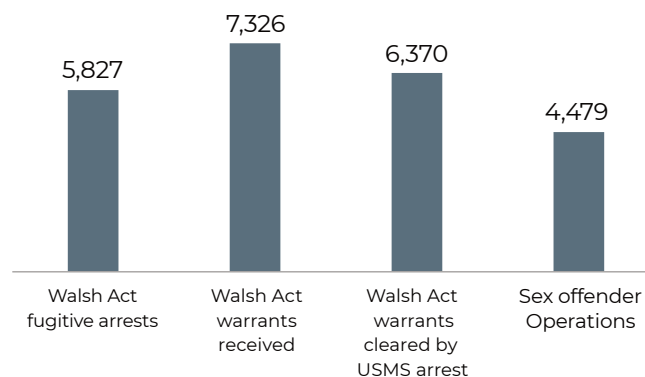


Figure 7 – Adam Walsh Child Protection and Safety Act (FY 2006-2022)



In conjunction with its federal, state, local, tribal, and territorial law enforcement partners, the USMS led 300 sex offender operations, a five percent decrease from FY 2021. During these operations, the USMS assisted law enforcement partners with more than 46,600 compliance checks.

STRATEGIC OBJECTIVE: PROTECT CHILDREN AND COMMUNITIES THROUGH THE RIGOROUS INVESTIGATION AND ARREST OF NONCOMPLIANT SEX OFFENDERS

IMPLEMENTING USMS RESPONSIBILITIES UNDER THE INTERNATIONAL MEGAN'S LAW. Diminishing pandemic-related travel restrictions led to an increase in international travel among sex offenders. In FY 2022 the USMS received, processed, and directed 3,063 international travel notifications received from state and jurisdictional sex offender registries to the International Criminal Police Organization, a 94 percent increase over FY 2021. Additionally, in FY 2022, USMS personnel at the Angel Watch Center directed 157 leads for investigation while USMS field operations opened 186 investigations for federal sex offender registration violations (traveling internationally without providing notification), a 45 percent increase over last year. As the COVID-19 pandemic abated and cruise travel increased, the USMS processed over 260 cruise notifications from the U.S. Coast Guard, demonstrating the continued cooperation between the two agencies.

RECOVERING MISSING CHILDREN. Since the inception of the Missing Child Program in 2015, there have been 2,746 cases in which the USMS has contributed to the location of or recovery of a missing child. Of the missing children recovered from July 2015 to September 2022, 62 percent were recovered within seven days of USMS assistance being provided in the case. In FY 2022, the USMS contributed to the recovery of 424 missing and endangered children. The USMS also assisted in resolving three missing child investigations in which the child was located outside of the United States.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

HIGHLIGHTS: FY 2022 USMS MISSING CHILD OPERATIONS

Operation Fresh Start: From January 1 to March 31, 2022, the USMS conducted an operation in coordination with the National Center for Missing and Exploited Children (NCMEC), Jefferson Parish Sheriff's Office, New Orleans Police Department, St. Tammany Parish Sheriff's Office, and Louisiana State Police Department. The operation resulted in the USMS recovering 16 children. In addition, the USMS assisted in locating nine more children and making five arrests.

Operation Four Corners K.I.D. (Kids in Danger): From January 19 to April 15, 2022, the USMS conducted an operation in collaboration with the NCMEC, New Mexico Children, Youth and Families Department, HSI, and local law enforcement agencies in Northwest New Mexico. The operation identified cases of critically missing children, fugitive missing children, and missing children who had been exposed to sexual exploitation or human trafficking. One child was recovered, and three children were located.

Operation Cross Country: From August 12 to 26, 2022, the USMS conducted an operation in collaboration with the Federal Bureau of Investigation (FBI) and the Indianapolis Metropolitan Police Department to assist in the recovery of missing children, with an emphasis on endangered missing children at risk of a crime of violence or where factors indicate an elevated risk to a missing child. Two missing children were recovered by USMS investigators during this operation.

Operation Summer Knights: From May 1 to August 31, 2022, the USMS conducted an operation in collaboration with the NCMEC, Louisiana State Police Department, and local law enforcement agencies in New Orleans, Louisiana, and the surrounding parishes. At the conclusion of the operation, 14 children were recovered, one child was located, and eight arrests were made.

Operation Time's Up: From August 1 to September 1, 2022, the USMS conducted an operation to assist in the recovery of missing children, with an emphasis on endangered missing children at risk of a crime of violence or where factors indicate an elevated risk to a missing child. USMS personnel opened missing child cases, warrant cases, and Sex Offender Registration and Notification Act investigations in the USMS mission system. This operation resulted in the recovery of four children, the location of three other children, and one arrest.

HIGHLIGHTS: FY 2022 USMS MISSING CHILD RECOVERIES

The USMS arrested Sydney Ewing-Davis on May 4, 2022, in Fullerton, California. She was wanted for parental kidnapping after she failed to return the child to her father following a planned joint custody visitation. USMS personnel located Ewing-Davis and arrested her without incident. The reported missing and endangered child was safely recovered and returned to her father.

On April 18, 2022, the USMS recovered a missing and endangered child in Trenton, New Jersey. On April 8, 2022, the Washington, D.C. MPD requested USMS assistance in locating and recovering a 16-year-old girl. In March 2022, the child's father contacted the MPD to report that she had left the residence with a 28-year-old male and had not returned. USMS personnel tracked the child to a residence in Trenton, where she was safely recovered.

On March 1, 2022, the Suffolk County, New York Police Department requested assistance in locating and recovering a 14-year-old girl, who was believed to be a victim of sex trafficking. On April 5, 2022, USMS personnel tracked the child to a shelter in Queens, New York, and found her walking outside, where they safely recovered the child.

During the arrest of Jesueily Sanchez and Tyshaun Peete on March 28, 2022, members of the USMS recovered two missing and endangered children from a residence in Waterbury, Connecticut. Sanchez was wanted for cruelty to or neglect of a child after refusing her two-year-old medical care at a hospital. Peete was wanted for failure to appear on charges of possession of a firearm, resisting arrest, and driving on a suspended license. During the investigation, information developed indicating that Sanchez and Peete were allegedly receiving assistance from a Moorish group that the FBI identified as a domestic terrorist group. On March 28, 2022, the USMS located both subjects and arrested them without incident. The two children were safely recovered and transported to Waterbury Hospital.



SAFEGUARD AGAINST SECURITY THREATS AND ENSURE SAFETY THROUGH INNOVATION

3

The USMS is responsible for providing a safe and secure business environment in support of the rule of law. To accomplish this, the agency continuously manages threats, risks, and vulnerabilities. These efforts provide tailored, intelligence-driven protection, enabling the identification and mitigation of threats to the judicial process. The USMS works to safeguard against security threats through a consistent and principled approach. This prioritization occurs across protective operations and security programs, with demonstrable impacts in risk reduction. Threat prevention deters the occurrence of incidents that could result in disruption to the judicial process or compromise the safety of protectees. The objectives of this goal support best practices, innovation, intelligence, and increased collaboration, both internal and external to the USMS, to keep people and places safe.

To achieve the agency's goal to safeguard against security threats and ensure safety through innovation, the USMS developed the following strategic objectives:

- Mitigate officer safety risk across all mission areas
- Identify, deter, and prevent harm to protected persons through forward-looking, risk-based approaches to protection and intelligence
- Promote intelligence sharing and collaboration
- Strengthen the agency's ability to protect sensitive and vital information, technology, and infrastructure against threats
- Deliver secure, modern, and efficient prisoner detention and transportation operations

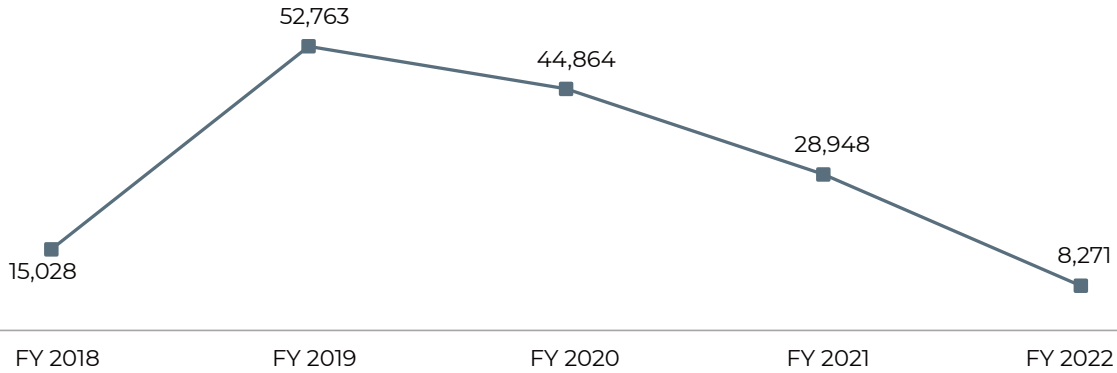
GOAL 3: SAFEGUARD AGAINST SECURITY THREATS AND ENSURE SAFETY THROUGH INNOVATION

MISSION: LAW ENFORCEMENT PERSONNEL SAFETY

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

MISSION PROGRAM DATA

Figure 8 – Special Operational Hours Dedicated to High-Threat and Emergency Situations



The USMS focuses on improving officer readiness and safety by conducting required training while mission hours are kept at a reasonable level.

Table 4 - FY 2022 USMS Officer Safety Training

USMS Courses	USMS	Non-USMS	Total Trained
Body Worn Camera Basic User Course	295	-	295
Body Worn Camera Management Responsibilities Course	11	-	11
Tactical Training Officer Instructor Course	36	-	36
Tactical Training Officer Sustainment Training	33	-	33
Control Tactics Instructor	9	-	9
Less-than-Lethal Impact Munition Instructor Training Class	47	-	47
Less-than-Lethal Instructor Training Program	46	-	46
High-Risk Fugitive Apprehension - Tactics and Fundamentals	48	121	169
High-Risk Fugitive Apprehension - Vehicle Operations	68	111	179
High-Risk Fugitive Apprehension - Human Performance	47	18	65
Total	640	520	890

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

STRATEGIC OBJECTIVE: MITIGATE OFFICER SAFETY RISK ACROSS ALL MISSION AREAS

ADDRESSING INJURIES AND RESILIENCY ISSUES AMONG DUSM CANDIDATES AND OPERATIONAL PERSONNEL DURING TRAINING. Over the last fiscal year, the USMS developed and implemented the Fitness-in-Total (FIT) Readiness Program which prepares candidates and employees for the USMS FIT Program. This program is designed to assess an individual's current level of physical fitness and provide a corresponding physical fitness routine. The program focuses on utilizing the "Frequency, Intensity, Time, and Type" principle and provides a comprehensive package of services and tools that assists employees with wellness resources and education on mitigating overuse injuries.

The USMS also developed an informative manual for the FIT Readiness Program that contains content on fitness principles, USMS FIT standards, common overuse injuries, mobility and compensation movements, recovery breathing, calisthenics and cardiovascular/endurance training, program worksheets, calisthenics worksheets, a self-assessment, and a wellness packet. The USMS is optimistic that furthering education on these topics will lead to a reduction in injury and resiliency issues, with a corresponding increase in the level of wellness in USMS operational employees.

IDENTIFYING AREAS FOR ADDITIONAL OR REVISED OPERATIONAL TRAINING TO IMPROVE OFFICER SAFETY. In 2022, Director Davis requested a comprehensive review of officer-involved shootings by DUSMs and partner TFOs. The review did not reevaluate each individual shooting, but assessed whether incorporating certain training, tactics, or equipment could reduce the likelihood of DUSMs or TFOs being involved in shootings or mitigate the risk of injury when shootings occur. This review proactively evaluates internal operations to accomplish missions in a safer and more effective manner. Specific improvements include, but are not limited to:

- Increasing data collection and improving data quality in support of existing federal use of force reporting requirements;
- Updating USMS policy regarding vehicle operations to include annual training requirements and standardized collection of data related to vehicle operations;
- Standardizing training requirements for TFOs to ensure the same level of risk mitigation applies to TFOs as it does to DUSMs;
- Developing training designed to improve street-level operational leadership and decision-making skills;
- Increasing and standardizing operational planning in all mission activities; and
- Designing and implementing an evidence-based, long-term officer safety training plan intended to provide consistent and regularly scheduled training throughout an employee's career.

CREATING A UNIQUE TRAINING EXPERIENCE. The Center of Excellence for Officer Safety and Wellness is a first-of-its-kind training consortium with the mission of enhancing community and officer safety by improving the effectiveness of law enforcement operations through training. The methodology focuses on combining all aspects of officer safety and wellness expertise into a "one-stop shop," reducing silos while providing increased training capacity for critical officer safety, wellness, and risk mitigation. With proven and innovative approaches, the new center aims to decrease use-of-force situations, increase the probability for successful non-violent outcomes, and ultimately ensure the safety of the community, law enforcement, and the people they encounter.

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

UPDATING THE ENFORCEMENT OFFICER TRAINING PROGRAM (EOTP). The EOTP, implemented in 2019, serves as the initial training and certification program for Detention Enforcement Officers and Aviation Enforcement Officers. In 2021, USMS leadership and training staff evaluated the program and determined the length of its curriculum was insufficient to guarantee candidate proficiency in critical officer safety areas.



The USMS reviewed a police training program at the Federal Law Enforcement Training Center (FLETC) and identified potential foundational instruction on topics such as use-of-force and basic tactics training for inclusion in EOTP. The USMS expanded the EOTP program to include the FLETC-led blocks of instruction, the new USMS Control Tactics program, use of the agency's operational knowledge management application, certification on all Less-than-Lethal (LTL) devices, courtroom operations, and Vehicle Close Quarters Battle and Active Shooter/Active Threat training. In January 2022, the USMS piloted the revised EOTP and will keep its new curriculum and format for future classes.



INTRODUCTION AND TRAINING OF NEW LTL TECHNOLOGY. The USMS expanded its LTL options to include Oleoresin Capsicum vapor and 40mm impact munitions. DUSMs can operate these tools at a greater distance from the subject, improving officer and public safety. The USMS updated the LTL instructor training, including the training method and platform. Previously, LTL instructors were responsible for conducting both the classroom and practical application portions of the training and annual recertification process. Now, the classroom portion is offered online, ensuring consistency in training while reducing the number of hours required by the LTL instructor (which is a collateral duty for DUSMs).

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



STRENGTHENING THE USMS FIREARMS PROGRAM. The agency placed a senior inspector on detail to serve at the FBI's Ballistic Research Facility (BRF), cultivating interagency cooperation and information-sharing. BRF conducts research, development, testing, and evaluation of ammunition, weapons, and personal protective armor.

Additionally, the USMS conducted two Firearms Instructor Sustainment courses, expanding the firearms instructors' abilities to teach pistol marksmanship utilizing Miniature Red Dot Sights (MRDS). The agency fielded more than 80 MRDS-equipped pistols to districts and conducted training with the goal of MRDS being available on all USMS-issued primary-duty handguns. This comes as the USMS completed a three-year project to transition to the Glock G17 and G19 pistols as the USMS-issued primary-duty handgun.

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

MISSION: JUDICIAL PROTECTION AND COURTHOUSE SECURITY

Since the USMS's establishment, its primary mission includes the protection and security of the federal judicial process. The judicial protection and courthouse security mission comprises protective service operations, the collection and analysis of information to develop actionable intelligence, and the management of personnel and infrastructure protecting federal judicial facilities. The USMS carries out protective responsibilities for approximately 2,700 federal judges and approximately 30,300 federal prosecutors and court officials, along with members of the public who visit and work in federal courthouses. As the physical security provider to more than 800 federal facilities, the USMS develops, manages, and implements security systems and screening equipment to protect each courthouse.

MISSION PROGRAM DATA

Figure 9 – Inappropriate Communications/Threats

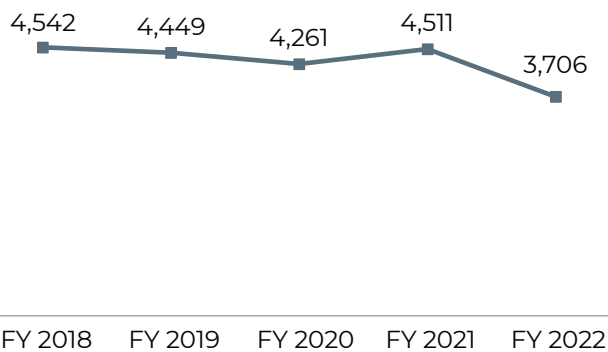
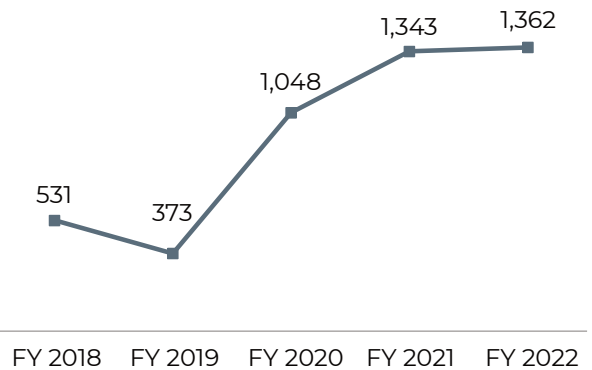


Figure 10 – Threats Investigated



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

UPDATING REQUIREMENTS TO ENSURE THE SAFETY AND SECURITY OF USMS EMPLOYEES, COURT PERSONNEL, AND THE JUDICIAL FAMILY. The USMS Publication 64, Requirements and Specifications for Special Purpose and Support Space Manual (Pub. 64), comprises the design requirements for all new USMS occupied space in federal courthouses and leased space. USMS space includes prisoner movement, processing, holding areas, administrative and operational offices, and related circulation and support areas. Space must be efficiently organized for the safety and security of USMS personnel, judges, and other court personnel. Pub. 64 required updates to the latest safety, security, and technological advances, as well as any applicable Presidential Executive Orders (EOs). Additionally, the format and readability of Pub. 64 needed to better align with GSA Publication 100, Facilities Standards for the Public Buildings Service.

The USMS coordinated with the GSA to update Pub. 64. In August, the USMS released an updated Pub. 64 to internal USMS stakeholders and the GSA for all new USMS construction. The agency will update Pub. 64 annually to capture updated safety and security requirements, technologies, and lessons learned as a process improvement.

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

ESTABLISHING JUDICIAL SUPPORT CENTERS (JSCs). In February 2022, the USMS centralized all judicial security-related investigations, intelligence, and operational support to the field under one management structure. Six JSC regions now oversee the work done under the Protective Operations, Protective Intelligence, and Threat Management offices in each of the 94 districts. This structure streamlines workflows and fuses the program areas into one support center with subject matter experts. The JSC also serves as the district's first point of contact for any question related to judicial security.

PROTECTING SUPREME COURT OF THE UNITED STATES (SCOTUS) JUSTICES. On May 2, 2022, Politico news outlet released a leaked 98-page draft opinion authored by Associate Supreme Court Justice Samuel Alito in a highly watched abortion case, *Dobbs v. Jackson Women's Health Organization*. This opinion listed five votes which would overturn *Roe v. Wade*, the landmark ruling that established the constitutional right to abortion. The authenticity of the draft was confirmed by Chief Justice John Roberts, who also directed the Marshal of the Court to investigate the source of the leak.

Following the release of the draft opinion, the USMS assisted the SCOTUS Police by providing security in furtherance of the SCOTUS mission. Deploying over 400 DUSMs, the USMS provided security for domestic and international travel and the residences of 11 current and former justices. Additionally, USMS tactical operations leadership provided strategic coordination support, including mobile command vehicles, enhanced camera coverage in the National Capital Region, interoperable radios, and asset tracking capabilities through the Intrepid Response mobile application.

The USMS also provided 24-hour online threat screening coverage for the SCOTUS building, all justices, and their residences. Analysts providing in-person support also conducted real-time online research during investigations into suspected threats at justices' residences. Analysts and senior inspectors referred approximately 260 concerning communications to the SCOTUS Police for further investigation and responded to approximately 100 requests for information from officers and senior inspectors tasked with protective operations.

The USMS estimates that approximately 1,500 individuals participated in protests at justice residences from May 2, 2022, through August 1, 2022. A large spike in estimated protestors of Justice Alito occurred on May 9 in response to the leaked draft opinion. Within a six-day period of the decision, Justices Roberts, Thomas, Barrett, Gorsuch, Kavanaugh, and Alito all experienced a noticeable spike in the number of protestors at their residences.

PROTECTING SCOTUS NOMINEE JUDGE JACKSON. On February 25, 2022, President Biden nominated D.C. Circuit Court of Appeals Judge Ketanji Brown Jackson for SCOTUS. The USMS quickly mobilized and initiated around-the-clock protective details the following day. Three separate protective details were organized for the judge and her family and remained intact for 175 mission days as she progressed through the confirmation process, Senate vote, and her swearing in ceremony. On July 30, 2022, USMS concluded protective services for Judge Jackson, and the SCOTUS Police assumed this role.

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

USMS PRESENCE DETERRED SCOTUS ASSASSINATION ATTEMPT

Numerous concerning threats and communications directed at the federal judiciary occurred in FY 2022. One such incident took place on June 8, 2022, when according to an affidavit, Nicholas Roske, 26, flew from California to the Washington D.C. area intent on killing associate justice of the U.S. Supreme Court Brett Kavanaugh. Roske arrived at Justice Kavanaugh's home dressed in black with possession of a tactical police vest, tactical knife, pepper spray, zip ties, Glock 17 pistol, two magazines, and ammunition. DUSMs on post outside of Kavanaugh's home saw Roske exit a taxi then made their presence known by ensuring Roske saw them while he was still in the street. The presence of the DUSMs deterred Roske from further action and he began walking away from the residence. He was arrested near the home and subsequently charged with Attempts to Kidnap or Murder a United States Supreme Court Justice. Roske told law enforcement that he was upset over the leaked draft Supreme Court opinion on abortion rights, along with an upcoming gun control case and the school shooting last month in Uvalde, Texas.

The DUSMs present during the incident were part of the first Basic Deputy United States Marshal Integrated class assigned to support the SCOTUS mission. This incident occurred during their first week on the mission after graduation from the USMS National Training Academy. The swift reaction by the DUSMs highlights the importance and effectiveness of the training received which included specific training that every SCOTUS mission member receives prior to supporting this important assignment.

ESTABLISHING THE SCOTUS SPECIAL SECURITY OFFICER PROGRAM. The SCOTUS contacted the USMS to request assistance in securing their facility. As a result of the recent leak of the Dobbs decision, the Marshal of the Supreme Court increased security of the Supreme Court facility, which included adding additional security posts and Special Security Officers to provide this enhanced level of on-site monitoring and presence of officers. The USMS worked with SCOTUS staff to establish an interagency agreement, which authorizes SCOTUS to utilize the Court Security Officer contract as the contracting vehicle to procure security services. While the new program is being established, USMS personnel act as liaisons between the private company providing the guards and SCOTUS.

REVAMPING THE HOME INTRUSION DETECTION SYSTEMS (HIDS) REIMBURSEMENT PROGRAM. Securing judges' homes is a critical part of the USMS's off-site security responsibility. A robust intrusion detection system can be both a deterrent and an important information-gathering platform. Along with a residential security survey, HIDS coverage allows the USMS and judges to help minimize risks when they are away from the heightened security of the courthouse.

Following the 2005 attack by a litigant killing the husband and mother of Judge Joan Lefkowitz in her home, Congress charged the USMS with providing home security systems to increase judges' security when they are away from the secure courthouse environment. From 2006 to 2021, the USMS chiefly implemented the HIDS program by directly procuring systems and services through national contracts with large alarm companies. Though the agency did provide equipment and services by reimbursing judges for equipment they purchased individually from time to time, a single USMS-held contract operated as the principal vehicle for ensuring that judges had access to a security system that met plan parameters. In 2021, a DOJ audit of the program identified deficiencies in the program

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

and a robust discussion and review of the program took place that included the USMS, the Judicial Conference of the United States' Committee on Judicial Security, and staff at the Administrative Office of the U.S. Courts (AOUSC). Following extensive analysis and review, the USMS and AOUSC decided to shift the program to become primarily reimbursement based.

The USMS launched its revamped HIDS reimbursement program in February of 2022. The updated program offers more flexibility for federal judges, allowing greater choice in the design of a system and selection of vendors for equipment purchases, installations, and alarm-monitoring. The USMS is working to facilitate that process by having program experts readily available to help guide judges in their search and to ensure the systems meet USMS security standards.

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

MANAGING ELECTRONIC SECURITY SYSTEMS. Over the course of the fiscal year, the USMS strived to take a proactive approach toward improving efficiency and effectiveness across the agency. The agency established a District Support Program dedicated to developing and providing the resources necessary for a headquarters or district Physical Security Specialist (PSS) to best facilitate and maintain electronic security systems. The USMS established a PSS assignment matrix based on the position descriptions and tailored up-to-date quick reference guides, procedures, and training courses to provide first-hand knowledge of the complex inner workings of the electronic security systems within all USMS facilities. The agency completed a pilot course and will make adjustments as additional PSSs with unique skill sets are onboarded. Additionally, the District Support Program provides helpdesk-like support to PSSs to address questions quickly and accurately and stakeholders are connected to those directly responsible for their security needs.

Additionally, the USMS established a task force dedicated to improving the existing maintenance program of its electronic security systems. The USMS identified and established greater program efficiencies, prevented waste and misuse on behalf of the maintenance vendor, and improved the performance of the maintenance vendor and their technicians. In addition, the agency established a best practice for the review of monthly service cases and billing from the vendor. In FY 2022, the program effectiveness increased by 4.5 percent through minimizing resolution times for successful repair; resulting costs have improved by 7 percent. Despite several supply and demand shortages, the USMS increased the number of cases serviced each month by 35 percent, improving the reliability and performance of electronic security systems across USMS judicial facilities.

DIRECTOR VISIT TO GUAM AND THE NORTHERN MARIANA ISLANDS

Director Davis is the first ever USMS Director to visit the District of Guam, where he held a town hall meeting and attended the Joint Annual District Court of Guam and Biennial Pacific Judicial Council Conference in September 2022. Conference attendees included officials from various districts and circuits, as well as members of the Guam Supreme Court. The conference also coincided with the official opening of the newly constructed U.S. Courthouse in Saipan, the largest of the Mariana Islands. Director Davis took the opportunity to meet with district personnel and discuss new security and law enforcement initiatives.

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

MISSION: WITNESS PROTECTION

Since 1971, the USMS has protected witnesses in danger because of their testimony in criminal cases related to organized crime, gangs, and terrorism. The Witness Security Program ensures the safety of witnesses and their families before, during, and after trial. In a period of rapid change, the USMS must continuously assess its methods to ensure witnesses receive protection and relocation services of the highest caliber.

MISSION PROGRAM DATA

Figure 11 – Total Number of Witness Security Program Participants

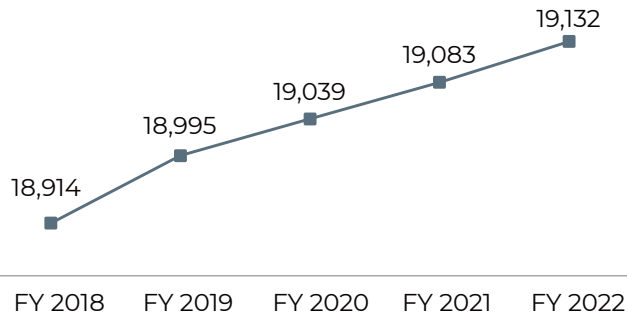
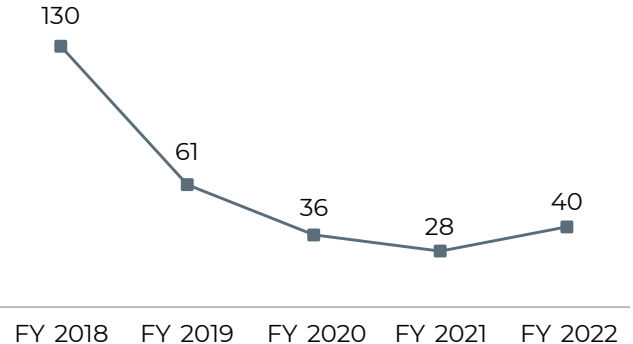


Figure 12 – Identify and Mitigate Security Breaches



REDUCING VIOLENT CRIME THROUGH WITNESS PROTECTION. In May 2021, the AG directed the USMS and other DOJ agencies to focus on identifying, investigating, and prosecuting the most significant drivers of violent crime—whether it is gun violence, domestic violence, criminal organizations, narcotics trafficking, or other forces. The USMS has a prominent role in arresting violent criminals, and the Witness Security Program is an essential tool for fighting violent crime.

Through meetings and presentations, the USMS raised awareness among state and federal agencies about the services and processes of the Witness Security Program. In discussions with the FBI, ATF, and DEA, the USMS reviewed how the Program can help investigators. The USMS also briefed federal prosecutors in three judicial districts on the Program's services and processes. Aware that states prosecute most violent crimes, the USMS showed district attorneys and state investigators how to obtain federal protection for state witnesses. Finally, the USMS presented information about the Witness Security Program to over 150 FBI supervisors during two separate conferences. As a result of these outreach efforts, the USMS expanded communication and cooperation between agencies and showed investigators and prosecutors how to leverage the Witness Security Program to reduce violent crime.

EXCHANGING BEST PRACTICES WITH INTERNATIONAL PARTNERS. The federal Witness Security Program receives worldwide recognition for its success in protecting witnesses and value in dismantling criminal organizations. Since the Program's creation over 50 years ago, other countries have created witness protection programs based on the U.S. model. In addition, many have introduced innovations to address their needs and challenges. The USMS can gain fresh perspectives that strengthen the Witness Security Program by increasing its collaboration with international law enforcement agencies.

Building on a relationship that started with quarterly video calls, witness protection specialists at the USMS and Royal Canadian Mounted Police (RCMP) agreed to conduct a training exchange. The USMS sent two senior protection specialists to observe how the RCMP trains its specialists. Conversely, members of the RCMP attended tactical training unique to the USMS Witness Security Program. The exchange proved rewarding for both programs.

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

MISSION: PRISONER TRANSPORT

The USMS transports prisoners to support the federal judiciary and the Federal Bureau of Prisons (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. JPATS manages the coordination, scheduling, and secure handling of prisoners in federal custody, transporting them to detention facilities, courts, and correctional institutions across the 94 judicial districts through a network of aircraft, cars, vans, and buses.

The BOP continued to restrict intake of prisoners and COVID-19 movement moratoriums into its facilities, requiring separate flights for BOP and USMS prisoners. At the beginning of FY 2022, the prisoner movement pipeline was nearly 12,000, while the courts continued to sentence and initiate movement of prisoners daily and the BOP continued closure of its private facilities. These were significant challenges, however JPATS and its partners worked aggressively to reduce the prisoner movement pipeline backlog. By June 2022, JPATS successfully reduced the prisoner pipeline below 8,000 prisoners, a decrease of over 33 percent, and returned to historical levels (pre-pandemic).

MISSION PROGRAM DATA

Figure 13 – Requests to Transport Prisoners by Air or Ground

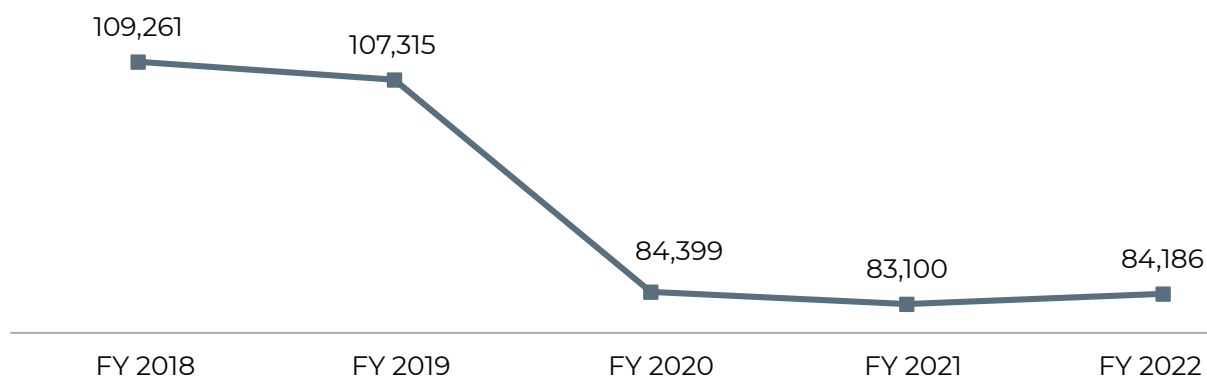
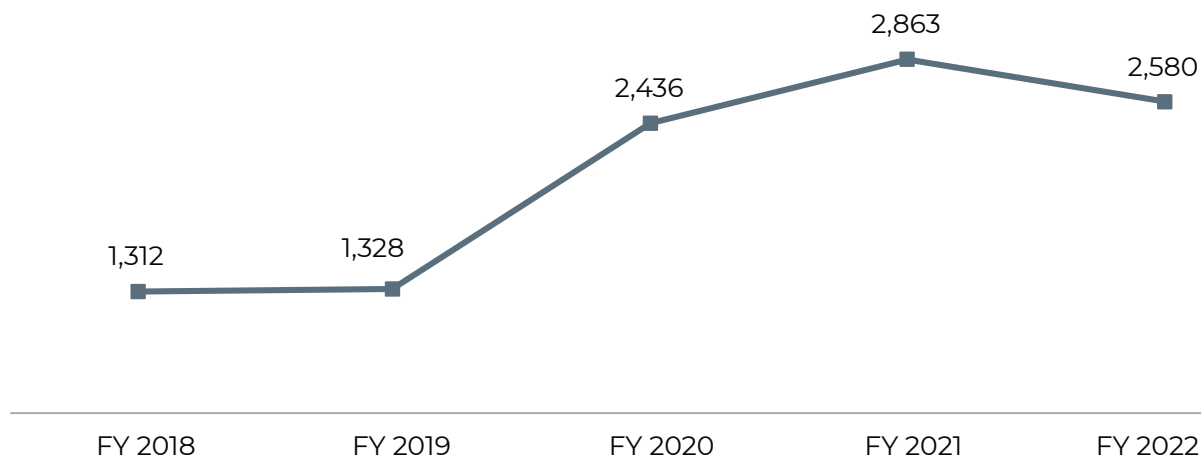


Figure 14 – Transportation Unit Costs (in dollars)



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

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

TRANSPORTING HIGH SECURITY-THREAT

PRISONERS. On March 17, 2022, the USMS supported the BOP by transporting 71 members of the Mara Salvatrucha, commonly known as MS-13, Security Threat Group prisoners. On the date of the operation, JPATS boarded 60 MS-13 prisoners and departed to El Paso, Texas where 11 more MS-13 prisoners were added to the plane. After a cross country flight, all MS-13 members were handed over to BOP officers who bussed the group to their designated facility. The move was one of the largest moves of MS-13 prisoners in JPATS history.



OPTIMIZING PRISONER DESIGNATION PROCEDURES. The USMS developed and implemented a module in its operational knowledge management application that consists of five major workstreams, the combination of which allows all federal agencies involved in prisoner designation processes to seamlessly share information and documentation required to assign a prisoner to a facility or mark a prisoner as certified for release. This process now ensures that if a prisoner is designated, that information is also sent to the Prisoner Movements module for JPATS to quickly enable prisoners to be placed in their correct facilities. This Designations module concludes the deployment of all Prisoner Management functionalities within the application.

Additionally, the USMS application allows designations initiated by the USMS that would usually go straight to the BOP to first be routed to AOUSC for input. This prevents last minute modifications to the designation, which previously resulted in lost time. BOP supervisors can access different district prisoner ledgers, enabling them to more proactively plan for their staffing support needs. Previously in the legacy system, users were required to have multiple user accounts to accomplish this. Additionally, voluntary surrender/certified release date data now populates in a central location, the prisoner schedule event lists, for ease of district use. In FY 2022, nearly 120,000 designation transactions were processed.

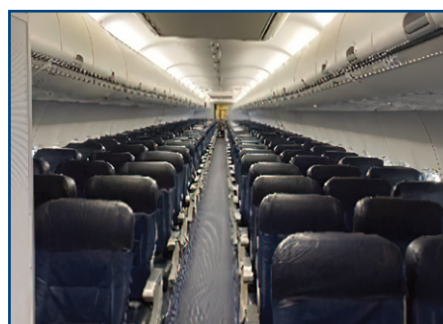


GOAL 3: SAFEGUARD AGAINST SECURITY THREATS AND ENSURE SAFETY THROUGH INNOVATION



DEACTIVATING PRIVATE FACILITIES. JPATS has supported the deactivation of 11 BOP private contract facilities across the nation. In addition to scheduling all air and ground movements, JPATS provided airlift to support the BOP who needed to transfer over 9,600 prisoners. The FY 2022 deactivations include the following facilities:

- Big Spring Correctional Institution, Texas and Big Spring Correctional Institution (Flightline), Texas completed deactivation on November 19, 2021. The USMS moved a total of 2,323 inmates out of both facilities.
- Giles Dalby (Dallas) and Reeves, Texas, completed deactivation on June 8, 2022. The USMS completed 1,568 air moves and 496 moves by bus out of Dallas and Reeves for a total of 2,064 inmates.
- North Lake, Michigan completed deactivation September 14, 2022. A total of 1,381 inmates were moved, 454 by air and 927 by bus.



UPGRADING USMS AIRCRAFT. The USMS purchased a 737-800 series aircraft, replacing the first of three 737-400 aircraft. The new aircraft will increase safety and availability and provide greater mission capabilities to the program. Regular assessment of aircraft is required to ensure optimal and efficient operations as aging aircraft become more costly and difficult to maintain over time. For this project, once capital investment funds were available and approved, a solicitation and contract were awarded to procure the new aircraft. Extensive logistical preparation and pilot/crew/dispatch training were conducted prior to JPATS taking delivery of its first 737-800 aircraft on January 28, 2022. The newest aircraft has performed well since arrival, enabling JPATS to begin preparing one of the 737-400 aircraft for removal from service and for eventual sale. JPATS pursued and received a waiver from the GSA to sell the aircraft through the USMS Asset Forfeiture contract, which will return an additional two percent of the sale price for capitol reinvestment over GSA commission fees.

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

MISSION: PRISONER OPERATIONS, DETENTION, AND CARE

The prisoner operations mission is a complex and multilayered function, both in scope and execution. The USMS is responsible for preserving the integrity of the federal judicial process by overseeing all detention management matters for individuals remanded to U.S. Marshals custody. The USMS ensures the secure care and custody of these individuals through several processes to include providing sustenance, lodging, transportation, and evaluating conditions of confinement, providing medical care deemed necessary, and protecting civil rights through the judicial process.

MISSION PROGRAM DATA

Figure 15 – Average Daily Prisoner Population

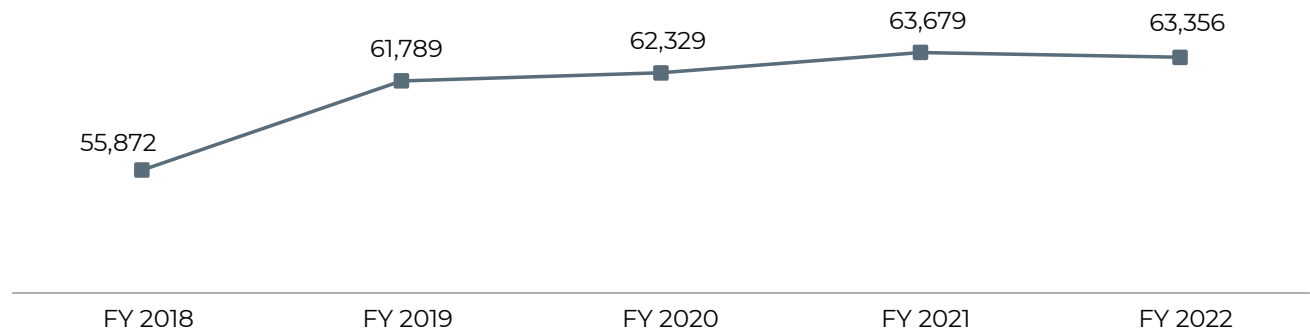


Figure 16 – Prisoners Produced for Required Events

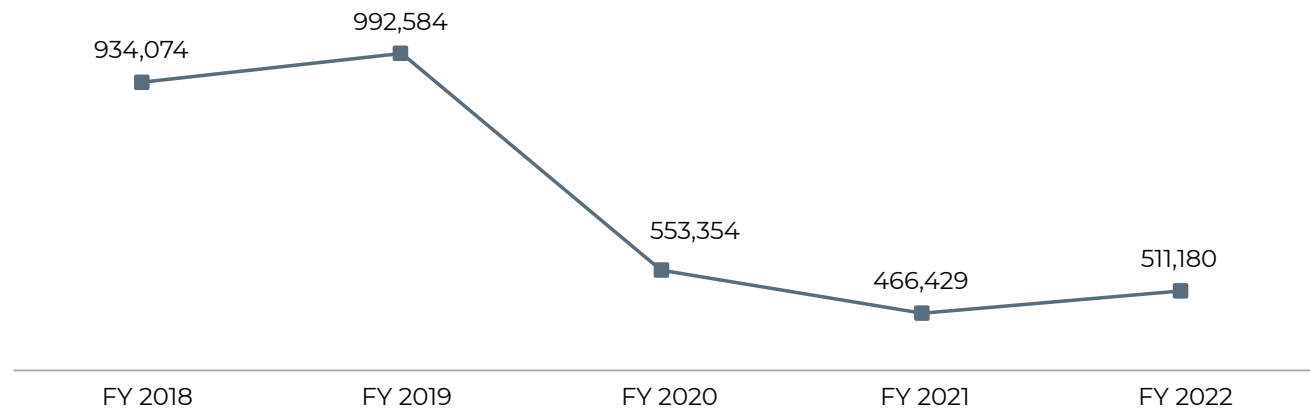
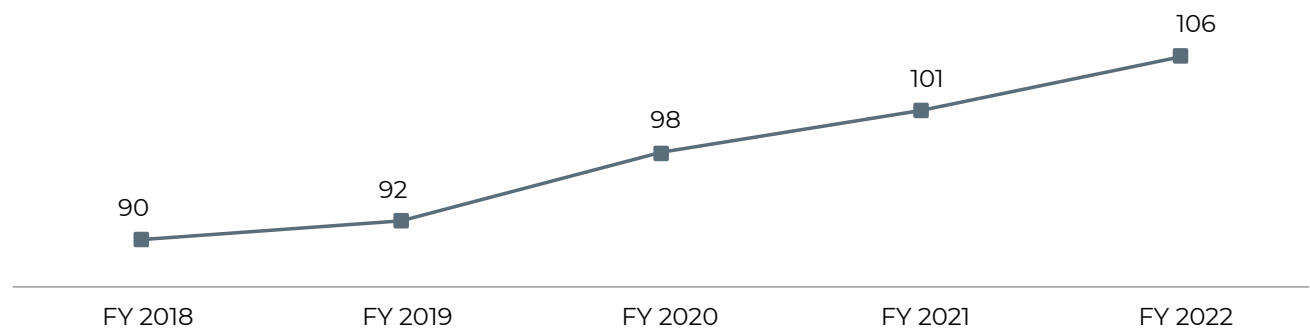


Figure 17 – Per-Day Detention Costs (in dollars)



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

MISSION PROGRAM DATA

Table 5: Average Per Day Jail Rate Paid by Facility

Performance Measure	FY 2021 (\$)	FY 2022 (\$)
Total	93.89	96.53
Intergovernmental Agreement (IGA) Total	83.72	86.24
State and Local	84.36	86.63
Private, Indirect	82.23	85.41
Private, Direct	150.57	166.87

The USMS held the per day, per capita jail cost to 3.4 percent above the projected level for all facility types and 2.8 percent above the FY 2021 cost. The rate paid at private facilities was 28.5 percent above the projected rate while the rate paid at IGA facilities was 1.9 percent below the projected rate.

Table 6: Time in Detention, Prisoners Serving Imposed Sentences in USMS Custody Performance Measure

Performance Measure	FY 2021	FY 2022
Prisoners with Short-term Sentences (STS) Released by USMS	3,508	3,706
Days-in-Detention, Post Sentencing		
30 days or less	2,956	3,312
31 to 60 days	188	129
61 to 90 days	136	92
91 days or more	228	173
Average Detention Time (Days)		
Pre-Sentence	52.1	48.9
Post-Sentence	18.5	20.4

An estimated \$13.5 million was expended to house prisoners post-sentencing. As a result of the COVID-19 pandemic, there was a 92 percent reduction in short-term sentenced (STS) prisoners held in USMS custody and a corresponding reduction in the release of STS prisoners. STS prisoners accounted for about 0.2 percent of the total USMS detention population. In FY 2022, 56 percent of the prisoners released following STS expiration were arrested for immigration offenses.

Table 7: Prisoners Received: By Offense

Performance Measure	FY 2021	FY 2022
Total	100,182	98,749
Immigration	18,010	22,191
Weapons	9,045	8,397
Drugs	21,870	18,910

During FY 2022, the number of prisoners received by the USMS was 98,749 or 1.4 percent less than FY 2021. The number of prisoners received for immigration offenses increased by 23.2 percent, weapons offenses decreased by 7.2 percent, and drug offenses decreased by 13.5 percent.

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

NOTIFYING PRISONERS OF THEIR VOTER RIGHTS UPON ADMISSION TO USMS CUSTODY. The USMS updated its prisoner intake procedures in response to Presidential EO 14019, Promoting Access to Voting, which was issued on March 7, 2021. Among other things, the executive order directed the AG to “provide educational materials related to voter registration.” Beginning in December 2021, the USMS undertook a series of actions to comply with the requirements of the EO, to include modifying 936 contracts or intergovernmental agreements and the agency’s information technology to require USMS personnel to notify prisoners upon their admission into USMS custody of their right to request voting access information from their designated facility.

ENHANCING REPORTING WITH A DETENTION DASHBOARD. The USMS developed a dashboard to provide district leadership with real-time data to monitor key metrics and compliance matters. Included in the dashboard is the ability to create reports to track routine activities, such as daily cellblock sweeps, weekend sanitation checks, and alarm checks. Within ten months of the roll out of this dashboard, the USMS has seen an over 500 percent improvement in compliance for conducting the routine activities.

AUTOMATING THE PRISONER MEDICAL NEEDS REQUEST PROCESS. The USMS developed and deployed a Prisoner Medical Management capability within its operational knowledge management application that integrates seamlessly into the existing Prisoner Management module. This capability automates responses to district staff requests for prisoner medical needs. If the need falls below a predetermined threshold, it automatically approves the request, thereby saving the time that district staff would ordinarily use to create a manual request and the time the Prisoner Medical Management branch would use to approve the request. Overall, the implementation of this capability has saved over 3,500 work hours annually, while also drastically expediting the time it takes to fulfill prisoner medical needs.

IMPROVING MANAGEMENT AND VISIBILITY OF DETENTION SPACE AND SERVICES. The USMS implemented a Capacity Management System that provides users with a real-time dashboard to determine the availability of detention facilities and detention-related services such as guard and transportation to support the USMS. This eliminates the manual process of tracking prisoner bed space availability.

PREVENTING PRISONER SUICIDES. The USMS receives a prisoner into its custody and assumes responsibility for the safe, secure, and humane housing of that prisoner in a detention facility. In some instances, USMS prisoners have committed suicides while held in detention. Of the more than 158,500 USMS prisoners housed in a detention facility during FY 2022, 16 died by suicide.

On August 8, 2022, the USMS hosted a Prisoner Suicide Awareness and Prevention Roundtable that included the Bureau of Justice Assistance, National Institute of Corrections, National Commission on Correctional Health Care, National Sheriff’s Association, American Foundation for Suicide Prevention, and BOP. The USMS is working with these correctional practitioners and subject matter experts to identify resources, capabilities, best practices, and industry standards to mitigate the prevalence of prisoner suicide.

The agency developed and implemented a suicide incident review and response protocol that assesses detention facility procedures, training, and supervision with the objective to identify deficiencies that can be remediated that might reduce the likelihood of prisoner suicide. The USMS also hired a psychologist to assist with prisoner mental health issues and to oversee clinical aspects of the USMS suicide mitigation program. Additionally, the USMS is updating its suicide prevention training program to address common risk factors and triggers.

TRANSPORTING THE LIVE SMALLPOX VIRUS AND PLANNING FOR MONKEYPOX IN DETENTION CENTERS. For the first time in 50 years, the live smallpox virus repository was moved outside of its original storage container, and for the first time in 26 years it changed location. During May and June

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

of 2022, the USMS assisted the Centers for Disease Control (CDC) by providing security for the movement of the live smallpox virus. Per the United Nations and World Health Organization Treaties, only two countries in the world are authorized to maintain a repository of the live smallpox virus. The movement was comprised of two missions conducted over the span of two weeks with heavy logistical support and coordination between multiple federal agencies.

Additionally, the agency coordinated with the CDC to develop a response plan for addressing monkeypox in congregate settings such as correctional and detention facilities. The USMS also developed an infection-tracking tool to assess the prevalence of monkeypox within the USMS detention population. Through September 30, 2022, no prisoners in the custody of the USMS have been reported as infected with monkeypox.

ENSURING PROPER CONSTRUCTION PROJECT PRIORITIZATION. The USMS occupies over 550 facilities nationwide. Its facility infrastructure is aging and in need of upgrades to ensure the safety and security of USMS employees, judges, and court personnel. Due to past financial limitations, a growing list of facility needs exceeded 800+ projects, including upgrades to vehicle sallyports, prisoner elevators, detention cells, courtroom holding cells, prisoner processing areas, equipment, and overall maintenance needs. A prioritization list was created to ensure the most critical safety and security projects were ranked to ensure efficient use of future appropriated funds.

The USMS developed a scoring matrix for each facility that assigned scores based on safety, security, maintenance, and other needs. Safety and security were given the highest scores, while general maintenance and less critical needs scored lower. Data such as prisoner movement, courthouse production, and detention population were also considered. The agency completed a construction project prioritization list, forming the basis for a five-year operational plan that will effectively assign future funds to the most critical USMS projects to ensure the safety and security of USMS employees, judges, and court personnel.



ENHANCE THE BUSINESS ENVIRONMENT

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

To achieve the agency's goal to enhance the business environment, the USMS developed the following strategic objectives:

- Modernize business processes and technology infrastructure
- Promote evidence-based, data-driven decision-making
- Promote effective and efficient governance and asset and vendor management
- Promote knowledge sharing and enhance communication across the organization

4

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

STRATEGIC OBJECTIVE: MODERNIZE BUSINESS PROCESSES AND TECHNOLOGY INFRASTRUCTURE

MAKING STRIDES IN CLOUD MIGRATION. The agency made significant progress in migrating its IT services to the cloud, supporting the multi-year effort to vacate “brick and mortar” data centers by September 2024. The USMS transitioned critical mission applications to ensure continuity of services from a closing data center to the cloud in ten months, meeting the DOJ’s timeline.

The USMS was the first DOJ component to migrate to DOJ’s Microsoft (MS) SharePoint Online (SPO) solution, helping establish best practices and lay the foundation for future DOJ components to follow. In January 2022, the USMS successfully completed the migration of over twenty terabytes of data to SPO while reducing the on-site backup storage solution utilization levels by approximately 40 percent and drastically decreasing the agency’s risk of incurring data loss. The SPO solution provides users with enhanced features and functionality, such as document version control, collaboration and sharing, file storage (including offline storage), synchronization, and access across multiple pieces of government-furnished devices.

MODERNIZING THE USMS INTERNET PRESENCE. The USMS partnered with the ATF on a multi-year project to build a secure, mobile-optimized, user-friendly platform. The USMS transitioned the agency website from a platform built with basic HTML technology to a new and improved website, built within a modern Content Management System. The new site integrates USMS social media platforms and creates a better digital experience for the over 75,000 users who visit monthly.



MODERNIZING THE USMS WORKPLACE. The agency continues to modernize its IT services, replace end-of-life software and hardware, and adopt, maintain, and protect the security of those services. The MS Internet Explorer web browser reached end-of-life on June 15, 2022. As of March 30, 2022, the USMS implemented Google Chrome as the default web browser for over 10,000+ USMS workstations. The USMS worked with system owners and teams to upgrade several applications and ensure the application pages load properly and capabilities function as intended within the Chrome and/or MS Edge browsers.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

IMPROVING OVERSIGHT AND COMPLIANCE OF ANNUAL PROPERTY INVENTORY. The USMS tracks its property such as computers, accessories, and other equipment annually. The 2022 annual inventory, compared to 2021, showed a 47 percent reduction in accountable property items reported lost, stolen, damaged, or disposed/destroyed without authorization. In preparation for the annual inventory, the USMS conducted training sessions, engaged stakeholders, updated a property management checklist, and offered one-on-one consultations. The USMS also created a dashboard providing dynamic inventory data and target metrics. The USMS completed the inventory 11 days earlier than prior year and achieved a 99.8 percent accountability of its 151,962 assets.

UPGRADING LAND AND MOBILE RADIO SYSTEMS. The USMS maintains radio systems and communication equipment that support the secure and effective communications of operational personnel in the field. Prior to FY 2022, USMS operational employees in the New York and New Jersey metro areas were experiencing poor radio coverage and communication reliability due to aging and incompatible equipment. This introduced officer safety and disruption of duty risks to USMS operational employees and law enforcement partners. In June 2022, the USMS completed a multiphase project to modernize local equipment, ensuring more robust connectivity across the area. The upgraded system provides a redundant traffic path, crucial in the event the primary path is down, ensuring DUSMs will still have radio communications in the event of terrorist attacks, like that of the tragic attacks on September 11, 2001.

The USMS tested the upgraded system during a two-week major fugitive round up operation in May 2022. This system was also built to support DOJ partners; the U.S. Immigration and Customs Enforcement, DEA, and ATF are currently using the new trunking system. Motorola performed coverage testing with technicians driving all over the New York and New Jersey metro areas and beyond to ensure that the system is performing at the promised capacity. Motorola also provided system administration training to USMS technicians and IT teams. The USMS now has two more Motorola certifications, enabling better monitoring, troubleshooting, and service of the USMS radio network.



GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

MISSION: FINANCIAL MANAGEMENT MODERNIZATION AND COMPLIANCE

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

AUTOMATING MANUAL PROCESSES RESULTED IN CUTTING COSTS AND SIGNIFICANT HOURS. The USMS continued to leverage UiPath, a Robotic Process Automation (RPA) product, to streamline operations and reduce burden on the agency's manual procedures, in accordance with the Office of Management and Budget memorandum, Shifting from Low-Value to High-Value Work, providing guidance to federal agencies to "regularly review their own management guidance, identify opportunities to streamline operations, and reduce burden on their components." The RPA configures computer software to automate routine human actions within digital systems. In FY 2022, the USMS expanded system function automations in these areas:

1. Each year, approximately 9,000 deposits of seized assets flow through the U.S. Department of Treasury's web based Pay.gov collections system. Subsequently, these deposits are manually entered into the Justice Management Division (JMD) Consolidated Asset Tracking System (CATS). The USMS built an RPA bot to process these entries in the JMD CATS automatically. The process was implemented in January of 2022 and is estimated to eliminate 1.8 million keystrokes and save 3,000 hours and \$130,000 in costs per year.
2. RPA bots were implemented fully in 2022 to process budget creation and budget realignment documents in the financial management system, the Unified Financial Management System (UFMS). The use of the budget automations will significantly streamline the FY 2023 budget processes. For FY 2022, the budget automations saved approximately 90 hours.
3. Before procuring services or goods, the user must create a purchase requisition in the financial system manually. The USMS has developed and implemented an RPA bot to create the purchase requisitions for district and aviation guards, which will be leveraged in the future for other commercial procurement requisitions. The process was implemented in July 2022 and saved 250 hours in the last two months of FY 2022 alone.
4. The USMS launched an application that integrates the Marshals Accounting Reports System (MARS) with RPA efficiency. This application extracts, transforms, and loads Treasury Collections Information Repository data into MARS daily. MARS then automatically produces the necessary outputs for RPA processing. This new RPA application demonstrates the synergy between MARS reporting capabilities and RPA efficiency and went live at the end of FY 2022.

STREAMLINING AND AUTOMATING BUDGET FUNCTIONS. Following the launch of the Financial Data Allocation Platform (FDAP), a budgetary business process optimization solution, the agency is expanding it to aid in fiscal year-end activities, streamline the workflow process, and enhance drilldown options to allow users to concentrate on specific areas. The optimization and automation of budget functions via FDAP has allowed system users to see real time data, save time and resources, and enabled the agency to focus on other priorities.

AUTOMATING INTRAGOVERNMENTAL TRANSACTIONS. The USMS collaborated with the JMD to comply with the U.S. Treasury's mandate for G-Invoicing implementation by FY 2023.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

G-Invoicing is the U.S. Treasury's long-term solution for Federal Program Agencies to manage their intragovernmental buy/sell transactions, replacing the paper-based reimbursable agreement or interagency agreement with an online digital application. G-Invoicing increases transparency between federal agencies and the U.S. Treasury while facilitating more effective communication amongst trading partners to standardize and improve government-wide accounting for reimbursable activities.

Additionally, G-Invoicing allows the USMS to take advantage of the newly developed automatic integrations within UFMS (further streamlining intragovernmental buy/sell processes between trading partners) and allows for the automation of the settlement process in the Intra-Governmental Payment and Collection system. This automation resulted in the reduction of manual processes associated with recording and reconciling these buy/sell transactions. The project team worked collaboratively across the agency to test the end-to-end solution; configure new UFMS functionality via the UFMS 7.9 upgrade; implement security permissions; and provide training to over 30 impacted districts and divisions and more than 150 USMS personnel. In anticipation of migrating to the new Treasury G-Invoicing system, the USMS posted 6,699 transactions from the legacy system to prepare for the implementation. The G-Invoicing solution went live on October 1, 2022.

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

MANAGING USMS FACILITY INVESTMENTS. The USMS established a Facilities Investment Review Board (FIRB), which includes the USMS Chief Financial Officer, to approve projects within a capital asset investment portfolio that is business process-driven and contribute to tangible and observable improvement in mission performance. The FIRB is comprised of senior leaders who serve as the governing body for making executive-level decisions on the selection and management of capital investments for construction and leasing portfolio management. The FIRB is a process improvement that ensures executive-level awareness and decision prior to expending time to projects.

The FIRB reviews and approves high-profile, unique leases (for example, consolidations, redesign to improve utilization, relocations) or significant increase in rent (greater than \$500,000/year or tenant improvements more than \$2 million), in addition to the following items:

- Review and approve or disapprove USMS major renovation and projects
- Review notification of non-discretionary projects to identify and approve program funding
- Review and approve program funding level for maintenance improvement and repair
- Ensure decisions comply with the budget cycle requirements including requests for additional funding
- Assure requests for real property leases are economical and provide the best value option to meet the mission requirements, while evaluating the opportunity to improve utilization rates and address the Reduce the Footprint initiative

Significant accomplishments of the FIRB include project and funding approvals for the secondary headquarters location for continuity of operations purposes, a new building for USMS employees at the FLETC in Glynco, Georgia, various elevator modernization projects, new aircraft hangar projects, and new courthouse offices that all support the USMS mission.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

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

ENHANCING QUALITY CONTROL AND PROCUREMENT AUDIT PROCEDURES. The USMS expanded its Quality Assurance Program focused on procurement and procurement-related activities within the agency, in support of several USMS Strategic Plan objectives as well as an audit recommendation. Following the 2021 Office of Inspector General (OIG) audit, the OIG recommended the USMS expand its internal procurement audit procedures to include reviewing the Intergovernmental Agreements. In response, the USMS implemented an audit/quality control team. The team created detailed sampling and test plans to review simplified acquisitions, purchase card transactions, and higher dollar actions to support USMS requirements. Currently, the team is developing comprehensive reporting matrices that will identify trends, risk areas, and overall recommendations for improvements to the agency's acquisition processes and policies.

IMPLEMENTING SPLIT PAY TO REDUCE TRAVELER LIABILITIES AND DELINQUENCIES.

Reimbursements for employee official travel expenses are generally deposited directly into the travelers' personal bank accounts, and the travelers are responsible for paying the full balances on their government travel credit cards to Citibank. The USMS worked with stakeholders to implement Split Pay in the agency's travel system, E2, and UFMS to improve stewardship of financial resources and maximize compliance with Federal Travel Regulations. The Split Pay feature allows individual travel expenses or portions of travel expenses to be paid directly to Citibank. Split Pay can eliminate the need for a traveler to make a payment to Citibank from their personal account, resulting in time savings and a reduction of liabilities for the traveler. Additionally, the Split Pay function enables the USMS to earn more rebates and reduce travel credit card accounts from being suspended or canceled due to timely payments to Citibank. In FY 2022, the USMS paid 72 percent of travel expenses directly to Citibank through Split Pay.

PILOTING ZERO EMISSION VEHICLES (ZEVs). In support of EO 14057, Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability, signed December 8, 2021, the USMS is evaluating the capability of ZEVs to perform in a law enforcement environment. In July 2021, based on EO 14057 to convert to an all-electric fleet, the USMS launched an electric vehicle pilot. The agency ordered two level-two charging stations and a 2022 Tesla Model Y through the GSA. The Tesla was outfitted with law enforcement emergency equipment. Fleet Management developed an evaluation checklist to capture feedback from DUSMs at testing locations in the field.

In February 2022, the USMS began evaluation of the Tesla and used it for various operational missions that concluded in mid-September. Fleet Management is evaluating feedback from the field to make data-driven decisions about the feasibility of field use of ZEVs. Precursory evaluations note the challenges of vehicle charging, the number of available charging stations, and access to charging stations. In FY 2023, the USMS will develop a ZEV strategy to comply with EO 14057.

Electric vehicle use could reduce the estimated \$12 million the USMS spends on annual fuel costs based on the number of ZEVs added to the inventory. Electric vehicles are currently more expensive to buy, however the cost is expected to decrease as more vehicle manufacturers produce additional models. ZEVs are cheaper to maintain in the long run due to fewer moving parts or points of failure, resulting in reduced vehicle downtime. The USMS National Vehicle Maintenance contract could realize reduced maintenance costs by

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

not needing to pay for items like engine oil, air filters, cooling system flushes, etc. ZEVs only require service for normal wear-and-tear items such as brakes and tires.



GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

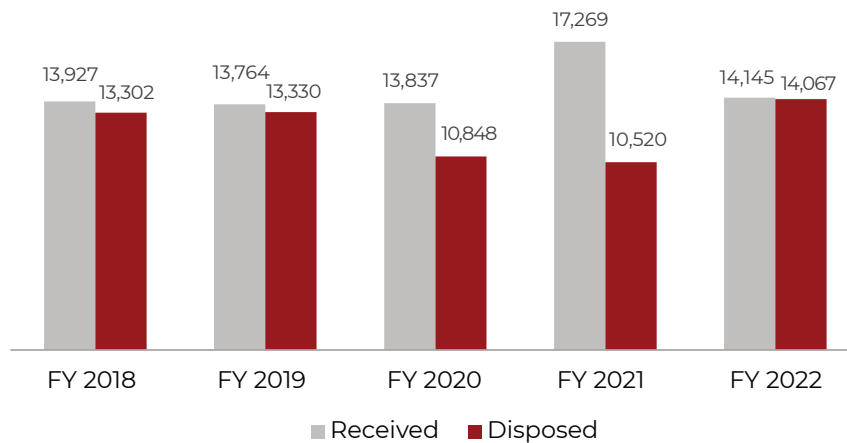
MISSION: ASSET FORFEITURE PROGRAM

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

In FY 2022, the USMS identified \$141 million in assets to be targeted for forfeiture, contributed to the investigative efforts of \$82 million in assets subject to forfeiture, and assisted USAOs in defeating unsubstantiated third-party claims against \$4.1 million in assets. The USMS also collected more than \$19 million in money judgment cases through cash payments, established payment plans, or identified assets.

MISSION PROGRAM DATA

Figure 18 – Assets Received and Disposed of by the USMS



The USMS Asset Forfeiture Division received 14,145 assets in FY 2022 and disposed of 14,067 assets.

REFUNDING VICTIMS THROUGH ASSET FORFEITURE. In FY 2022, the USMS issued 359 payments totaling \$505.89 million to victims who suffered a direct loss caused by the offenses underlying the forfeiture actions. This included \$340 million in payments to the victims of the Madoff case, \$92 million in the U.S. v. Jeffrey Webb case, and \$46 million in the U.S. v. Nima Rodefshalom case. The USMS also processed 21,771 equitable sharing payments worth \$228 million, of which \$13 million went to federal agencies and \$3 million for international sharing payments.

U.S. v. David Lonich, Sean Cutting, and Brian Melland: In December 2017, Sean Cutting and Brian Melland, executives for the Sonoma Valley Bank, were convicted of conspiracy, bank fraud, wire fraud, money laundering, falsifying bank records, lying to bank regulators, among other crimes in the U.S. District Court for the Northern District of California. Co-defendant David Lonich, an attorney for Bijan Madjlessi, a real estate developer who was also indicted on the case but died prior to conviction, was also convicted for conspiracy, bank fraud, wire fraud, attempted obstruction of justice, and other offenses.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

Cutting and Melland used their positions at the Sonoma Valley Bank to conspire with Madjlessi, loaning him more than \$35 million, approximately \$24.7 million more than the bank's legal lending limit. Cutting and Melland circumvented the bank's regulators by facilitating multi-million-dollar loans to "straw" borrowers who would then funnel the money to Madjlessi. These crimes caused the Sonoma Valley Bank failure and closure, a taxpayer loss of more than \$47 million, FDIC loss of approximately \$39 million, and a U.S. Treasury, Troubled Asset Relief Program



loss of approximately \$8.65 million. Cutting and Melland were both sentenced to 100 months in prison, and Lonich was sentenced to 80 months in prison. As part of their sentencing, the judge ordered the forfeiture of Lonich's interest in the Park Lane Villas East, an apartment complex located in Santa Rosa, California, worth approximately \$20.8 million.

After a lengthy appeal process, the court ruled in favor of the United States in 2022, allowing the property to be marketed and sold by the USMS. The subject property's location and size generated immediate investor interest on a national basis. After a competitive offer process, the USMS drafted and completed the contract in approximately two weeks, a tremendous and unprecedented effort for a sale of this size and complexity. On June 5, 2022, the sale of Park Lane Villas East was completed for \$38.5 million. After deducting closing costs, \$24.7 million is available to meet restoration requirements. Additionally, at the direction and oversight of the USMS, comprehensive asset management services for the subject property were provided for more than three years prior to marketing which yielded an additional \$3.8 million in operating proceeds.

U.S. v. Vincent Ramos: In May 2019, Vincent Ramos, Chief Executive Officer of Phantom Secure, was sentenced to nine years in prison for selling encrypted communication devices and services used to facilitate the transnational distribution of narcotics. Phantom Secure customized mobile devices and operated an encrypted network that enabled devices to send and receive encrypted messaging, intentionally designing their products and services to avoid law enforcement detection such as decryption, wiretapping, or legal third-party records requests.

As part of the DOJ's OCDETF, the USMS worked alongside the USAO, FBI, DEA, CBP, HSI, Washington State Police, Bellingham and Blaine Police Departments, and law enforcement entities in Australia, Canada, Panama, Hong Kong, and Thailand. Ramos' conviction marks the first time the United States targeted a company and convicted its chief executive for knowingly providing transnational criminal organizations with the encrypted infrastructure to conduct the international importation and distribution of narcotics.

The USMS led the financial investigation that resulted in the forfeiture of \$80 million as proceeds of the crime, as well as the identification of assets, including international bank accounts, real estate, cryptocurrency accounts, and gold coins. The USMS is also responsible for the custody, management, and disposal of assets seized and forfeited as related to this case.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

U.S. v. Sezgin Baran Korkmaz: In July 2022, Sezgin Baran Korkmaz was indicted in the U.S. District Court for the District of Utah for laundering more than \$133 million in illegal proceeds through bank accounts he controlled in Turkey and Luxembourg. Korkmaz and his co-conspirators allegedly filed more than \$1 billion in tax credits for the production and sale of biodiesel, of which approximately \$470 million were paid. The defendants used the biofuel fraud proceeds to acquire luxury homes and assets, as well as businesses such as Biofarma, the Turkish airline Borajet, a yacht named the Queen Anne, a hotel in Turkey, and a villa and apartment on the Bosphorus River in Istanbul.



In April 2021, the U.S. Treasury sought the assistance of the USMS in executing a seizure warrant for the 150-foot Queen Anne Motor Yacht located in Beirut, Lebanon and requested assistance with repatriating the vessel to the United States. Pursuant to an October 2021 order by a District of Utah judge, the Queen Anne Motor Yacht, one of several assets sought for forfeiture in the case, was seized and forfeited. The USMS and the DOJ partnered with the U.S. Treasury Executive Office of Asset Forfeiture to provide asset recovery, management, and disposal services. The USMS worked with international partners to perform a global threat assessment and facilitate relocation of the vessel to Cypress. The USMS relocated the yacht, ensured its safekeeping, and advertised the yacht for sale to an international audience, eventually accepting a sales price of \$10.1 million for the U.S. Treasury. Korkmaz has other assets that are currently the subject of forfeiture claims by the United States and Turkey.

Supporting international partners. The USMS international asset forfeiture caseload includes 70 active cases involving 36 countries. The agency partners with a growing number of countries focusing on the impactful use of forfeiture. The USMS presented multiple virtual and in-person training sessions, with over 160 attendees from countries in Europe, Asia, and the Caribbean. These training sessions educate international partners on the agency's role in asset forfeiture and serve as a meaningful environment to foster collaboration.

FY 2020-FY 2022 ENACTED RESOURCES BY USMS STRATEGIC GOAL

Dollar amounts are in thousands (000s)

S&E = Salaries & Expenses

() = Funding sources

GOAL 1 & 4:

STRATEGIC GOAL 1&4 All S&E Decision Units (S&E)	2020 Enacted			2021 Enacted			2022 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	409	398	116,608	440	425	131,300	538	452	166,372
Fugitive Apprehension	532	491	144,659	533	515	149,695	533	519	157,486
Prisoner Security and Transportation	275	238	68,843	275	251	71,808	275	251	74,607
Protection of Witnesses	65	58	15,924	65	61	16,510	65	62	17,118
Tactical Operations	46	41	21,606	46	42	18,169	46	43	18,751
Total Enacted - S&E	1,327	1,226	367,639	1,359	1,294	387,482	1,457	1,327	434,334
Reimbursable FTE		188			194			197	
Total Enacted with Reimbursable FTE - S&E	1,327	1,414	367,639	1,359	1,488	387,482	1,457	1,524	434,334

Note: Represents S&E administrative resources only

GOAL 2:

STRATEGIC GOAL 2 Fugitive Apprehension (S&E)	2020 Enacted			2021 Enacted			2022 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Fugitive Apprehension	1,542	1,354	399,860	1,556	1,371	423,099	1,556	1,403	459,751
Total Enacted - S&E	1,542	1,354	399,860	1,556	1,371	423,099	1,556	1,403	459,751
Reimbursable FTE		98			109			86	
Total Enacted with Reimbursable FTE - S&E	1,542	1,452	399,860	1,556	1,480	423,099	1,556	1,489	459,751

Note: Represents S&E operational resources only

ENACTED RESOURCES BY USMS STRATEGIC GOAL

GOAL 3:

STRATEGIC GOAL 3	2020 Enacted			2021 Enacted			2022 Enacted		
Judicial and Courthouse Security (S&E)									
Prisoner Security & Transportation (S&E)									
Protection of Witnesses (S&E)									
Tactical Operations (S&E)									
Detention Services (FPD)									
Construction									
Justice Prisoner and Transportation System (JPATS)									
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	1,282	1,133	365,503	1,282	1,209	382,562	1,282	1,222	396,449
Prisoner Security and Transportation	737	678	184,501	737	710	192,446	737	680	199,945
Protection of Witnesses	184	167	45,076	184	175	46,735	184	167	48,458
Tactical Operations	126	115	59,181	126	121	49,766	126	115	51,363
Total Enacted - S&E	2,329	2,093	654,261	2,329	2,215	671,509	2,329	2,184	696,214
Reimbursable FTE		75			55			37	
Total Enacted with Reimbursable FTE - S&E	2,329	2,168	654,261	2,329	2,270	671,509	2,329	2,221	696,214
Detention Services	27	24	1,867,461	33	25	2,171,609	42	25	2,123,015
Construction			15,000			15,000			15,000
Grand Total Enacted - S&E, FPD, and Construction	2,356	2,192	2,536,722	2,362	2,295	2,858,118	2,371	2,246	2,834,229
JPATS	123	113	58,620	123	112	66,019	123	113	70,651
Total Operating (President's Budget) Level - JPATS	123	113	58,620	123	112	66,019	123	113	70,651
Actual Operating Level - JPATS	123	96	67,080	123	96	74,436	123	96	58,091
Note: Represents S&E operational resources only , FPD appropriation, Construction, and JPATS Revolving Fund									

GLOSSARY OF ACRONYMS

ACRONYM	DESCRIPTION
AFP	Asset Forfeiture Program
AG	Attorney General
AOUSC	Administrative Office of the United States Courts
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
AWA	Adam Walsh Child Protection and Safety Act
BOP	Federal Bureau of Prisons
BPSTP	Basic Protective Services Training Program
BRF	Ballistic Research Facility
BWC	Body-Worn Camera
BWCP	Body-Worn Camera Program
CATS	Consolidated Asset Tracking System
CBP	Customs and Border Protection
CDN	Cartel de Noreste
CDC	Centers for Disease Control and Prevention
CIRT	Critical Incident Response Team
D.C.	District of Columbia
DEA	Drug Enforcement Administration
DHS	Department of Homeland Security
DOJ	Department of Justice
DUSM	Deputy U.S. Marshal
EAP	Employee Assistance Program
EO	Executive Order
EOTP	Enforcement Officer Training Program
ERP	Employee Resiliency Program
ESP	Emotional Support Personnel
FBI	Federal Bureau of Investigation
FDAP	Financial Data Allocation Platform
FFO	Foreign Field Office
FIRB	Facilities Investment Review Board
FIT	Fitness-in-Total
FIU	Fugitive Investigative Unit
FLETC	Federal Law Enforcement Training Center
FTO	Field Training Officer
FY	Fiscal Year
GS	General Schedule

APPENDIX

ACRONYM	DESCRIPTION
GSA	General Services Administration
HIDS	Home Intrusion Detection System
HRFA	High-Risk Fugitive Apprehension
HSI	Homeland Security Investigations
ICAP	Interagency Committee for Aviation Policy
IT	Information Technology
JMD	Justice Management Division
JPATS	Justice Prisoner and Alien Transportation System
JSC	Judicial Support Center
LTL	Less-than-Lethal
MARS	Marshals Accounting Reports System
MPD	Metropolitan Police Department
MRDS	Miniature Red Dot Sights
MS	Microsoft
MS-13	Mara Salvatrucha
NBI	National Bureau of Investigation
NCMEC	National Center for Missing and Exploited Children
OAW	Operation Allies Welcome
OCDETF	Organized Crime Drug Enforcement Task Force
OIG	Office of Inspector General
OMB	Office of Management and Budget
ONS	Operation North Star
OTB	Operation Triple Beam
OWO	Operation Washout
PSS	Physical Security Specialist
Pub. 64	USMS Publication 64
RCMP	Royal Canadian Mounted Police
RFTF	Regional Fugitive Task Force
RPA	Robotic Process Automation
SCOTUS	Supreme Court of the United States
SOG	Special Operations Group
SPO	SharePoint Online
TFO	Task Force Officer
UFMS	Unified Financial Management System
USAO	U.S. Attorney's Office
USMS	United States Marshals Service

ACRONYM	DESCRIPTION
VU	Vetted Unit
WIFLE	Women in Federal Law Enforcement
ZEV	Zero Emission Vehicle



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