

U.S. Department of Justice  
United States Marshals Service



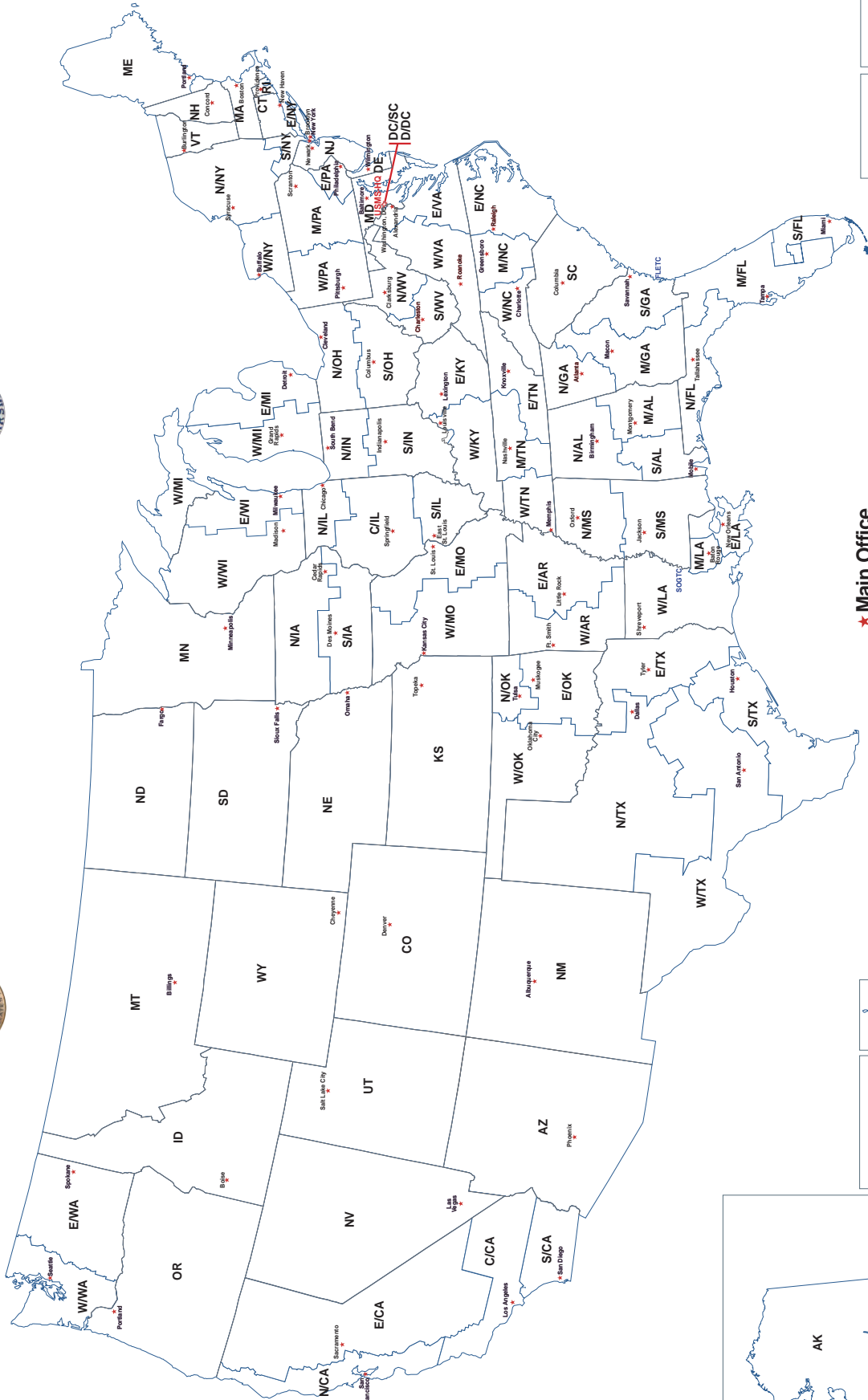
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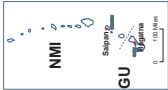
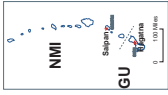
# United States Marshals Service FY 2021 Annual Report



# U.S. Marshals Service Districts



★ Main Office





## **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 initiative. The USMS is a force of approximately 5,400 deputies and business professionals who protect the federal judiciary, apprehend federal fugitives, transport and house prisoners, locate and recover missing children, enforce sex offender compliance, operate the Witness Security Program, 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 federal fugitives. From the arrest of a defendant out on bond to the apprehension of prison escapees, DUSMs investigate, locate, and detain the accused and the guilty to guarantee court cases proceed unimpeded and prison sentences are served. Headquarters lends its investigative assistance in these and other matters, including providing leadership to districts in their efforts to recover missing children and investigate noncompliant sex offenders. Finally, the USMS is central to the Department of Justice's (DOJ's) objective 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 and technology.

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.

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I am honored to serve as the 12th Director of the United States Marshals Service (USMS) and pleased to present the USMS Fiscal Year (FY) 2021 Annual Report. This report exemplifies just some of the incredible accomplishments of the outstanding men and women of the USMS. I would like to take this opportunity to thank former Director Donald W. Washington for his committed service to the USMS and our Nation. The USMS' success during his tenure is a testament to his leadership, and we wish him the best in his next adventure.

As the new Director, I am excited to lead the proud men and women of this storied agency and am committed to ensuring the USMS remains the absolute best in protecting, defending, and enforcing the American justice system.

Throughout my law enforcement career, I have had the privilege of working with the USMS, witnessing firsthand the professionalism and commitment of this agency. This dedication can be clearly seen in the successes the USMS has achieved during the second year of the worldwide COVID-19 pandemic. The USMS came to the Nation's aid in many ways, including providing security for the movement of new COVID-19 vaccines, overseeing a vaccination effort for more than

12,000 Native Americans, contributing to the recovery of 950 missing and endangered children, and apprehending over 84,000 fugitives including over 6,000 murder suspects. These efforts, combined with our core mission to protect the federal judiciary, have greatly contributed to public safety across the Nation and is critical to the preservation of our democracy.

As we look to the future, we will work to continually improve our processes and the services we provide, never hesitating to take an introspective look at the agency to ensure we learn from both our successes and setbacks. And through these lessons we will face the evolving challenges and threats of the future with justice, integrity, and service as our guiding principles. We are committed to investing in the workforce, including recruiting only the best, career development and advancement opportunities, and a focus on the safety and wellness of all of our employees. We are focused on developing our personnel to be great leaders, to set the example for the law enforcement community, and to establish best practices that we can share with our colleagues to best protect our communities.

In closing, I would also like to thank our federal, state, local, and tribal law enforcement partners who we work with side-by-side on a daily basis to tackle crime and violence across the Nation. They are part of the USMS family and share in all of our successes.

Please join me in congratulating the men and women of this remarkable agency for another year full of triumphs and enjoy the USMS FY 2021 Annual Report.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Davis", written in a cursive style.

Ronald L. Davis

Director, United States Marshals Service

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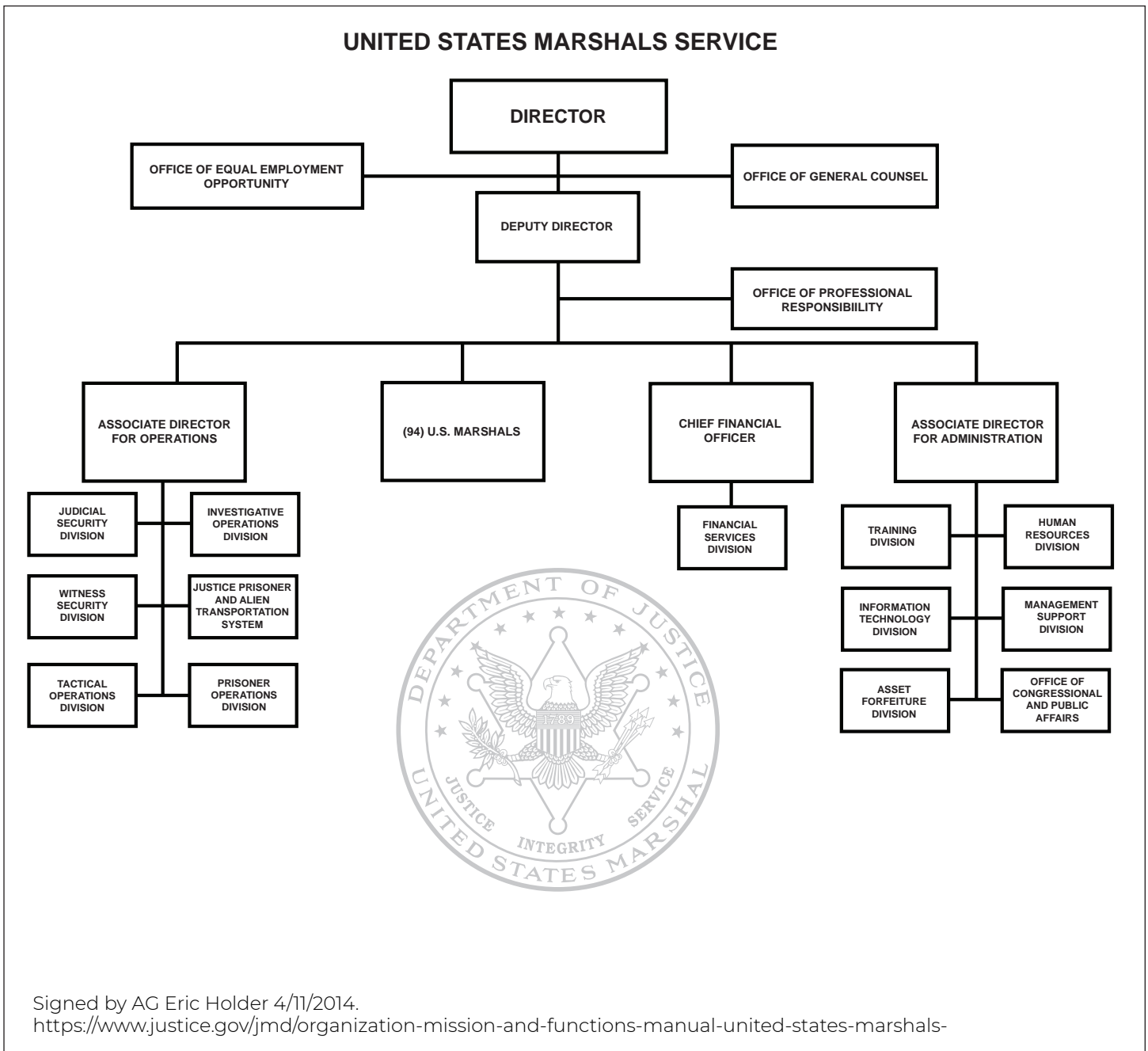
**MISSION**

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**



### ENSURING THE SAFE DELIVERY OF COVID-19 VACCINES TO AMERICA'S COMMUNITIES AND AROUND THE WORLD.

The USMS has a Memorandum of Agreement with the U.S. Department of Health and Human Services (HHS) to provide security for the national repository of medical countermeasures. The agency is currently working with the White House COVID-19 Response Team, Department of Defense, and HHS to provide security for COVID-19 vaccines transported from the facilities where they are manufactured to distribution sites. This requires USMS personnel to perform physical convoy security escorts for the drug product around the country. These missions have occurred daily throughout most of FY 2021, including weekends, holidays, and blinding snowstorms and blizzards. This effort resulted in the successful delivery of over 400 million vaccine doses in the U.S.



This was not a traditional USMS mission and constituted a massive undertaking, requiring district support. Early in the COVID-19 pandemic, USMS personnel supported national quarantine/repatriation operations at five sites across the U.S. Regional Law Enforcement Coordinators and Field Coordinators continued to support the Federal Emergency Management Agency (FEMA) Regional Response Coordination Centers throughout the pandemic and are still supporting planning and preparation for additional pandemic response. USMS personnel also supported the Dover, Delaware, federal vaccination site.

The USMS reacted with a multifaceted approach as the lead security agency for the COVID-19 vaccine response. Personnel deployed across the nation to establish command and control for the comprehensive logistics plans. Additionally, the agency replenished critical personal protective equipment, that was unavailable through normal channels, for USMS continuity sites during the COVID-19 response. In March 2021, the USMS entered into a reimbursable agreement with the HHS to provide additional personnel to support this initiative until July 15, 2021. Approximately two months into this operation, HHS requested to increase the number of deputies to support additional missions.

It became apparent that additional deputies would be necessary as more manufacturers received approval for their vaccines. Since July 2021, the USMS pivoted certain missions to international deliveries, ensuring the secure delivery of more than 600 million vaccines to countries worldwide via bi-lateral and country direct missions. More than 4.85 billion doses were administered across 183 countries during the greatest vaccination campaign in history.

### APPREHENDING A DOMESTIC TERRORIST IN A CHALLENGING RURAL ENVIRONMENT.

On July 11, 2021, the USMS Special Operations Group (SOG) joined the District of Minnesota (D/MN), Pennington County, and Red Lake County officers in the search for fugitive Eric Reinbold, who was wanted for the murder of his wife who was found dead from stab wounds on July 9, 2021, and a federal supervised release violation stemming from a 2017 federal conviction of constructing pipe bombs. Reinbold was arrested in June of 2015 when a postman witnessed Reinbold repeatedly ramming his wife's car with his truck. Reinbold's wife and children were inside the car at the time and Reinbold was armed with a handgun. When officers arrived, Reinbold fled with a handgun to a hunting area nearby. Law enforcement in the area lacked the resources and vehicles to apprehend him as he hid in the forest and escaped from them in the dark before he was eventually arrested. His history of fleeing

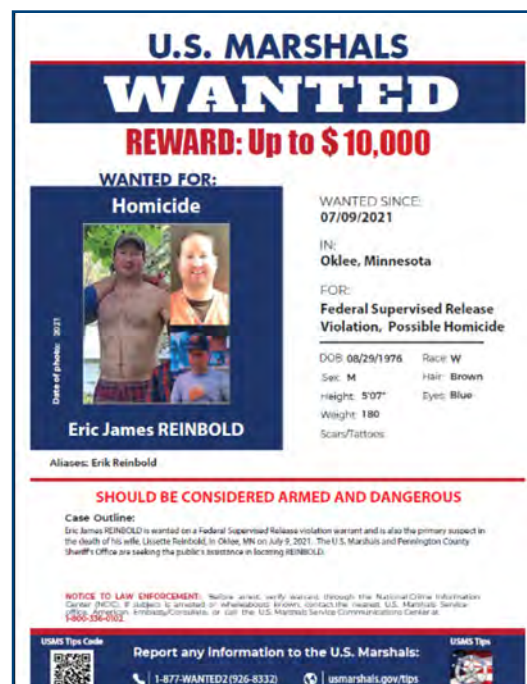
law enforcement when cornered gave investigative agents a baseline pattern of behavior but the July 2021 case still posed challenges. For one, immediate family and several friends were in denial of Reinbold's guilt in his wife's murder and his mental condition which posed a potential complication in the way of a support network for the fugitive.

Reinbold was suspected of being in and around the Oklee, Minnesota, area which is extremely flat, rural, and sparsely populated, reducing the likelihood of sightings and intelligence from the public. There was very little additional law enforcement support available besides that of a Sheriff's Office with only a few deputies and state troopers from a nearby substation. Multiple large-acre farms, hunting areas, mobile campers, trailers, and homesteads had to be searched. These properties had numerous outbuildings, abandoned homes, campers, garages, sheds, and dilapidated structures where Reinbold could easily seek shelter, gain supplies, or burglarize without immediate notice. The farms, in that area, consist of several hundred acres with waist-high grass and crops and the hunting areas are thickly vegetated, impeding aerial observation apart from low flying remote control drones.

Reinbold was in very good physical shape, had an intimate knowledge of the surrounding properties from childhood, was known to be able to live off the land, and had been planning and preparing for conflict against the government, as shown by journals seized from his property.

The USMS Office of Strategic Technology (OST) supported the manhunt by deploying a Senior Inspector and technician, along with deployable portable radios programmed on the statewide system. OST also organized and deployed assets to improve cellular signal in the area and enable GPS tracking of team members. Real-time trail cameras helped the team identify a general location of the subject. SOG Members, USMS investigators, and local law enforcement set up a large perimeter around the area in which he was spotted.

With all resources in place, a Tactical K-9 unit picked up Reinbold's trail, leading to investigators tightening the perimeter. When Reinbold appeared on a game camera for the last time, SOG utilized night vision and low-light operating capability combined with its command-and-control techniques to surround the area. SOG slowly encircled him until his heat signature was picked up by a handheld thermal imager[DL(1)]. Reinbold was apprehended without incident on August 4, 2021.



## ESTABLISHING THE FORCE REVIEW BRANCH (FRB).

The USMS established the FRB to review Use-of-Force (UOF) reports from districts and move the responsibility out of the Office of Professional Responsibility - Internal Affairs.

Since its establishment on February 1, 2021, the FRB's mission is to ensure that all USMS personnel and supporting Task Force Officer UOF incidents are thoroughly, objectively, and independently examined without prejudice, bias, or favor. By conducting more-comprehensive reviews of UOF incidents, FRB staff can analyze tactics, outcomes, and potential improvements of personnel safety and recommend changes to policies, procedures, and training programs. This review ensures personnel are using best practices during field operations to maximize the safety of the public and USMS personnel while minimizing the agency's exposure to liability. Moreover, the comprehensive reviews will promote transparency and demonstrate objectivity and accountability to the public.



## AGENCY HIGHLIGHTS AND AWARDS

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FRB staff conducted a significant amount of research before developing the program. This research included identifying UOF best practices through meetings with other law enforcement agencies, such as Customs and Border Protection; the Bureau of Alcohol, Tobacco, Firearms and Explosives; and the U.S. Department of Treasury. This resulted in the FRB implementing several best practices, including mandating all FRB Senior Inspectors receive the Force Science Certification via a five-day program that trains individuals to recognize and articulate important psychological, biological, and physiological factors that can affect behavior and memory in force encounters and pursuit situations. Additionally, senior inspectors learned how and why force confrontations evolve and how to extract relevant recollections from participants' and witnesses' memories. FRB staff also revised the shooting review process so that now, in addition to providing documentation, the FRB Senior Inspectors brief shooting incidents to the Shooting Review Board (SRB). This allows the Senior Inspector who is trained and who liaised with the investigating agency to provide a thorough presentation instead of relying on an SRB member to interpret the written documentation and accurately present it to the SRB.

FRB staff established a Less-than-Lethal Review Board (LTLRB) to ensure that incidents using less-than-lethal force are as thoroughly reviewed as shooting incidents. Another established critical best practice was the addition of a shooting incident weblink on USMS smartphones which contains important contact information needed after a shooting incident, the required post-shooting steps for USMS employees and supervisors, and links to relevant USMS sites. The moments following a shooting can be chaotic and traumatic. The weblink ensures that the critical information field personnel need is readily available and easy to use. FRB also developed and refined training to ensure operational personnel are receiving consistent training that addresses issues the FRB observed when reviewing UOF incidents.

The FRB collaborated with the USMS mission system team that captures UOF reporting to refine the reporting process to provide a more comprehensive analysis of USMS UOF incidents, which has both improved the user experience and provided more relevant information to the USMS on UOF incidents. The data from the system is entered into a data management system that FRB developed which allows it to incorporate additional relevant data, such as training courses attended. Additionally, the FRB staff established a quarterly newsletter that addresses issues or concerns identified in the previous quarter while reviewing UOF reports and communication with the LTLRB. Finally, FRB established a working group with USMS and external stakeholders to exchange ideas and information with the goal of creating better internal controls for the FRB.

The USMS FRB now serves as a model for other law enforcement agencies desiring to either implement a similar program or improve their existing one.

## AWARD-WINNING U.S. MARSHALS SERVICE PERSONNEL



On August 18, 2021, during the 21st Annual Leadership Training Conference hosted by the Women in Federal Law Enforcement Foundation, a non-profit organization working to promote the value that women bring to law enforcement, DUSM Lisa Alvarez-Spagnuolo was awarded the **Julie Y. Cross Award**, their most prestigious honor—a first-ever award for the USMS. The annual award, presented to a full-time, sworn law enforcement officer, recognized the courage, stamina, and willingness to go above and beyond the call of duty resulting in an exceptional heroic achievement in law enforcement. DUSM Alvarez, who participated in an early morning USMS fugitive task force warrant service for a fugitive wanted in Massachusetts for shooting a Massachusetts State Police officer, was ambushed with gunfire by the fugitive who had concealed himself in the residence. During the exchange of gunfire, two DUSMs were wounded multiple times. DUSM Alvarez immediately attended to a DUSM despite the extremely dangerous conditions and gunfire. DUSM Alvarez checked him for wounds, commenced tactical first aid procedures and applied an emergency tourniquet to his upper quadricep

DUSM Lisa Alvarez-Spagnuolo (center) accepts the Julie Y. Cross Award.



## AGENCY HIGHLIGHTS AND AWARDS

to stop the bleeding—very likely saving his life, ensuring that he did not go into shock. Once he was stabilized, DUSM Alvarez immediately assisted administering first aid to the other DUSM's multiple wounds, using her fingers to plug gunshot wounds, while awaiting extraction and transport to the hospital. After the firefight, the task force successfully extracted the wounded and transported them to a local Bronx hospital emergency trauma unit.

DUSM Alvarez's bravery and reaction under fire while delivering lifesaving assistance to the wounded DUSMs demonstrated her professionalism and high level of readiness and training: hallmarks of the United States Marshals Service.



Assistant Director Broshow (center) receives the FLETC Partnership Award.

The USMS and the Federal Law Enforcement Training Center (FLETC) worked together to integrate two critical basic training programs, resulting in an estimated savings of over \$500,000 annually on basic training-related costs. The dedication and phenomenal efforts of the USMS basic training team warranted the bestowal of the **FLETC Partnership Award**, which is presented annually to a partner organization whose accomplishments and excellence in performance benefit the interests of the United States, as well as advance the federal law enforcement community to safeguard the American people while significantly improving FLETC's ability to achieve its strategic goals. The USMS, as one of FLETC's original partners, has taken pride in being a key leader of the law enforcement community for more than 50 years.

The HHS Assistant Secretary for Preparedness and Response (ASPR) recognized Chief Inspector Marty Hunt of the USMS with the **Pledge to Excellence Award** for his leadership and role in the success of the COVID-19 vaccine mission. This project increased ASPR's operational readiness as well as contributed to the Department's preparedness and response capabilities. Marty successfully emphasized collaboration amongst different groups in ASPR. This project greatly impacted ASPR and potentially HHS.







From L to R: Assistant Director Shannon Brown, Mike Dudzinski, Theresa Huff, Rebecca Bonar, Rich Deagle, Ken Carmichael, Scott Wilhelm, Riley Finley, Rob Hankins, and Luke Pingrey.

In FY 2021, the General Services Administration (GSA) and the Federal Interagency Committee for Aviation Policy (ICAP) awarded the Justice Prisoner and Alien Transportation System (JPATS), for the second year in a row, the **Federal Aviation Small Program of the Year**. This award recognizes JPATS for its stellar aviation safety, training, maintenance, and operational program performance throughout FY 2020. Additionally, USMS employees were individually recognized by ICAP for their outstanding performance in aviation: Arlene Carlson for Administration (procurement), Rob Hankins for Aviation Maintenance, and Scott Wilhelm for Aviation Management.



## 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



## MISSION: PROFESSIONAL WORKFORCE

The USMS requires a professional workforce to accomplish its complex and varied missions. The workforce consists of approximately 5,400 employees, 70 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 its 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

**EVALUATING THE AGENCY’S PROFICIENCIES FOR CIVIL UNREST RESPONSE.** Throughout 2020, the USMS responded to civil unrest incidents around the country that directly impacted USMS operations and the federal judiciary. Agency leadership recognized the need to identify best practices when responding to civil unrest scenarios and sought to assess its response to civil unrest incidents. In May 2021, the USMS conducted a tabletop exercise designed to simulate a civil unrest scenario based on real-world events that directly impacted USMS operations as well as the federal judiciary, requiring the district to respond to a given situation utilizing resources germane to the district. Three district management teams received the initial scenario briefing and participated throughout the civil unrest exercise utilizing internal and external resources. The exercise uncovered areas requiring further evaluation and illustrated the importance of cooperative and collaborative partnerships with federal, state, and local agencies to ensure a successful response and the safety of all personnel.

### STRATEGIC OBJECTIVE: PROVIDE VALUE-ADDED TRAINING FOR ALL

MISSION PROGRAM DATA

Table 1: FY21 USMS Officer Safety Training

| USMS Courses   | USM        | Non-USM    | Total Trained |
|--|------------|------------|---------------|
| Body Worn Camera Basic User Course                         | 170        | -          | 170           |
| Body Worn Camera Management Responsibilities Course        | 40         | -          | 40            |
| Tactical Training Officer Instructor Course                | 22         | -          | 22            |
| Tactical Training Officer Sustainment Training             | 55         | -          | 55            |
| Control Tactics Instructor                                 | 29         | -          | 29            |
| Less-than-Lethal Munitions Master Instructor Course        | 28         | -          | 28            |
| High-Risk Fugitive Apprehension - Tactics and Fundamentals | 88         | 47         | 135           |
| High-Risk Fugitive Apprehension - Vehicle Operations       | 125        | 72         | 197           |
| <b>Total</b>   | <b>557</b> | <b>119</b> | <b>676</b>    |

**IMPLEMENTING NEW CONTROL TACTICS.** In August 2021, the USMS piloted a new agency-wide control tactics training program for instructors. Internal and external subject matter experts developed this program with the purpose of establishing a fundamental program that would instill competence and confidence in conducting hands-on control tactics in any situation. This program meets the operational needs specific to USMS missions and will be delivered to operational personnel in the field as well as in basic training. Twenty-three instructors graduated and are certified to teach the curriculum. Over 80 hours during basic training are dedicated to control tactics, which replaced FLETC’s Officer Response Training curriculum. An immediate result of this implementation was the significant reduction in Search and Restraint



## GOAL 1: INVEST IN OUR WORKFORCE

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Practical Exam failures (nine percent), which was previously at 24 percent during FY 2021; this represents a greater than 50 percent reduction in average failures and yields a higher pass rate for the course participants.

**ENSURING PERSONNEL WHO SPEARHEAD USMS COUNTER-GANG INITIATIVES CONTINUALLY ENHANCE THEIR TRAINING AND RECEIVE CURRENT GANG INTELLIGENCE.** In FY 2021, despite the pandemic, the USMS conducted training for the newly appointed Organized Crime Drug Enforcement Task Force (OCDETF) District Coordinators and Counter-Gang Investigation Liaisons. This included training on domestic and transnational gangs, as well as instruction in coordinating and reporting on counter-gang initiatives. USMS operational personnel and Task Force Officers (TFOs) also attended local Gang Investigators Association Training Conferences and gang-related webinars.

**PROMOTING EMPLOYEE AND MANAGEMENT DEVELOPMENT BY CREATING DIVERSE TRAINING OPPORTUNITIES AND PROFESSIONAL ENGAGEMENT SESSIONS.** In July, the USMS held a virtual Administrative Officer (AO) Conference, providing training to the assembled districts' AOs. The conference included topics on financial management, human resources, procurement management support activities, and compliance activities. The financial management related sessions included:

- Budget Execution training that provided key principles of Appropriations Law, the Antideficiency Act, the Bona Fide Need Rule, overview of District Workplans, usage of proper Spending Object Class codes (categories in a classification system that presents obligations by the items or services purchased by the Federal Government), proper obligation documentation, including proper signatures on attachments, and Service of Process.
- Financial Systems Support training that focused on the financial system upgrades and their impacts on AOs' daily processes. The training provided concepts and instructions on how to run commonly used reports from the in-house Business Intelligence Enterprise Reporting system, E2 Solutions Travel system, Unified Financial Management System (UFMS), and various Treasury financial processing systems.
- Financial Reporting and Business Integration Center training that provided a refresher course on the obligation review process, quarterly obligation certification, and accurate realization of accruals by using various supporting accrual calculation methodologies.
- Federal Travel Regulations training that focused on requirements, such as temporary duty travel, local travel, and travel card policies and procedures.

In partnerships and collaborations with the DOJ, the USMS presented financial and travel compliance topics in four Chief Development Program courses and five Supervisory Leadership Development classes, as well as provided training to over 200 employees on a financial management course that focused on federal financial management processes. The course attendees developed a solid understanding of budgeting, accounting, performance management, the relationships among these functions, and how financial management components fit together in federal agencies.

In addition to facilitating and participating in these training sessions, the USMS hosted a monthly Audit Café, providing financial best practices and compliance updates to program offices. Overall, these training sessions provided real-world examples and exercises to help the attendees apply key concepts to their day-to-day operations.

**MODERNIZING AUTOMATED EXTERNAL DEFIBRILLATOR (AED)-CARDIOPULMONARY RESUSCITATION (CPR) TRAINING.** The USMS is responsible for the maintenance of AEDs throughout judicial and USMS space, as well as training and CPR certification. Maintaining these certifications during a period of “maximum telework” was difficult, and supervisors had little visibility into the status of their employees’ certifications. The USMS Office of Environmental, Occupational Safety and Health incorporated Red Cross best practices into its remote training. New training materials in a digital streaming format facilitated safe and effective certifications. Additionally, the USMS used its internal training platform to track certifications, providing supervisors and managers insight into training statuses and the ability to highlight those who may have fallen behind in their training goals. Certifications have been maintained throughout the pandemic, and travel costs have been lowered. This project improved the visibility of USMS training goals and assured the judiciary that deputies remained equipped and capable of performing life-saving measures should the need arise.

**ANSWERING THE NEED FOR THREAT INVESTIGATIONS TRAINING.** In March 2021, the USMS successfully piloted a revamped, specialized ten-day Protective Intelligence Training Course (PITC) for threat investigators. The course mirrors the flow of actual operations and utilizes a modern adult learning model. This model consists of short lectures followed by small group discussions, practical exercises, and written tests in critical skills, evaluating the application of those critical skills in real-world, “live-problem” scenarios. Due to high demand and the critical training need in conducting threat investigations, the USMS divided the program into a five-day Basic and a five-day Advanced course. The agency ran three PITC Basic courses, training a total of 129 threat investigators across 73 districts. To broaden the course’s reach, it was added to the USMS internal training platform as an introduction or refresher for all investigators, and cross-trained to interagency partners to assist in strengthening their threat investigation programs. This training ensures students return to their districts with the knowledge, skills, and ability needed to identify, investigate, assess, and mitigate threats to USMS protected persons, facilities, or events immediately upon their return.

**LAUNCHING THE INAUGURAL VULNERABILITY ASSESSMENT TRAINING.** The USMS is tasked with the protection of the federal judiciary, federal courthouses, and the court process. However, the USMS lacked a standard procedure for conducting vulnerability assessments of its protective assets. Recognizing this deficiency, the USMS created the Vulnerability Assessment Training Program (VATP). The VATP instructs students on conducting vulnerability assessments of judicial facilities, residences, and routes through both classroom instruction and a series of four practical exercises in which students conduct vulnerability assessments and document them on a new standardized USMS form. In addition to addressing a critical judicial security mission need, this new program establishes standard methodology for conducting vulnerability assessments and is the first of many to be added to the training curriculum.

**ACHIEVING TRAINING GOALS AT AN ACCELERATED PACE.** To keep pace with the latest trends and threats affecting witness security, the USMS regularly trains its personnel in the tradecraft, technology, and techniques unique to its renowned witness protection and relocation program. Unfortunately, the pandemic interrupted that rigorous training schedule. In March 2021, as pandemic restrictions eased, the USMS launched an ambitious witness security training program for the rest of the fiscal year. Through a mixture of virtual and in-person training, and outdoor, scenario-based exercises, the USMS recovered lost training time. Between April and September 2021, witness security personnel received 3,378 hours of specialized training, squeezing nearly a year’s worth of professional development activities

## GOAL 1: INVEST IN OUR WORKFORCE

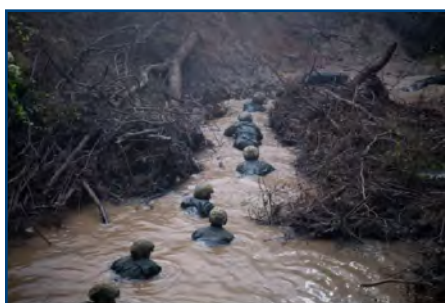
into six months. Staff developed or refreshed skills ranging from driving armored vehicles to behavioral analysis techniques that improve communication with protected witnesses. This accelerated and demanding training schedule for the latter half of the fiscal year enabled USMS witness protection personnel to achieve professional development goals and continue running the world's premier witness protection program.

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

**RECRUITING AMIDST THE PANDEMIC.** Because of the significant limitations on space, travel, and in-person interactions, the agency revised strategies to replenish its applicant pool for DUSM positions. The USMS reached over 2,000 potential applicants through information sessions and conducted over 1,100 interviews. In addition to hosting mini-information sessions and structured interviews throughout the country, the USMS designed and implemented its first-ever Information Session and Structured Interview combined event in Oklahoma City. This week-long event included hosting information sessions, determining basic eligibility, and conducting structured interviews of more than 300 potential applicants. Performing both steps of the recruiting process in a single week allowed the agency to shave off several months of the hiring life cycle, which will be critical to ensuring the USMS can onboard deputies at the levels funded in FY 2022 and 2023.

**IMPLEMENTING A NEW DEPUTY DEVELOPMENT PROGRAM.** Like many agencies in the 21st century, the USMS identified the need to expand on employee development. As a start to accomplish this, the agency designed a career development roadmap for DUSMs entitled the Deputy Development Program. The program is currently designed for operational General Schedule (GS) level five through GS-15 positions and outlines a logical sequence of progression based upon core competencies for each position. The Deputy Development Program also prepares DUSMs for future opportunities by building on and enhancing their leadership and management skills.

The new program helps increase career opportunities, morale, and career satisfaction; develop self-paced skills and competency; provides a standardized path to prepare for promotion opportunities; increases self-efficacy and job engagement; and provide an opportunity to demonstrate willingness and ability to further agency goals and objectives. The USMS benefits overall from increased public confidence in the professionalism of USMS staff, while improving agency services to the public. Additionally, the new program assists with employee attrition and turnover, staff retention, and work distribution.



**DUSMs JOINING SOG.** On June 7, 52 DUSMs traveled to the SOG Tactical Center located in Pineville, Louisiana, hoping to join its ranks. The SOG selection process is a physical and mental challenge developed to identify those individuals who have the characteristics needed to be members of the unit. The candidates represented several districts and divisions: 47 candidates from 33 districts, four candidates from the Investigative Operations Division, and one candidate from the Training Division.



SOG staff worked closely with Johns Hopkins Medical professionals to develop a robust COVID-19 mitigation plan. All candidates were asked to receive their vaccines prior to arrival. The USMS purchased a Cepheid COVID-19 rapid screening machine, which allowed SOG medics to screen all candidates, staff, and support personnel prior to having any contact with the class. These mitigation steps allowed SOG to conduct the selection process in a safe manner. On June 24, 26 candidates successfully completed SOG Selection Phase I (50 percent completion rate). These deputies were then allowed to move on to the newly implemented Phase II - New Operators Course. This represents the first time this two-phased approach was used for selection.

The remaining 26 DUSMs returned September 7 to begin Phase II; a few weeks later, 24 candidates successfully completed the course. These deputies demonstrated physical and mental fortitude and earned the honor and distinction to become a member of SOG. The USMS held a graduation ceremony to recognize the accomplishments and perseverance of these individuals. From the first SOG Selection course back in 1971 until today, the SOG legacy continues to be passed along from one deputy to the next.



**EXPANDING THE OPERATION SWIFT EAGLE (OSE) TEAM.** The OSE team is a group of highly trained operational DUSMs whose primary mission is to provide protective services to designated government assets in the event of a national emergency. The OSE team has seen a greater use by DOJ and District of Columbia (D.C.) Superior Court due to its unique and upgraded skillsets for responses to protests and district operations. This increased exposure has led to a greater appreciation of the team. As a result, the OSE team expanded which will improve critical team capabilities and create the ability to support other USMS missions in the National Capital Region. The USMS is working with DOJ to increase the budget and team expansion.

**GRANTING TOP SECRET CLEARANCES TO DUSMs.** The position designation for all deputies was updated to reflect the requirement to obtain and maintain a Top Secret (TS) security clearance. The USMS identified the affected population and processed the clearance actions for 95 percent of these individuals. Previously, TS access was not granted to this population unless a specific need for access to classified information was identified. This process resulted in inefficiencies as there was a delay in granting TS access when needed and it was negatively impacting the USMS mission. As a result, the USMS began granting TS access to all DUSM's at the time of the eligibility determination based on the duties and responsibilities of the position and the need-to-know. This will allow immediate access to classified information as soon as the need arises.

## GOAL 1: INVEST IN OUR WORKFORCE

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

**IMPROVING THE EMPLOYEE DISCIPLINE PROCESS.** A priority for the USMS over the last few years has been to ensure prompt resolution and closure of misconduct investigations and disciplinary actions. The discipline adjudication program has undergone a complete overhaul, including updated Standard Operating Procedures (SOPs) and review of policies, increased hiring of seasoned staff, increased training of staff to ensure consistent and accurate performance of duties, and the development and implementation of an automated case management system to streamline the process and track timeliness.

To continue to improve overall customer support to USMS supervisors and allow district and division management to effectively deal with misconduct and take necessary disciplinary actions in a timely manner, the USMS also facilitated multiple virtual information sessions for supervisors around the agency. The process improvements and automated case tracking resulted in a dramatic decrease in the time to process misconduct cases, reducing the total adjudication time from open to close by 50 percent. Moreover, the huge backlog significantly diminished.

**OPTIMIZING THE COURT SECURITY OFFICER (CSO) APPLICANT PROCESSING AND ADJUDICATION PROCESS.** The USMS worked diligently to increase efficiencies in various CSO personnel processes. Through the implementation of new internal procedures, the USMS has decreased the timeline to on-board CSO personnel significantly while also reducing the backlog of CSO Periodic Re-Investigations (PRIs). From FY 2018 to FY 2020, the average processing time from the receipt of the applicant package to official start date was 227 days. In FY 2021, the average processing time was reduced to 135 days with 84 of those days devoted to conducting the investigation. Additionally, the USMS cleared 85 percent of the PRI backlog for CSOs by adjudicating 807 cases throughout the fiscal year.

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

**ACHIEVING REACCREDITATION FOR USMS TRAINING PROGRAMS.** In December 2020, the USMS participated in the Federal Law Enforcement Training Accreditation (FLETA) Academy Reaccreditation Assessment. After a thorough review, the assessors found no discrepancies with USMS policies and procedures. Subsequently, in April 2021, the FLETA Board voted unanimously to award Reaccreditation of the USMS as an Accredited Training Academy. The USMS immediately turned its focus to preparation for the FLETA Training Program Reaccreditation Assessment for its basic training program. The agency gathered and prepared 700 documents to show evidence of its compliance with 53 USMS and FLETC policies and 95 FLETA standard elements. In July 2021, the USMS successfully completed the required Reaccreditation Self-Assessment, and the FLETA Program Reaccreditation Assessment was completed in August 2021. The assessors found no discrepancies and reaccreditation is pending final award in November 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.

MISSION PROGRAM DATA

Figure 1: Internal Affairs Caseload

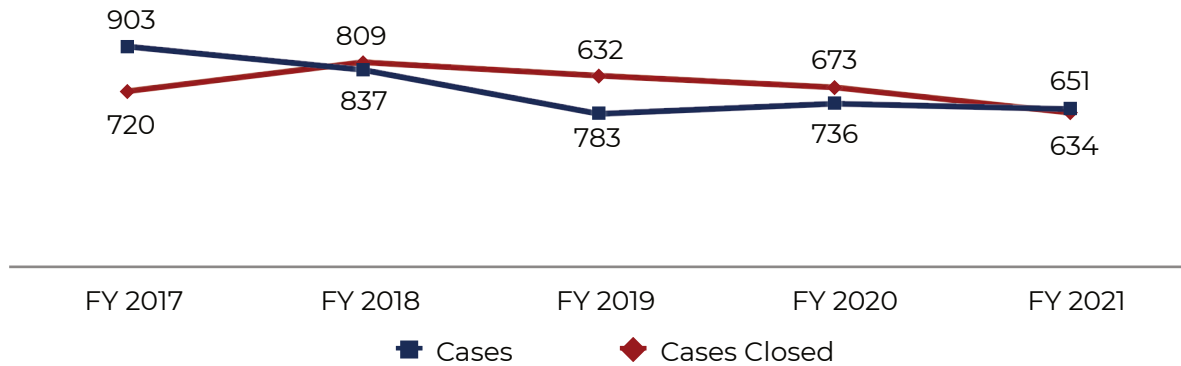
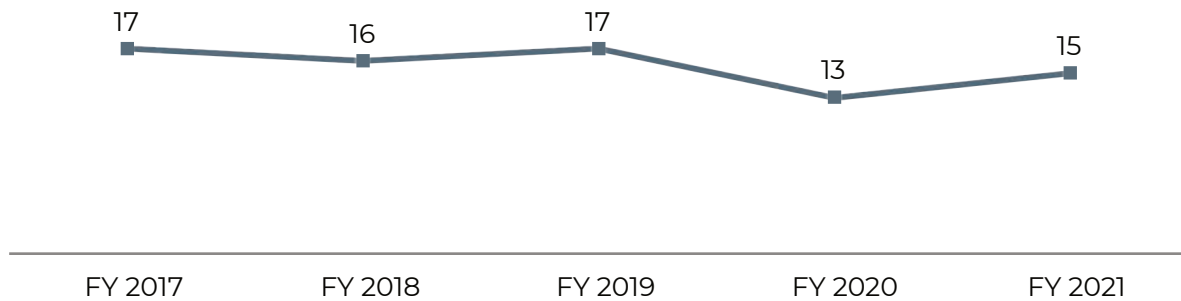


Figure 2: Compliance Review Assessment



**OPTIMIZING THE POLICY REVIEW PROCESS.** The Office of Policy (OP) streamlined the policy review process to reduce the amount of time from review to signature from approximately eight to nine months to now three to four months. In FY 2021, the OP hosted three Policy Change Control Board meetings with executive leadership, resulting in 17 policies being reviewed and 31 policies being signed by the director.

**UPDATING USMS POLICIES.** The OP completed the policy certification review process. The purpose is to identify agency policies that are not signed; not in conformance with current agency guidelines; no longer relevant or current; and policies that may be merged or canceled. The process provides each division and staff office with time to review their policies as part of an agency-wide review and provides a plan of action to make any necessary revisions. Through the end of FY 2021, this process resulted in the review of 257 policies, of which 173 were found needing revision; as of September, 35 of these policies were revised and 26 were submitted to the OP for updates.



## GOAL 1: INVEST IN OUR WORKFORCE

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### **CENTRALIZING ALL OFFICIAL POLICY-RELATED CONTENT, ALLOWING FOR MORE VISIBILITY AND ACCESSIBILITY.**

Prior to 2021, all agency directives were housed in multiple locations. The OP, in coordination with a SharePoint developer, updated the OP intranet site, granting all USMS users' access to approximately 1,700 current and archived policy directives, SOPs, and policy memoranda. The new user interface provides all agency personnel access to these artifacts dating back to 1984, providing meaningful input on the evolution of USMS policy guidance and procedures over the last 37 years.



GOAL

## STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

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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

## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

### MISSION: FUGITIVE APPREHENSION

Fugitive apprehension is a keystone 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 OCDEF 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. Over the last decade, the USMS has apprehended more than 257,000 fugitives and cleared nearly 384,000 federal warrants, including 33,552 arrests and 35,042 warrants cleared in FY 2021. 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 3 – USMS Federal and Egregious State and Local Fugitives Apprehended or Cleared

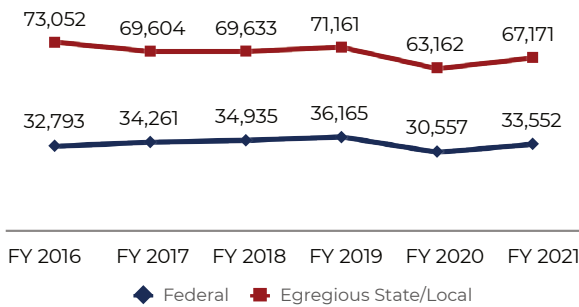
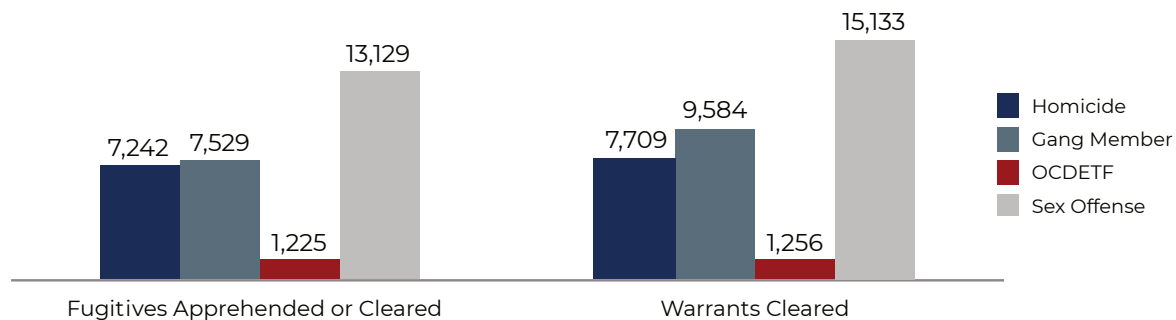


Table 2 – FY 2021 Violent Gang Fugitives Arrested/Cleared, by USMS arrest, by Select Criminal Activity

| Criminal Activity | No. of arrests |
|-------------------|----------------|
| Homicide          | 740            |
| Robbery           | 638            |
| Assault           | 1,192          |
| Kidnapping        | 80             |
| Sex offense       | 164            |
| Weapons offense   | 1,576          |
| Narcotics         | 1,272          |

Figure 4 – FY2021 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

**INVESTING IN GANG ENFORCEMENT INFRASTRUCTURE.** In FY 2021, the USMS furthered its commitment to combat gang-related violence by conducting 31 counter-gang initiatives nationwide. This represents a 65 percent increase from FY 2020 despite a national pandemic. The USMS counter-gang objectives, coined as Operation Triple Beam (OTB) and Operation Washout (OWO), provide immediate relief to communities suffering from gang-related



## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

violence. Warrant-based arrests of known gang members, as well as gathering and sharing street-level intelligence, supports larger-scale criminal investigations in collaboration with local, state, and federal partner agencies.

**Omaha, Nebraska:** Over a two-week period during OTB K.O., the City of Omaha saw an 83 percent reduction in non-fatal shootings, with an overall reduction of 31 percent in assaults with a firearm. This operation, which was named in honor of fallen Deputy United States Marshal Paul Keyes and Omaha Police Department Officer Kerrie Orozco, ran from May 3 through August 31, 2021. The operations resulted in 231 arrests, 144 of which were gang members, as well as the seizures of 85 firearms and 18.9 kg of narcotics. This effort also led to the recovery of three missing children.

**Galveston, Texas:** In January 2021, the USMS Southern District of Texas partnered with federal, state, and local agencies during OWO Galveston to combat gangs, reduce violent crime, and stem the flow of illegal narcotics. Like many U.S. cities, Galveston has experienced rising crime rates over the past two years. OWO Galveston resulted in 123 arrests, 44 of which were documented gang members, and the seizure of 32 firearms, 18.5 kg of narcotics, and \$20,400 in U.S. currency.

**In FY 2021, USMS-led counter-gang initiatives (OTB and OWO) resulted in:**



MISSION PROGRAM DATA

Table 3 – USMS Seizures from Fugitive Investigations, FY 2017 - FY 2021

|         | Firearms | U.S. Currency (\$) | Vehicles | Narcotics (kg) |
|---------|----------|--------------------|----------|----------------|
| 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       |
| FY 2017 | 3,743    | 10,054,918         | 156      | 1,050.18       |

**RESPONDING TO AN INCREASING DEMAND FOR CANINE (K9) TEAMS IN THE USMS.** The USMS has a total of 23 K9 teams. Twenty-one are capable of explosives and firearms detection and two are capable of tactical deployment. K9 Operations' core duty is to provide dedicated investigative, protective, and enforcement support for USMS missions, as well as missions for federal, state, and local partners. In FY 2021, the Explosive Detection K9 (EK9) units saw 833 total operational requests: 443 investigative, 348 protective, and 92 demos. Units were able to produce 777 results — 74 firearms, 692 ammo and shell casings, two post-blast debris, and seven other discoveries.

The USMS EK9s helped respond to several calls in the FY. In February, EK9 Babs helped West Palm Beach Police Department find four casings in a grass area from a recent shooting. In March, EK9 Misty assisted Albuquerque Police Department in locating a firearm that was disclosed to have been discarded near a hotel by a suspect after an armed carjacking. Misty also found a semiautomatic handgun in a vehicle during a fugitive apprehension in June 2021. In a third instance, Misty identified three handguns, loaded rifle magazines, and numerous

## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

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rounds of ammunition under mattresses after a fugitive's failed attempt to flee. Additionally, EK9 Almond located eight casings from shots fired during a Miami Gardens traffic stop in May.

The USMS Tactical K9 (TK9) saw 383 operational requests in FY 2021, a 28 percent increase from FY 2020. The majority of missions were in support of the Capital Area, Gulf Coast, and SOG. To support demand, the USMS has begun the process of adding a new TK9 handler to the team.

On March 30, SOG Senior Inspector Dave Frebel and TK9 Frago responded to the Western Louisiana Violent Offender Task Force (VOTF) Shreveport office to assist with fugitive apprehension. The VOTF was working to apprehend USMS fugitive Timothy Dewayne Gray, wanted for escape out of the Eastern District of Texas (E/TX). Reports noted Gray as a confirmed member of the criminal street gang "Tango Blast" and a suspect in a multi-kilo narcotic distribution conspiracy in E/TX. Gray was known to have an extensive criminal background and made threats to shoot law enforcement if cornered. During the apprehension, the TK9 team gave commands to Gray to move towards law enforcement officers and stated the presence of the police K9. After failing to comply multiple times, TK9 Frago was released for a directed bite on Gray. Gray was initially able to avoid TK9 Frago by moving his arm to avoid being bit but as Gray fought with an officer in an attempt to get away, TK9 Frago reengaged Gray biting his upper left arm. Gray then fell to the ground where he was handcuffed. TK9 Frago was "on bite" in less than 30 seconds. Gray was immediately provided first aid until Shreveport Fire and EMS arrived who then transported him to a nearby hospital for examination and treatment, before being released back to USMS custody.

**STRENGTHENING LAW ENFORCEMENT AND INDUSTRY PARTNERSHIPS.** USMS Regional Fugitive Task Forces (RFTFs) partner with more than 600 federal, state, and local law enforcement agencies, with more than 1,700 TFOs assigned. In addition to investigative assistance, tactical equipment, vehicles, technical assistance, financial and electronic surveillance, and training they provide, RFTFs continue to successfully leverage the multijurisdictional investigative authority of the USMS to pursue fugitives on a local, regional, national, and international level. During FY 2021, the RFTFs led and supported the following two major operations directed by the AG. These operations ran in conjunction with their daily directive of locating and apprehending the country's most violent fugitives.

**Operation Legend:** On July 8, 2020, Attorney General (AG) William P. Barr announced the launch of Operation Legend. This operation was named after four-year-old LeGenD Taliferro, who was shot and killed in Kansas City, Missouri, while sleeping early in the morning of June 29, 2020. The USMS coordinated with multiple federal, state, and local law enforcement agencies to locate, apprehend, and prosecute violent fugitives in Kansas City, Missouri; Albuquerque, New Mexico; Chicago, Illinois; Cleveland, Ohio; Detroit, Michigan; Indianapolis, Indiana; Memphis, Tennessee; Milwaukee, Wisconsin; and St. Louis, Missouri. Operation Legend resulted in 6,101 arrests, including 562 gang members. Additionally, 414 firearms, 196.24 kg of narcotics, and \$741,644 in U.S. currency were seized.

**Summer Initiative:** On May 26, 2021, Deputy AG Lisa Monaco released a memorandum directing DOJ components to collaborate in furtherance of conducting "immediate impact" violent crime reduction efforts across the United States. These initiatives were designed to be coordinated through the United States Attorneys' Offices (USAO) of the individual districts. In response to this call, from May 31 to September 6, 2021, the RFTFs coordinated with state and local authorities to focus their efforts on individuals subject to state or local warrants for homicide, aggravated assault with a firearm, aggravated robbery, robbery with a firearm, rape, or aggravated sexual assault. These enforcement efforts were conducted through a hybrid of methods and multiple initiatives including OTB and OWO, disrupting hyper-violent

## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

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street gangs. During the Summer Initiative, the USMS conducted 153 operations, arrested 1,815 fugitives, and cleared 2,047 warrants. These warrants included 862 for homicide, 452 for assault (firearm), 218 for robbery (firearm), and 515 for sex assault. In addition, 1,078 firearms and 328.02 kg of narcotics were seized.

**MODERNIZING AND OPTIMIZING THE AGENCY'S INVESTIGATIVE READINESS POSTURE.** The USMS is in the process of developing the capability in its new mission system to execute and manage civil process, criminal process, foreign process, admiralty, and sales of property. This improved capability allows deputies to continue adding service actions or endeavors until the process is served or returned unexecuted, something not allowed in the legacy system. The module greatly enhances process transparency, improves compliance tracking, and contains more robust reporting capabilities. These new reporting capabilities allow USMS headquarters and districts to quickly view important metrics, highlight local and national trends, and assist leadership with identifying areas of improvement. To date, over 32,000 process cases have been opened, and the process improvements have saved over 3,000 staff hours to date.

**ADVANCING STRATEGIC AND TACTICAL INTELLIGENCE FUNCTIONS.** In FY 2021, the USMS continued to implement the USMS Tips Program, a national level initiative that oversees the receipt and development of tips provided by the public. USMS Tips is a web and mobile application platform that enables the public to safely, discreetly, and anonymously report on wanted fugitives, non-compliant sex offenders, and threats to the federal judiciary.

The USMS received and processed more than 9,500 tips that directly supported the arrest of 67 USMS fugitives, more than 500 potential sex offender registration violations referrals, and 49 potential threat referrals in FY 2021. 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.

In FY 2021, the USMS disseminated 590 tips containing allegations of criminal activity or public safety concerns to more than 200 federal, state, and local law enforcement partners. The USMS Tips program provides a seamless intelligence sharing mechanism in support of both tactical law enforcement operations and strategic information sharing efforts.

To ensure program success and continued growth, the USMS expanded the USMS Tips program information-sharing efforts in FY 2021 to include a strategic partnership with Crime Stoppers USA, a national Crime Stoppers organization that spans the U.S. This partnership will streamline information-sharing efforts between outside law enforcement components and helps the USMS develop actionable intelligence leads in support of its investigations.



## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

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### MISSION: INTERNATIONAL PARTNERSHIPS AND SUPPORT

In FY 2021, the USMS performed international enforcement activities in more than 70 percent of the world's nations through investigations and removal missions, despite having permanent foreign presence in only four countries (Colombia, Dominican Republic, Jamaica, and Mexico). The USMS closed 1,239 transnational fugitive investigations requiring investigative coordination with 130 countries and territories. It also managed and executed 591 removal missions through coordination with 65 foreign nations.

#### ADVANCING USMS INTERESTS ABROAD:

**Colombia Memorandum of Cooperation:** On October 23, 2020, the USMS and the Fiscal General de la Nación (Colombia AG) signed a Memorandum of Cooperation (MOC) in Colombia, which officially established the fully vetted USMS-led Fugitive Investigative Unit (FIU) Transnational Task Force. This day commemorated a historic joint initiative between Colombia and the U.S., and the signing was witnessed by the U.S. Ambassador to Colombia and the Judicial Attaché. Under the MOC, vetted agents from the Policía Judicial del Cuerpo Técnico de Investigación will locate and apprehend violent fugitives in the fight against transnational crimes that threaten regional stability and amplify a significant threat to public and national security between Colombia and the U.S.

**Extradition Act amendments in Jamaica:** In August 2021, the Government of Jamaica passed and published amendments to the Extradition Act to increase the types of evidence the Jamaican courts will accept in extradition proceedings, including prosecutor or law-enforcement personnel sworn affidavits. The new amendments bring Jamaica's extradition legislation more in line with other jurisdictions. U.S. Embassy personnel in Kingston, including the U.S. Law Enforcement Working Group, and the USMS were instrumental in working with the Government of Jamaica on this amendment.

**Paraguay Bilateral Cooperation:** The USMS worked in conjunction with the Regional Security Office in Asunción, Paraguay, to identify a unit of the Paraguayan National Police (PNP) to engage with on casework. With this new partnership, a fugitive from New Jersey accused of sexually assaulting three children was arrested based on a Provisional Arrest Request by members of the PNP's Departamento de Antisecuestro (anti-kidnapping unit), and subsequently extradited to the U.S. The case and its significance in Paraguay were immediately felt as the USMS met with the Embassy Chargé d'Affaires to highlight the case and discuss continued bilateral cooperation and future opportunities. The USMS has submitted 28 members of PNP for Leahy Law vetting<sup>1</sup>, which allows for strengthened security controls and access to provide capacity building to the USMS's law enforcement partners.

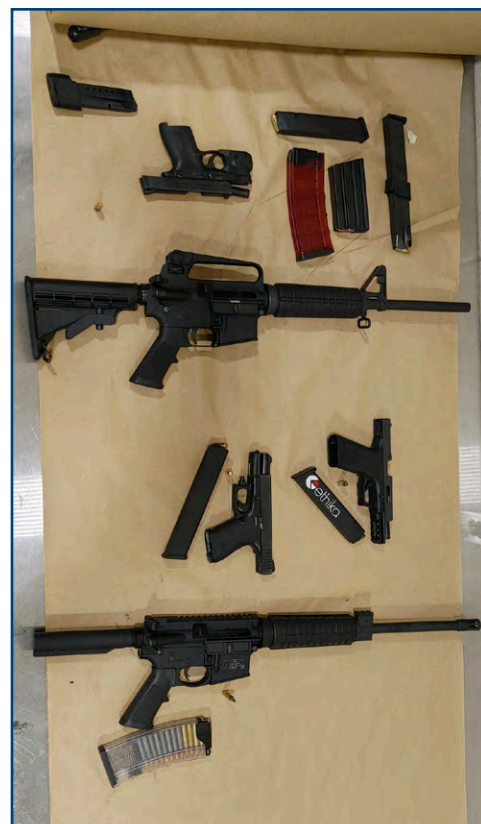
**Philippine National Bureau of Investigation:** The USMS hosted a delegation from the Philippine National Bureau of Investigation (NBI) in Los Angeles, California. This delegation assisted with the deportation of three U.S. citizens on July 12, 2021. While in country, the Filipino NBI delegation conducted meetings with the USMS to discuss current caseloads and possible upcoming cases both in the U.S. and in the Philippines. The Delegation also met with the Deputy Commander of the Pacific Southwest RFTF, who explained the Task Force's origin, operational status, and tempo and gave a tour of the training facilities. Finally, the NBI delegation observed a High-Risk Fugitive Apprehension class training on the proper use of ballistic shield deployment and visited the state-of-the-art VirTra Simulation Machine, where they ran through several different scenarios.

## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

**Impact of COVID-19:** The USMS encountered numerous challenges throughout 2021, including a moratorium placed on USMS international fugitive removals due to fiscal shortfalls caused by the extraordinary rising costs associated with the pandemic, widespread commercial flight cancellations, and lack of availability; navigating unique and ever-changing COVID-19 restrictions and testing requirements; venue specific extraditions; and district staffing issues. The amount of time invested in coordination per removal because of these complicating factors increased substantially. The USMS routinely identified reliable and secure methods of transit, researched and procured charter flights, and combined missions to offset costs. They exhibited creativity when working towards mission success, tasking operational staff, and meeting difficult deadlines. Safe, timely, and efficient removals are an essential part of facilitating the adjudication process of criminal cases across the United States. The criminal justice system relies upon defendants being produced in court regardless of where they end up in the world, and USMS foreign partners expect the same reciprocation. Despite the challenges, the USMS safely conducted 591 removal missions in FY 2021.

**Ibero-American Fugitive Conference:** During the week of September 13-17, 2021, the USMS participated in a conference hosted in Madrid, Spain, by the Cuerpo Nacional de Policía's (CNP) European Network of Fugitive Active Search Teams (ENFAST) unit. The conference focused on continued collaboration between countries and the possible creation of a network of the Americas Network Fugitive Active Search Teams (ANFAST) throughout the region. The Ibero-America Region consists of countries or territories throughout Latin America and the Caribbean where Spanish and Portuguese are the main languages. For CNP, its bilateral partnerships with law enforcement entities in these countries is key in its overall strategy to combat Transnational Organized Crime. The Madrid FAST Unit and the USMS maintain a highly cooperative relationship routinely engaging on case work and requests for assistance. The Police Community of the Americas hopes to model the ANFAST concept after the success of the ENFAST Units and wants the USMS to provide subject matter expertise.

**FACILITATING USMS CONFERENCES INCORPORATING ALL ASPECTS OF INVESTIGATIONS.** Foreign Service Nationals (FSNs) are local citizens of the host country who are full-time USMS employees and work at the embassies in Colombia, Dominican Republic, Jamaica, and Mexico. In August 2021, the USMS held the first ever FSN Conference, which brought all employees together at USMS Headquarters. The conference



## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

covered a myriad of topics including USMS history, overviews on USMS databases, Rules of Behavior, and various meet and greets with senior management. Perhaps the most important elements of the conference were enhanced communication and the professional partnerships that were formed. The conference was a huge success, and it was unanimously agreed upon to continue meeting annually. The continued FSN Conferences will allow the USMS to continue improving its FSN staff's production and experience, utilizing best practices, lessons learned, and ensuring USMS policies and procedures are being taught and incorporated, alongside individual embassy procedures and protocols.

### HIGHLIGHTS: FY 2021 SIGNIFICANT INTERNATIONAL ARRESTS AND EXTRADITIONS

Angel Humberto Chavez-Gastelum, a high-ranking member of the Sinaloa Cartel, was extradited from Mexico City to Los Angeles, California, on September 3, 2021. Chavez-Gastelum worked with convicted drug lord Joaquín “El Chapo” Guzmán in the distribution of narcotics and was designated as a Consolidated Priority Organization Target by OCDETF and the Drug Enforcement Administration (DEA). After a chartered aircraft was grounded for engine failure prior to the mission, the USMS coordinated the security of the airfield and temporary detention of Chavez-Gastelum with the Special Response Force from the Mexico AG's Office and the International Criminal Police Organization (INTERPOL), remaining vigilant for outside threats until Chavez-Gastelum could be flown out on a second chartered aircraft.

Thomas Sanders was arrested on March 1, 2021, in Santo Domingo, Dominican Republic, by the USMS FIU. Sanders was wanted by the DEA since 2004 for failure to appear on a narcotics conspiracy charge. He also led the New York Police Department Gang Unit on a vehicle chase where he crashed his vehicle and fled on foot, leaving 69 kg of cocaine in the car. The Sanders case was on the New York State Top 100 List. The arrest was made through the discovery of fake identity documents Sanders was using while in the DR. He was returned to the United States to face the charges pending against him.

Sean McCaughley, a former priest accused of sexual abuse of a minor in his native Northern Ireland, was arrested by USMS personnel on December 15, 2020, in Newark, New Jersey. The DOJ Office of International Affairs contacted the USMS about this case in April 2020, after learning that McCaughley was working at a school in New York City and could be considered a threat to children in his care. McCaughley was arrested and extradited to Northern Ireland to face the charges pending against him.



## 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. In FY 2021, the collaborative efforts of 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 5 – Noncompliant Sex Offender Investigations

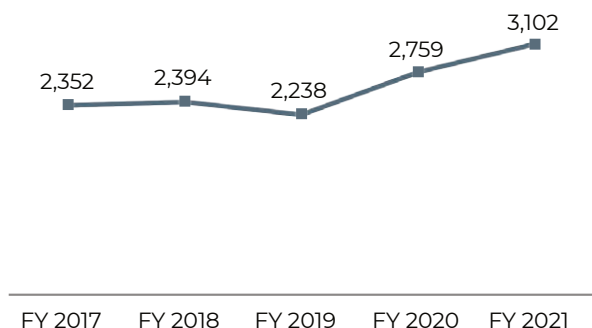
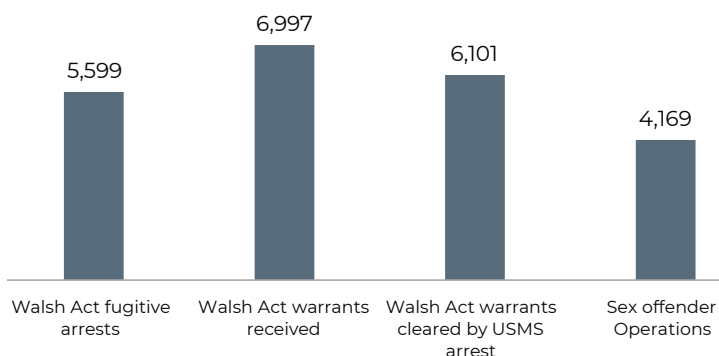


Figure 6 – Adam Walsh Child Protection and Safety Act activities (FY 2006-2021)



For the second year in a row, the number of USMS non-compliant sex offender investigations exceeded previous years' numbers. The number of criminal investigators conducting these investigations grew more than 17 percent in the last two years contributing to the 39% increase in cases opened since FY 2019.

In conjunction with its federal, state, local, tribal, and territorial law enforcement partners, the USMS led more than 300 sex offender operations, a 12 percent increase from FY 2020. During these operations, the USMS assisted law enforcement partners with more than 53,100 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 travel restrictions led to an increase in international travel among sex offenders. In FY 2021, the USMS received, processed, and directed more than 1,570 international travel notifications received from state and jurisdictional sex offender registries to INTERPOL, an 18 percent increase over FY 2020. Additionally, in FY 2021, the USMS opened more than 130 investigations for federal sex offender registration violations, traveling internationally without providing notification. This is an approximate 28 percent decrease over FY 2020.

The fourth quarter of FY 2021 also saw the return of cruise line notifications. The USMS processed 16 cruise notifications from the U.S. Coast Guard, demonstrating the readiness and continued cooperation between agencies despite nearly 16 months of no cruise notifications from April of 2020 to July of 2021.

**INCREASING USMS OUTREACH AND INITIATIVES RELATED TO MISSING, ENDANGERED, OR ABDUCTED CHILDREN.** In FY 2021, the USMS certified 82 USMS Investigators to conduct missing child investigations. Twenty-five informational sessions were presented to districts and RFTFs to increase the visibility

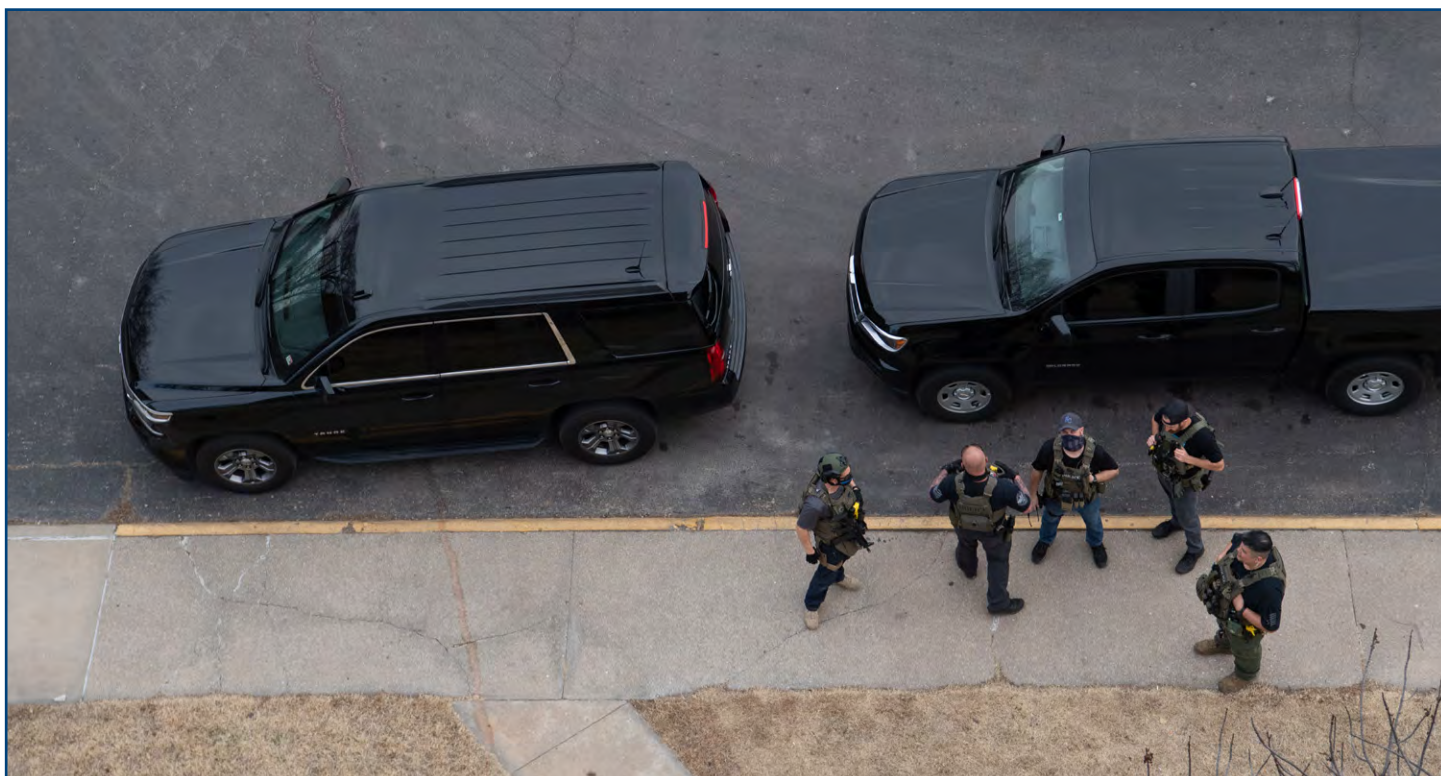
## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET



of the USMS missing child program. Through interagency communication, the USMS provided outreach to promote its program capabilities at 10 conferences at the local, state, and federal levels. The USMS also participated in the DOJ Missing and Murdered Indigenous Persons initiative through national outreach and educational support.

The USMS and the National Center for Missing and Exploited Children (NCMEC) have continued to strengthen their partnership through the expansion of the Operation Pick-Up initiative, resulting in 23 missing child cases received through NCMEC requests for USMS assistance. In FY 2021, the USMS conducted a total of 18 missing child operations across the United States.

**ENHANCING USMS TRAINING TO PROTECT AMERICA'S CHILDREN.** Restrictions due to COVID-19 continued to hamper opportunities to provide much needed investigative-focused training to correspond with the recently implemented initiative to achieve Full Performance Level at grade 13. The USMS recognized the agency's dilemma of building and providing a solid investigative foundation while continuing to safeguard operational personnel. To combat this shortfall in available training, the USMS formulated and instituted a sex offender investigator-focused program to provide and reinforce the knowledge and techniques necessary to further the



## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

agency's missions under the Adam Walsh Child Protection and Safety Act of 2006. Using virtual meetings, the USMS leveraged subject matter experts to provide a 16-week workshop for sex offender investigators. Through this platform, the USMS was able to expand accessibility to the workforce and delivered vital knowledge and information to 152 DUSMs nationwide who are carrying out the agency's sex offender mission. Additionally, in April 2021, the USMS delivered a virtual version of criminal investigator training through an intensive, 40-hour class. These training options help ensure that USMS investigators stay abreast of critical topics impacting their work.

**INCREASING EFFORTS TO SAFEGUARD CHILDREN IN PUERTO RICO.** In FY 2021, the USMS expanded its partnership with state and local partners in the District of Puerto Rico (D/PR) to safeguard the children of the Island. Utilizing the Texas Department of Public Safety, the USMS hosted a training, Interdiction for the Protection of Children, that provided investigators with techniques for recognizing indicators of child sex trafficking and other forms of abuse and exploitation. While the benefits were many, this training provided Puerto Rico law enforcement with real world examples of signs and indicators that have led to the recovery of runaway, abused, and sexually trafficked children. More than 150 federal, state, and local law enforcement officers and child protection advocates from all over the island attended.

### RECOVERING MISSING CHILDREN

Since the inception of the Missing Child Program in 2015, there have been 2,294 cases in which the USMS has contributed to the location and/or recovery of a missing child. Of the missing children recovered from July 2015 to September 2021, 61 percent were recovered within seven days of USMS assistance being provided in the case. Since 2015, the USMS has directly contributed to the location or recovery of a missing child in 75 percent of the missing child cases supported by the agency. In FY 2021, the USMS contributed to the recovery of 950 missing and endangered children, a 145 percent increase compared to FY 2020. The USMS assisted in resolving 11 missing child investigations in which the child was located outside of the United States.

## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

### HIGHLIGHTS: FY 2021 USMS MISSING CHILD OPERATIONS

**Operation Autumn Hope:** From October 19 to 23, 2020, the USMS conducted Operation Autumn Hope in conjunction with the Ohio AG's Office, the Central Ohio Human Trafficking Task Force, NCMEC, and state and local agencies in Ohio. The operation focused on cases involving child sex trafficking and the location and recovery of missing and exploited children. The operation resulted in the recovery of 45 missing and endangered children as well as 179 arrests made by the Central Ohio Human Trafficking Task Force. Moreover, 20 children were located at the request of law enforcement to ensure the child's well-being.

**Operation Volunteer Strong:** During January and February 2021, the USMS conducted Operation Volunteer Strong along with the Tennessee Bureau of Investigation Missing Child Recovery Unit, the Tennessee Department of Children Services, NCMEC, and local law enforcement agencies. The operation identified cases from the State of Tennessee that involved missing and endangered children and cases of children who had been exposed to sexual exploitation. The USMS was directly responsible for 45 recoveries, and a collective 149 children were recovered as part of the operation.

**Operation Find Our Children:** In early FY 2021, the USMS conducted Operation Find Our Children in collaboration with special agents, police officers, and detectives from numerous federal, state, and local law enforcement agencies in the Commonwealth of Virginia with a focus on Richmond, Northern Virginia, Norfolk, and Roanoke. The operation also included more than 50 employees from the Virginia Department of Social Services, a team of medical professionals, and experts from NCMEC. At the conclusion of the operation, the USMS recovered 28 previously missing and endangered children and located seven others. In addition to drug and weapons seizures, the USMS made 11 arrests.

**Operation Not Forgotten 2021:** From May 17 to 28, 2021, the USMS conducted Operation Not Forgotten in collaboration with NCMEC, the State of Georgia AG's Office, the Georgia Bureau of Investigations Missing Child Recovery Unit, the Georgia Department of Families and Children Services, and local law enforcement agencies around the Metro Atlanta area. The operation concentrated on cases of missing and endangered children and children actively exposed to sexual exploitation. At the conclusion of the operation, 20 missing and endangered children were recovered, and 11 children located.



### HIGHLIGHTS: FY 2021 USMS MISSING CHILD RECOVERIES

**Recovering a missing and endangered runaway and her missing and endangered child.** In October 2019, Max Patterson was charged in James City County, Virginia, with rape of a minor. At the time of the offense, he was 21 years old, and the victim was a 13-year-old girl. Patterson originally solicited the child online from New Hampshire and began to have a sexual relationship with her in Virginia, which resulted in her pregnancy. She had his child in April 2021 while he was a fugitive. On May 30, the rape victim and her baby fled her mother's home in Henrico, Virginia, allegedly to join Patterson. Both the 15-year-old runaway and 2-month-old infant were reported as missing and endangered. On June 2, USMS investigators in Los Angeles, California, based on information developed by the USMS in Richmond, Virginia, arrested Patterson without incident at a trailer park in Oasis, California, and law enforcement officers recovered the missing and endangered victim and her infant. Patterson was extradited to Virginia and the children were turned over to family members.

**Recovering a critically missing and endangered child.** On June 15, 2021, a 13-year-old girl from Thurston County, Washington, was reported missing by her father. Local investigators learned the child was possibly with Jared Peth, a registered sex offender with a history of molesting children. Local investigators requested assistance from the USMS. Based on information received, the USMS opened a critically missing child investigation and developed information indicating that both Peth and the girl would be meeting a former coworker of Peth's at a local pizza store. On June 18, in Lynnwood, Washington, investigators initiated surveillance in the area and soon spotted both Peth and the child. Law enforcement officers arrested Peth on a state charge of harboring a runaway. Peth was later charged with rape of a child in the second degree after evidence was developed indicating Peth had victimized the child. USMS personnel recovered and released the child to local authorities.

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



### SAFEGUARD AGAINST SECURITY THREATS AND ENSURE SAFETY THROUGH INNOVATION

The USMS is responsible for providing a safe and secure business environment in support of the rule of law. 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 will work to safeguard against security threats through a consistent and principled approach. This prioritization will occur 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 7 – Special Operational Hours Dedicated to High-Threat and Emergency Situations

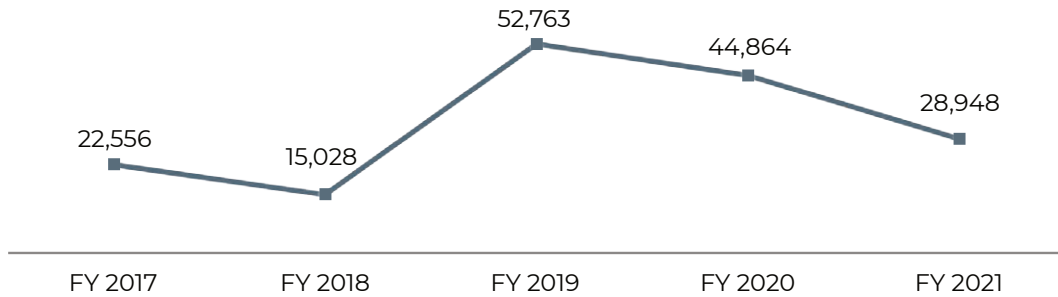


Table 4 – FY 2021 USMS Leadership Development Training Conducted

| Training Classes                                | Number of Classes | Number of Students |
|---|-------------------|--------------------|
| Supervisory Leadership Development              | 4                 | 78                 |
| Chief Development Program                       | 4                 | 73                 |
| Leadership Through Understanding Human Behavior | 6                 | 136                |
| Adjunct Instructor Training Program             | 8                 | 180                |
| <b>Total</b>                                    | <b>22</b>         | <b>467</b>         |

### STRATEGIC OBJECTIVE: MITIGATE OFFICER SAFETY RISK ACROSS ALL MISSION AREAS

#### IMPLEMENTING THE HIGH-RISK FUGITIVE APPREHENSION (HRFA)-VEHICLE OPERATIONS (VO)

**COURSE.** Recognizing that about 50 percent of law enforcement shootings take place in and around cars, the USMS created HRFA-VO. This course focuses on aspects of vehicle operations that are critical to the safety of our personnel, including: operational planning and decision-making; surveillance and intelligence-gathering; and vehicle ballistics. A total of 200 DUSMs and TFOs completed the training in FY 2021. In FY 2022, HRFA-VO will be exported to districts and divisions for local teams to work together and incorporate tactically sound vehicle operations within their geographical areas of responsibility.

**UPGRADING THE USMS INDIVIDUAL FIRST AID KITS (IFAKS).** The USMS Operational Medical Support Unit (OMSU) refined the IFAK, making significant upgrades to include pressure bandages, chest seals, and an improved tourniquet. Operational personnel and USMS law enforcement partners are usually placed in situations with a high potential for violence; therefore, the IFAKS are specifically tailored to allow deputies to treat life-threatening injuries that law enforcement and civilians might reasonably encounter during critical events. IFAKS enhance the mission of the USMS, help safeguard against security threats, and ensure safety

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

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through innovation. There are several examples of USMS personnel having used IFAKs to treat injured members of the public who have suffered traumatic injuries. The OMSU can attribute the following life-saving measures to the skill of its medics or those who graduated from a Deputy Trauma Course and performed interventions utilizing their IFAKs during FY 2021:

- A USMS TFO trained in the Deputy Trauma Course and issued an IFAK overheard a radio call for police assistance concerning an accidental, self-inflicted gunshot wound to the leg. The TFO was the first on the scene and found the citizen bleeding profusely from his leg. The TFO applied a tourniquet to the citizen's leg and stopped the bleeding before Emergency Medical Services arrived. The citizen was transported to the hospital, where he underwent surgery and survived the injury due to the actions of the TFO.
- A DUSM from the Southern District of Texas sustained a gunshot wound in the shoulder while responding to a shooting that was in the nearby area. The DUSM was able to find cover and return fire, but the suspect fled the scene. The deputy assessed his injury, retrieved a tourniquet he had in his personal vehicle, successfully applied the tourniquet, and stopped the bleed. The deputy then checked the crime scene area and found other victims. He was in the process of assessing them when the local police arrived. One of the on-scene officers took the DUSM to the hospital where he was treated for his injuries. He made a full recovery and is back at work.
- After a TFO had been shot in his arm, leg, and back, another TFO was able to effectively treat him by applying a tourniquet and quickly extricating the injured TFO to the local trauma facility.
- A DUSM treated a fugitive with self-inflicted knife wounds to the throat and both wrists. The DUSM utilized a pressure bandage and gauze, which controlled the bleeding until local emergency medical services arrived.
- A fellow DUSM was saved after receiving a gunshot to the upper arm and upper torso. The OMSU Deputy Medic utilized a tourniquet and a chest seal along with self-transporting the DUSM to the local trauma hospital.



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

### MISSION: JUDICIAL PROTECTION AND COURTHOUSE SECURITY

Since the USMS's establishment in 1789, 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 8 – Inappropriate Communications/Threats to Protected Person

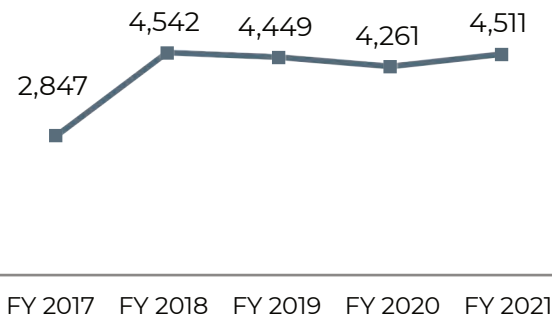
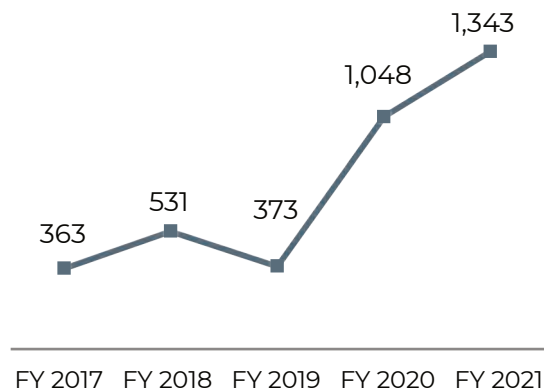


Figure 9 – Threats Investigated



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

**EXPANDING OPEN-SOURCE INTELLIGENCE.** The USMS has taken major structural and procedural actions to improve threat identification, assessment, and mitigation capabilities. Threat identification capabilities have been significantly enhanced by the creation of the Open-Source Intelligence Unit (OSINT). OSINT provides increased and proactive online content review and research to identify threats and situations of concern that previously may have gone undetected. The USMS is better equipped to assess, investigate, and mitigate potential threats against protected persons rapidly. OSINT reviews public discussion, social media, and media exposure of judicial events to improve the USMS' ability to assign the appropriate level of resources to trials, judicial conferences, and other events impacting the judiciary, better aligning resources to true needs, and potentially reducing costs. OSINT provides support for active protective investigation and prosecution of internet threats through direct support to USMS District Threat Investigators.

**ESTABLISHING A THREAT INVESTIGATION UNIT (TIU).** In March 2021, the USMS established a new unit called the TIU. The TIU is comprised of Senior Inspectors who serve as the conduit and support apparatus for district efforts to investigate and mitigate threats directed toward USMS protected persons and designated facilities. The TIU provides direction, management, and oversight to districts with investigative plans and threat mitigation strategies. To aid in institutionalizing USMS investigative culture, the TIU instituted circuit engagements whereby

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

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circuit teams conducted quarterly circuit conference calls and held an annual conference. These circuit engagements afford districts the opportunity to present extremely complex protective investigations to staff of various judicial security offices to obtain feedback needed to determine next steps in the investigation. These panels also serve to develop and implement threat mitigation strategies, identify valuable lessons learned, and present unique investigative and mitigation approaches that may be useful to other districts experiencing similar challenges in protective investigations and threat management. Furthermore, TIU personnel deployed nationally to provide on-site support and training to several districts.

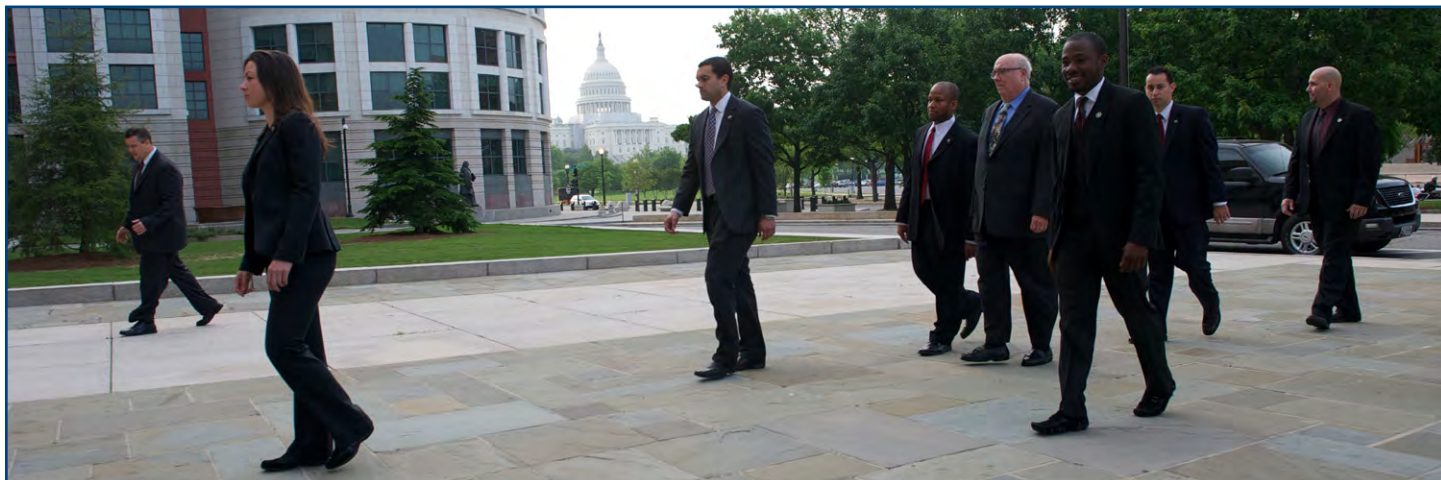
The TIU also supports professional development through temporary duty assignments to districts and divisions, increases staff competencies, tailors Individual Development Plans (IDPs), and increases employee engagement. In tandem with tailored IDPs, TIU established specific performance initiatives and measurements aimed at establishing case ownership and accountability as well as fostering teamwork and instituting an investigative culture. The TIU met all its FY 2021 milestones for emphasizing development in supervisors' and employees' performance work plans, benchmarking and tracking development, introducing new concepts and ideas progressively, and aligning responsibility and authority. These organizational adjustments and expansion of the Protective Intelligence Enterprise will help the USMS achieve desired threat identification, investigation, assessment, and mitigation capabilities. The USMS and the National Center for Missing and Exploited Children (NCMEC) have continued to strengthen their partnership through the expansion of the Operation Pick-Up initiative, resulting in 23 missing child cases received through NCMEC requests for USMS assistance. In FY 2021, the USMS conducted a total of 18 missing child operations across the United States.

**DELIVERING SUPPORT THROUGH JUDICIAL SUPPORT CENTERS.** The USMS began its transformation to integrated, circuit-based district support, embedding the 11th Circuit Team within the Atlanta, Georgia circuit. The 11th Circuit Judicial Support Center serves as a pilot for a program designed to provide personnel, support, and lines of communication between all USMS circuits and headquarters. These circuits enable enhanced collaboration among the districts and intelligence staff, creating faster response times to district needs and issues, thereby managing risk.

**CENTRALIZING DISTRICT DATA AND IMPROVING ACCESSIBILITY THROUGH A USER-FRIENDLY PLATFORM.** At USMS, personnel in the field have often decried the lack of readily accessible data and the need to initiate multiple communications to receive basic information. In response to these criticisms and to promote intelligence-sharing across USMS districts as well as headquarters, the USMS developed a Judicial District Support Hub. The Hub meets the needs of Judicial Security Inspectors and DUSMs in the field providing direct access to data, policies and regulations, information bulletins, forms, and links to headquarters personnel.

**REALIZING THE RESULTS OF IMPROVED REPORTING OF CONTRABAND AND POTENTIAL THREATS IN COURTHOUSES.** The security incident and threat investigations workload increased from 4,261 potential threats in FY 2020 to 4,511 in FY 2021, a 5.9 percent increase. The potential threats comprise security incidents, preliminary assessments, and predicated protective investigations. The USMS is making concerted efforts to reiterate the importance of accurate data recording and data entry by operational personnel. The data recording of the most serious cases tends to be accurate due to the investigation that follows, while less significant security incidents often had data entry omissions. Of the potential threats investigated this year, security incidents including contraband accounted for a significant portion, rising 453 percent from the second to third quarter. The effectiveness of the training and messaging on accurate data entry is evident by the increase in contraband entered correctly into the USMS case management system.

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



### ENHANCING THE EFFECTIVENESS OF USMS PROTECTIVE OPERATIONS.

**U.S. District Court Judge Esther Salas' Protection Detail:** On July 19, 2020, the USMS established an immediate Protection Detail for U.S. District Court Judge Esther Salas and her husband following an assassination attempt at her personal residence in New Jersey. This act of violence resulted in the critical wounding of Judge Salas' husband Mark Anderl and the death of their son Daniel Anderl. Upon the initiation of Operation Cardinal, the USMS worked to identify potential persons of interest and any additional threats targeting the federal judiciary. The Threat Investigation Unit guided the District of New Jersey through the initial triage of over 40 Protective Assessments and Predicated Protective Investigations. The complexity of the situation and sheer volume of cases requiring attention coupled with the limited resources and manpower of the district required the TIU to coordinate with multiple stakeholders. The team assisted the district with the development of information to assess motive, intent, and ability and with the development of an investigative plan to properly assess each threat to ensure no other USMS protected persons were in harm's way.

This extraordinary investigative and protective response included significant operational contingencies, including the relocation of Judge Salas and her husband and the implementation of a 24/7 protective team. Operation Cardinal also included a continuously staffed special operations command center staffed by USMS district and division operational personnel. Tactical planning included coordination with state and local law enforcement partners, collaboration with the Administrative Office of the U.S. Courts and strategically planned protective service protocols and movements for the Judge and her husband, including several highly visible movements for medical appointments, official events, and appearances with several media outlets and on Capitol Hill. Operation Cardinal served as a nine-month protective operation that culminated in April 2021. The overall success of this mission is directly related to the expertise and dedication of senior inspectors who planned and managed this mission with the support of DUSMs from districts across the country.

**Supreme Court Justice Nominee Amy Coney-Barrett Protection Detail:** Upon the nomination of Judge Amy Coney-Barrett to the U.S. Supreme Court on September 26, 2020, the USMS immediately began implementing a 24/7 protective service plan in Washington, D.C. and South Bend, Indiana. This protective response was dubbed Operation Fighting Irish. This mission was complex in that it included two separate areas of operation and a total of nine protected persons, including a spouse and seven children.

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

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Due to the separate locations and family logistics, the USMS developed a plan to implement a team for the South Bend, Indiana operations. The team conducted protection and associated support activities for 456 movements in Indiana with no indication of any adversarial activity. In addition to the movements in Indiana, 120 movements were carried out for Supreme Court Justice nominee Amy Coney-Barrett in Washington. Both protective responses required over 11,000 operational hours.

Both missions were carried out without incident due in large part to the operational personnel assigned to the details for 43 consecutive days. The success of this protective operation was a direct result of collaboration, planning, dedication, expertise, diligence, and commitment by multiple USMS divisions and 16 temporary duty districts, and the support from state and local law enforcement partners.

**Secretary of Education (SecEd) Betsy DeVos Protective Mission:** On January 9, 2021, the SecEd Protection Detail concluded operations after 1,425 days of consecutive protective services. The SecEd mission was the largest U.S. Cabinet-level protection detail in USMS history, with flights (566 legs) totaling over 900 flight hours. On February 13, 2017, the DOJ under AG Jeffrey Sessions authorized the USMS to provide protective services and ongoing threat assessments for SecEd DeVos due to risk- and threat-based concerns related to her cabinet-level position with the Trump administration. The USMS established a 24/7 protective plan. The overall collaborative work provided significant actionable intelligence and measurable administrative contributions that supported the SecEd team in proactively preparing and tailoring protective tactics in furtherance of operational planning. During this four-year mission, 152 protective investigation cases were opened and mitigated. The USMS classified 123 of these cases as threat investigations and 29 as protective assessments - all identified through social media or inappropriate communications such as threatening emails and voicemails sent directly to the Department of Education and SecEd DeVos. A complex and challenging component of the operational tempo included extensive travel, domestically and internationally, requiring elaborate planning with local, state, and foreign governments. Domestic travel included 336 trips to various U.S. cities, each requiring additional travel to several venues and meetings with high-ranking government officials. Foreign travel included official and personal visits to Argentina, Canada, Chile, France, Netherlands, Papua New Guinea, Patagonia, Switzerland, Bahamas, and the United Kingdom.

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

**ELIMINATING FACILITY VULNERABILITIES.** The USMS developed a facilities high-impact risk assessment process that focuses on the areas that directly impact the safety and security of the public, in-custody prisoners, and judicial and USMS personnel. The basic security and safety boundaries at a courthouse facility seek to maintain separation of public, judicial, and USMS detention spaces. Any areas where these three spaces overlap create an area of risk, especially when the detention space overlaps with either of the other two either due to a design challenge or alternate routing of prisoner movements whether temporary or long-term.

The USMS identified five key areas of risk within courthouse spaces: vehicle sally ports, prisoner elevators, detention cells, court room holding cells, and prisoner processing areas. The assessment identifies the status of each of the risk areas by assigning one of three levels of risk: one, has the capability and within USMS established standards (Green); two, has the capability



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

but not within USMS established standards (Yellow); and three, does not have the capability (Red). Each courthouse is to be graded based on these criteria and a total risk assessment score is computed and plotted against the average daily prisoner production rate for that courthouse. The higher the prisoner production rate the more likely a risk event could result.

In FY 2021, the USMS assessed 74 percent of locations. Data shows that many locations require new vehicle sally ports, dedicated prisoner elevators, adequate detention cells, courtroom holding cells, or prisoner processing rooms. In other locations, the space does not meet the current standards due to size, antiquated construction, or other security deficiencies. The estimated cost to bring the assessed facilities and their identified high-impact risk deficiencies into compliance is approximately \$512 million and the expected cost for all courthouses to be compliant with USMS standards is approximately \$690 million.

Identifying the magnitude of high-impact risk areas within courthouses supported by the USMS provides insight into the significant safety and security concerns and the budgetary needs required to address them. The site-by-site high-impact risk assessment is a valuable tool to help prioritize future projects and identify any construction budget shortfall. The obtained information will also provide the data for future project management tools or an Integrated Workplace Management Solutions tool.

#### **FULFILLING THE NATIONAL RESPONSE FRAMEWORK'S PUBLIC SAFETY AND SECURITY REQUESTS.**

The DOJ is the primary agency responsible for coordinating federal public safety and security assistance during a natural or manmade disaster, including terrorist attacks. USMS personnel were activated to support wildfire response in the western United States in late 2020. There, they provided force protection for FEMA Urban Search and Rescue teams and site security at forensic remains identification sites. Additionally, the USMS deployed in support of Hurricanes Elsa (Florida), Grace (Puerto Rico), and Henri (Massachusetts) during the 2021 hurricane season.

USMS personnel participated as subject matter experts in the planning of the FEMA biennial National Level Exercise, in local region-based exercises, regional interagency steering committee meetings, and multiple other planning and preparedness groups covering broad topics including COVID-19 response, after action, future planning, cyber security, and vaccine distribution security.



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



The USMS processed and deputized 6,582 federal, state, and local law enforcement officers and U.S. National Guard members between January 6 and 20, 2021.



#### **SUPPORTING USMS PERSONNEL AND ITS PARTNERS WITH CRISIS SERVICES.**

USMS personnel provide quick responses to crises within its own ranks as well as to protect U.S. federal landmarks. Two such instances are:

**U.S. Capitol Breach:** During the January 6, 2021, Capitol attack the USMS deployed DUSMs to the Capitol and White House at the order of the AG in efforts to restore the rule of law. On January 11, 2021, a representative from the Senate Committee on Appropriations requested the assistance of the USMS Critical Incident Response Team (CIRT) on behalf of the United States Capitol Police (USCP). The request was to provide peer support services, such as employees crisis intervention services and stress management education, to USCP personnel after the invasion of the U.S. Capitol. From January 14 to 29, over twenty members of CIRT deployed to the U.S. Capitol and provided peer support services to 1,188 USCP personnel, dedicating a total of 995 hours to this mission. As a result of the effective assistance provided by USMS CIRT personnel, positive feedback from USCP personnel, and the need for additional peer support services, the USCP received \$2.5 million in supplemental funding to reimburse the USMS for any deployments by CIRT personnel to the U.S. Capitol. There is now a reimbursable agreement and a Memorandum of Understanding between the USMS and USCP. The USMS will be deploying to provide peer support services to USCP personnel on a four to six-week rotational basis for a week at a time for a minimum of one year.

**Officer Line of Duty Death:** On April 2, 2021, USCP Officer Willie Evans was intentionally struck and killed by a vehicle while providing security at the North entrance of the U.S. Capitol. The USCP again turned to the USMS' CIRT to assist their personnel with processing the tragic loss of Officer Evans. CIRT personnel immediately responded and were at U.S. Capitol grounds providing peer support to USCP personnel within 12 hours of the incident. A total of nine CIRT members responded between April 2 and 17. They provided peer support of 599 hours to 952 USCP personnel.

## 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 authorized family members 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 10 – Total Number of Witness Security Program

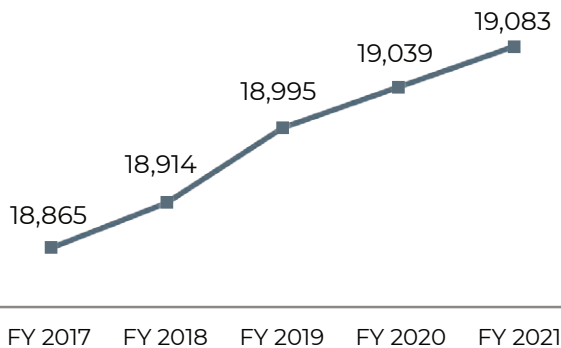
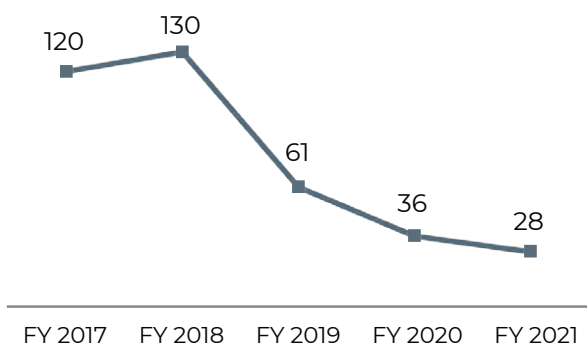


Figure 11 – Identify and Mitigate Security Breaches



#### IMPROVING WITNESSES' CHANCE OF SUCCESS.

Entering the Witness Security Program can be stressful, as participants are uprooted from their lives, relocated, and told to strip all connections with their previous lives. They can no longer practice their original professions or participate in any unique hobbies that may identify them. Becoming financially independent aids in alleviating stress. Today's protected witnesses are diverse and represent various generations, educational backgrounds, and cultures—some come from a life of crime, others are often bystanders in the wrong place at the wrong time. For witnesses to adapt to life in the Witness Security Program, the USMS must understand and address individual needs. Identifying those needs requires that the USMS constantly research the latest assessment tools and integrate them into the Program's processes. After considerable analysis, the USMS recognized an opportunity to augment its witness assessment processes with a new tool to gain insights into preferences, tendencies, skills, and motivations. The agency created a structured and voluntary process for witnesses to complete the assessment, and in April 2021, the USMS trained its personnel to apply it. The agency conducted the new assessments during the last quarter of FY 2021. The results confirmed the new tool added significant value and helped protection specialists align Program services to the needs of the individual.

Rapid technological changes are revolutionizing banking and personal finance. Many people need help understanding the latest terms and processes for managing money. For protected witnesses, this understanding is especially critical as they learn to live in new communities. The USMS updated its guidance for protected witnesses to include the latest methods for managing money, including tools for budgeting and tracking spending. In April 2021, the USMS trained its protection specialists to present this and other financial guidance to witnesses. Reports showed that the financial materials were helpful and well-received. By broadening its range of services to include the latest financial tools and trends, the USMS provides witnesses with a foundation to thrive in the safety of their new communities.



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

## MISSION: PRISONER TRANSPORT

The COVID-19 pandemic continued to create unprecedented challenges for JPATS in FY 2021. Under very difficult circumstances, the USMS carried out its statutory obligations by transporting federal court-ordered detainees and other prisoners for the DOJ. JPATS diverted its focus from creating strategies to increase efficiencies in prisoner transport to implementing COVID-19 prisoner handling procedures and monitoring employee safety protocols designed to reduce exposure of the virus. As the pandemic continued, the Federal Bureau of Prisons (BOP) restricted intake of prisoners and declared COVID-19 movement moratoriums into its facilities, requiring separate flights for BOP and USMS prisoners. This decision produced a historically high number of prisoner movement requests, approximately 21,000, at the end of the FY 2020, compared to the previous high mark of 10,000 movement requests. In FY 2021, while the courts continued to sentence and initiate movement of prisoners daily and the pandemic raged on, the USMS and its partners worked aggressively to reduce the prisoner movement pipeline backlog to under 11,235, a decrease of over 42 percent from the historical high.

MISSION PROGRAM DATA

Figure 12 – Requests to Transport Prisoners by Air or Ground

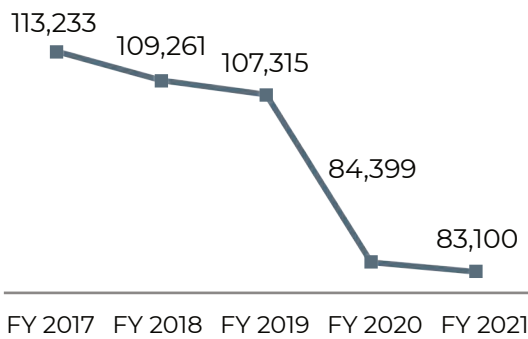
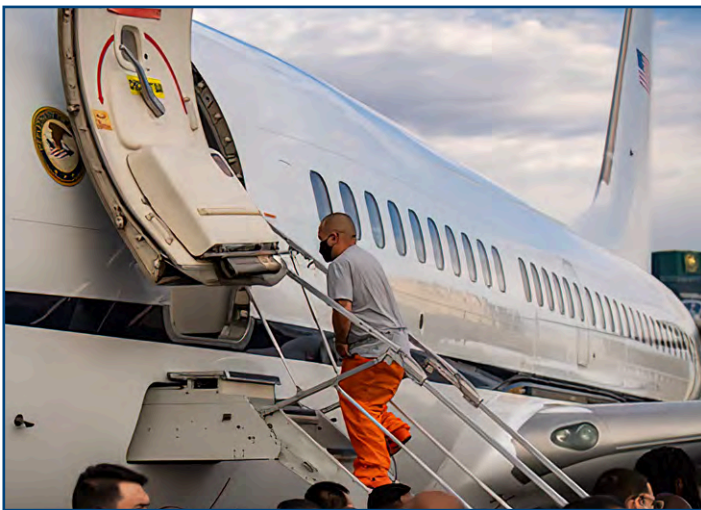
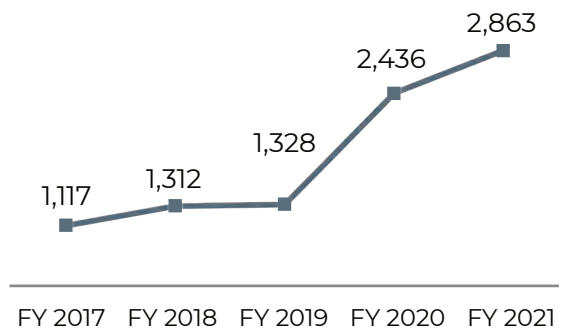


Figure 13 – Transportation Unit Costs (in dollars)

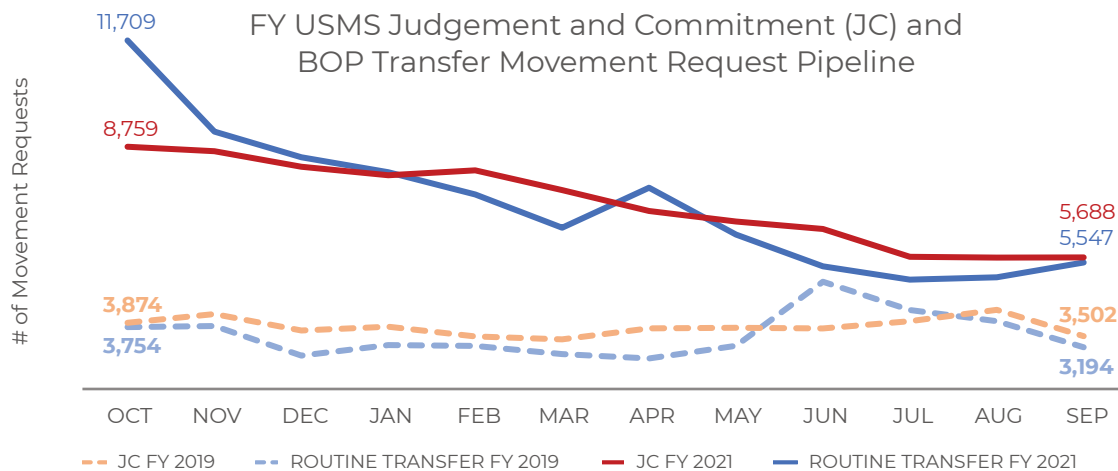




## GOAL 3: SAFEGUARD AGAINST SECURITY THREATS AND ENSURE SAFETY THROUGH INNOVATION

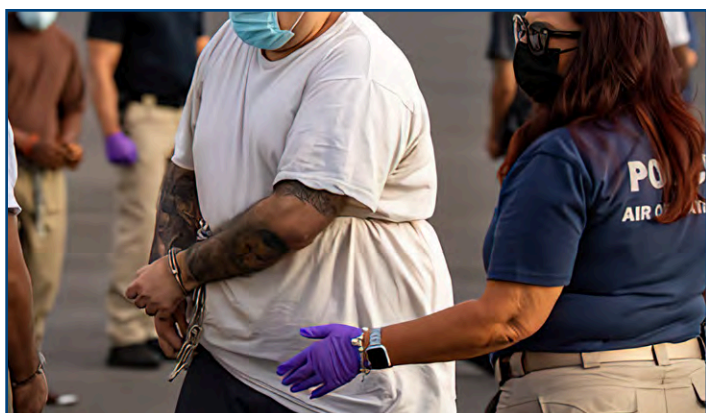
### STRATEGIC OBJECTIVE: DELIVER SECURE, MODERN, AND EFFICIENT PRISONER DETENTION AND TRANSPORTATION OPERATIONS

MISSION PROGRAM DATA Figure 14 – Movement Request Pipeline with Pre-Pandemic Comparison (FY 2019 vs FY 2021)



Due to the pandemic, Movement Requests (MR) increased to an all-time high. FY 2021 began with over 20,468 MRs in the pipeline. Despite dealing with COVID-19, JPATS and its partners worked diligently to reduce MRs by 42%.

**NAVIGATING THE PANDEMIC.** Another challenge presented by the pandemic was access to COVID-19 testing and vaccinations. Since access to testing and vaccinations were not consistent across state and local facilities housing USMS detainees, the BOP mandated, through COVID-19 testing and quarantine protocols, the separation of tested and non-tested prisoners on both ground and air transports. This mandate prevented transporting USMS prisoners with BOP prisoners on the same trip, resulting in doubling the number of trips needed to deliver prisoners to their destination. As such, JPATS completed a record number of flight hours (4,742) transporting over 92,000 prisoners by air in FY 2021.



### FORTIFYING THE AVIATION SAFETY PROGRAM AND REDUCING RISK THROUGH CERTIFICATION, TRAINING, AND IMPLEMENTATION OF INDUSTRY BEST PRACTICES.

**Aircraft Maintenance and Upgrades:** Despite numerous challenges in FY 2021, the USMS continued to carry out complex aviation operations in a safe, effective, and professional manner. JPATS is realizing exceptional aviation safety and sustainment as proven by a 99

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



Aircraft at the USMS hangar in Oklahoma



View of the Application



Spare 737-400 Engine

percent aircraft availability rate in FY 2021. Owning a small fleet of Boeing 737 aircraft provides the agency greater operational flexibility while reducing logistical concerns. As the fleet is upgraded with NextGen 737s (700/800), the USMS and its partners gain additional value from faster, more fuel efficient, extended range aircraft. Additionally, in planning for eventual maintenance, the USMS purchased a spare engine, allowing JPATS to terminate an “Engine Power-by-the-Hour” insurance contract. This initiative provided the USMS an estimated savings of \$1,830,703 in FY 2021.

**Safety Application:** JPATS Aviation implemented a more capable planning and in-flight tool for pilots, saving \$15,000 a year while increasing safety awareness and informed decision-making. The application brings the agency up to date with the latest in-flight technology, providing aircrews with real time weather information and active traffic information. In addition, the program allows the backend security crew to receive flight updates, including in-route and destination weather information, directly through the pilot’s iPad. This application enables the crews to make informed risk assessments and decisions regarding in-flight operations as well as prepare for upcoming ground activities.

## 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

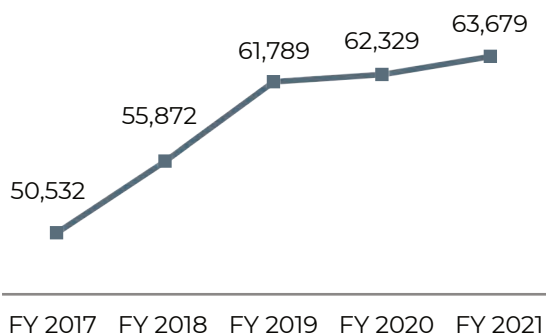


Figure 16 – Per-Day Detention Costs (in dollars)

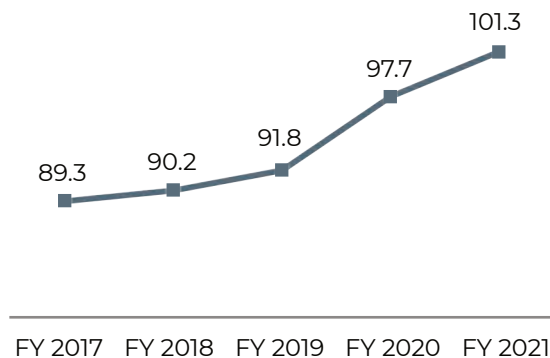
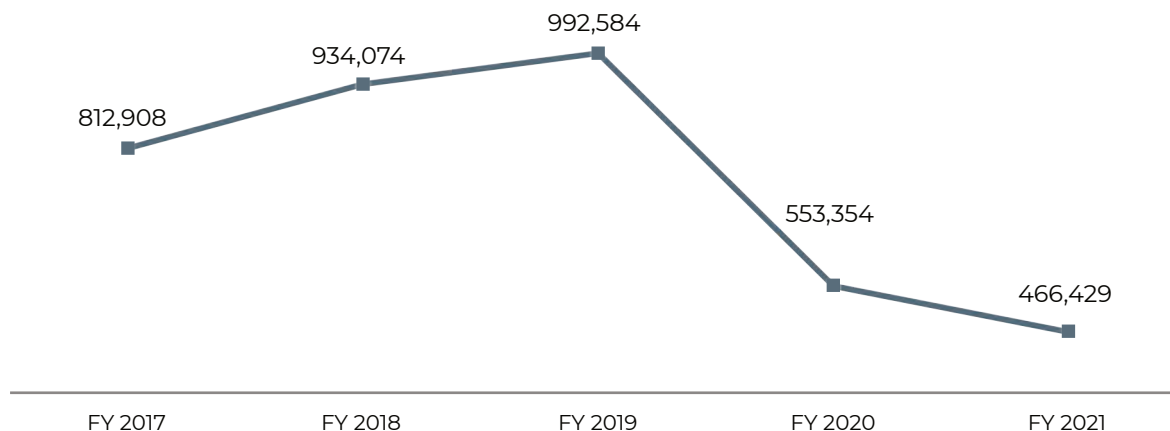


Figure 17 – Prisoners Produced for Required Events



**REDUCING PRISONER TRANSFER BACKLOG.** Prior to the pandemic, the USMS typically housed around 3,000 sentenced and designated prisoners pending their transfer to a BOP facility to serve an imposed prison sentence. Movement restrictions put in place to mitigate the spread of COVID-19 resulted in a backlog of approximately 9,000 prisoners in USMS custody. Starting in August 2020, the USMS and BOP collaborated to execute Operation Big House, expediting the transfer of 13,000 sentenced prisoners to nearby BOP facilities. As a result of this joint effort, the backlog of sentenced and designated prisoners reduced by more than 40 percent by September 2021. This operation has been extremely successful in moving USMS detainees out of district, county, and private temporary housing to BOP holdover facilities resulting in a cost savings of \$30,364,221 to the Federal Prisoner Detention (FPD) fund.

### 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 2020 (\$) | FY 2021 (\$) |
|---|--------------|--------------|
| Total                                   | 90.76        | 93.89        |
| Intergovernmental Agreement (IGA) Total | 80.76        | 83.72        |
| State and Local                         | 81.46        | 84.36        |
| Private, Indirect                       | 78.37        | 82.23        |
| Private, Direct                         | 134.80       | 150.57       |

The USMS held the per day, per capita jail cost to 2.5 percent above the projected level for all facility types and 3.4 percent above the FY 2020 cost. The rate paid at private facilities was 14.7 percent above the projected rate while the rate paid at IGA facilities was 2.8 percent higher than projected.

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

| Performance Measure  | FY 2020 | FY 2021 |
|--|---------|---------|
| Prisoners with Short-term Sentences (STS) Released by USMS | 29,498  | 3,508   |
| <b>Days-in-Detention, Post Sentencing</b>                  |         |         |
| 30 days or less  | 20,310  | 2,956   |
| 31 to 60 days  | 3,944   | 188     |
| 61 to 90 days  | 3,559   | 136     |
| 91 days or more  | 1,685   | 228     |
| <b>Average Detention Time (Days)</b>                       |         |         |
| Pre-Sentence   | 33.7    | 52.1    |
| Post-Sentence  | 32.7    | 18.5    |

An estimated \$12.9 million was expended to house prisoners post-sentencing. As a result of the COVID-19 pandemic, there was an 88% reduction in short-term 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 2021, 52 percent of the prisoners released following short sentence expiration were arrested for immigration offenses.

Table 7: Prisoners Received: By Offense

| Performance Measure | FY 2020 | FY 2021 |
|---------------------|---------|---------|
| Total               | 153,883 | 100,182 |
| Immigration         | 52,160  | 18,010  |
| Weapons             | 9,169   | 9,045   |
| Drugs               | 23,161  | 21,870  |
| Other               | 58,054  | 45,207  |

During FY 2021, the number of prisoners received by the USMS was 100,182 or 35 percent less than FY 2020. The number of prisoners received for immigration offenses decreased by 65 percent, weapons offenses decreased by 1.4 percent, and drug offenses decreased by 5.6 percent.



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

The USMS held the per day, per capita jail cost to 2.5 percent above the projected level for all facility types and 3.4 percent above the FY 2020 cost. The rate paid at private facilities was 14.7 percent above the projected rate while the rate paid at IGA facilities was 2.8 percent higher than projected.

**MANAGING COVID-19 AMONG PRISONERS.** During FY 2021, the number of prisoners testing positive for COVID-19 increased from approximately 5,700 to 14,500, representing approximately eight percent of all prisoners remanded to the custody of the USMS. The USMS continued to respond to the challenges presented by the pandemic, including updating and promulgating guidance to ensure effective management of the detention population, and evaluating each detention facility housing USMS prisoners for compliance with the Centers for Disease Control's guidelines for managing COVID-19 in correctional and detention facilities.

Following the widespread availability of COVID-19 vaccines, the USMS coordinated with the nearly 800 state, local, and privately-operated detention facilities housing USMS prisoners to ensure all prisoners had the opportunity to receive a vaccine. While some prisoners declined the COVID-19 vaccine, through September 30, 2021, approximately 28,000 prisoners remanded to the custody of the USMS were administered a COVID-19 vaccine. Additionally, the USMS continued to test prisoners prior to transfer, which substantially reduced the likelihood that asymptomatic prisoners infected with COVID-19 were transported to other facilities.

**IMPLEMENTING THE ADMINISTRATION'S ORDER TO STOP USE OF ALL PRIVATE DETENTION FACILITIES.** The U.S. AG delegated authority to the USMS to house criminal defendants remanded by the federal judiciary pending adjudication of criminal charges. Because the USMS does not own or operate any detention facilities, the USMS routinely houses prisoners in BOP-operated detention facilities located in major metropolitan areas and a network of more than 1,000 state and local detention facilities located throughout the United States. However, in some areas, there is insufficient availability of government-operated detention space. Accordingly, the USMS issued contracts for privately-operated detention facilities when insufficient bedspace was available near federal courthouses.

On January 26, 2021, the U.S. President issued an executive order directing the AG not to renew contracts with privately-operated detention facilities. To comply with the order, the USMS has been concluding contracts for privately-operated detention space upon expiration of the current contract option period. Through September 30, 2021, the USMS concluded contracts with four privately-operated detention facilities. Three additional contracts are expected to conclude during FY 2022 and another four during FY 2023 or later. The increase in BOP transfers resulting from the contract conclusions contributed to a high workload and backlog of movement requests to transport over 9,527 prisoners with JPATS assistance.

**MODERNIZING AND OPTIMIZING THE AGENCY'S PRISONER MANAGEMENT AND JUDICIAL SECURITY READINESS POSTURE.** The primary focus was to continue to build capability in the new mission system that directly supports the goal to decommission two legacy applications as soon as possible. The deployment of the modules listed below allowed the USMS to reach its goal and reallocate resources to other USMS initiatives. In FY 2021, the USMS successfully deployed the following capabilities:

**Prisoner Operations Module:** The USMS completed the development and deployment of the Prisoner Management module. This capability enables users to manage critical day-to-day workload items such as prisoner intakes, prisoners received, prisoner productions, prisoner medical requests, and many other prisoner life cycle items. The Prisoner Operations module

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

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also provides several key automated data interfaces which create time savings for field staff. An example of this is the automated interface with the Department of Homeland Security and Customs and Border Protection, displaying an automated daily feed of all border arrests. This feed automatically populates dozens of data elements for each subject record as part of the intake process, saving each of the border districts hours of work daily. This achievement represents the most substantial major operational USMS mission area to be deployed to date.

**IGA Management Module:** Through the Federal Bureau of Investigation's (FBI's) Law Enforcement Enterprise Portal, this module now allows external users to apply for an Intergovernmental Facility Agreement. The external party can request a new agreement with USMS, or they may renew an existing agreement with a request for an adjustment in rates. The USMS has the ability to perform an in-depth pre-negotiation analysis of the submitted application and requested rates utilizing the data collected in the system. Once pre-negotiation analysis is completed, a negotiation process begins with the external party. This capability eliminated the need to re-enter this information into the USMS system from external partner systems, which reduced the workload by 25 percent.

**IGA Detention Facility Review Module:** On March 23, 2021, the USMS deployed this module nationwide. This new capability allows district personnel to create, review, approve, and submit detention facility reviews for tracking and reporting purposes. More specifically, a district can now input their review information by answering questions related to multiple functional review areas. Once complete and submitted, headquarters personnel can either approve the review or return the review back to the district for further clarification. Additionally, the USMS created an easy-to-use Detention Facility Review ledger to allow both district and headquarters personnel to track the status efficiently and simultaneously (i.e., upcoming, in-progress, review, approval, completed, closed) of all reviews. This new process brings to bear multiple improvements including ease of tracking in a single location, user access management, more detailed and clearly written facility review questions, added facility capacity management data, a more intuitive workflow that promotes time savings, and greatly improved data accuracy.

**Prisoner Medical Management Module:** The Medical Management module allows both district and headquarters staff to jointly oversee prisoner medical needs during the entire time a prisoner is in USMS custody and tracks the ongoing status and resolution of each medical case. It also allows USMS medical staff to balance medical needs of the patient with local facility personnel, provides awareness of proximity of suitable medical services, and provides cost impacts, among other factors. Users now have full visibility into a prisoner's medical history, with the added ability to see all medical requests for all custodies for a single prisoner. The USMS also addressed a major legacy system limitation by allowing for multiple medical requests to be made within a single transaction instead of requiring separate requests. For example, a user can make a request for a cardiology exam, order a prescription, and send a notification for recommended hospitalization to the USMS Medical Management Branch, all in the same transaction. This new business process improves the overall user experience while simultaneously reducing the amount of time it takes USMS staff to make updates to prisoner medical records by more than 30 percent.

**Restrictive Housing (RH) Capability:** This capability allows external facility users to note restrictive housing details and date and time for prisoners to be housed at their facility and submit it for internal district review. It also provides the USMS with a bird's-eye-view on all RH details with the added ability to verify facility compliance at-a-glance. Additional

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

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benefits include improved ease of access and logging of the RH entry, quick synchronization between the RH user entry and the prisoner record, the inclusion of three additional cautions (i.e., pregnant, post-partum, suicidal tendencies), and the added ability to capture private contract facilities, thereby reducing the previous need to manually calculate and report these separately outside of the system of record.

**User Access Management Portal:** The User Access Management Portal allows authorized administrators to manage user access requests more efficiently and effectively by creating the ability to input, approve or disapprove, and modify system user access requests from headquarters and the field. It provides a single place within the application for this function to reside, along with a standard structure and process for user administrators to follow when granting users the ability to read, write, or edit records in the system. The USMS also ensured this fundamental capability was built to be scalable, allowing future modules to utilize its functionality with minimal adjustments required, eliminating the need to build a separate, unique user access management portal each time new functionality is released.

**CSO Management Module:** This module accounts for the combination of the Monthly Activity Report (MAR), the CSO tracking report, and the CSO Allocation tool for the Judicial Security operational mission area. The enhanced MAR process now provides a secure way for USMS contracted security vendors to enter and submit updates and invoices directly into the application. This feature alone eliminates and automates the countless coordination emails and phone calls between USMS staff and security vendors, saving more than 3,000 staff-hours annually across the USMS. This new capability fully automates the cost tracking of CSO contracts. This data is now pulled directly from the previously deployed Task Order module (deployed in FY 2020) and the newly developed MAR module, allowing USMS Judicial Security Inspectors to simply review and certify the information instead of manually re-entering the information. Additionally, CSO Allocation data fields have been created to allow a direct data sharing connection between the USMS operational knowledge management application and the Judicial Security Information System.

## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT



## 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



### STRATEGIC OBJECTIVE: MODERNIZE BUSINESS PROCESSES AND TECHNOLOGY INFRASTRUCTURE



**SUPPORTING THE FEDERAL CLOUD COMPUTING STRATEGY TO DRIVE CLOUD ADOPTION IN FEDERAL AGENCIES.** The USMS developed a long-term cloud migration strategy governing how the agency migrates over 100 IT services to the cloud and provide an enterprise-wide, secure, and multiple-cloud environment. This modernization effort eliminates local hardware and leverages cloud benefits, including improved reliability, scalability, mobile access to data, rapid availability of new features, and advanced compliance and security features.

The USMS successfully migrated its executive correspondence management application to the DOJ's shared cloud service and replaced the legacy survey tool with a cloud-based, agency-wide solution. Due to onsite storage constraints, the USMS also established an enterprise backup solution in the cloud.

**MIGRATING FROM MICROSOFT (MS) SKYPE TO MS TEAMS.** MS announced the end-of-life for Skype for Business as July 31, 2021. To maintain compliance with the DOJ's Modern Workstation initiative, the USMS transitioned to MS Teams. MS Teams is a collaboration and communication solution that allows users integrated instant messaging, online meetings, file management, and dedicated project workspaces in one interface.

The USMS developed a MS Teams governance strategy that outlined the roles, responsibilities, policies, and processes necessary to manage and use the DOJ's MS Teams environment. To assist with the transition to MS Teams, the USMS offered extensive training on the utilization of the new application. New capabilities were introduced, such as the ability to see presence and share documents across DOJ components. The successful implementation of MS Teams completed the agency's transition to MS Office 365.

## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

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### 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.

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

**STREAMLINING PROCUREMENT THROUGH NEW PROGRAMS.** During FY 2021, the USMS explored acquisition innovations to improve Technical Evaluation Board (TEB) outcomes, zeroing in on vendors that meet the complex requirements of the agency and using available free resources to stretch the abilities of the procurement team. Specifically, the agency worked with the GSA on several important activities to include participating in two Civilian Services Acquisition Workshop (CSAW) programs and utilizing their free Market Research as a Service (MRAS) program. The USMS used the CSAW program to develop an important information technology requirement for one of the agency's operational divisions and for the Human Resources Division's upcoming medical services requirement. These workshops brought together representatives from the Program Office and the procurement team to develop the overall requirement, procurement strategy, and important evaluation criteria.

The USMS used the MRAS program to find viable sources for securing important requirements. This allowed the agency to have GSA perform a comprehensive search of their varied contract vehicles and provide a report detailing the available options and sources within 48 hours. Furthermore, the agency implemented Voluntary Advisory Evaluation Procedures to streamline the evaluation process and limit the number of vendors for consideration to only those that have shown their ability to meet the agency's complex requirements up front. This allowed the procurement team to ensure only viable vendors are reviewed by the TEB and streamline the overall evaluation and review process for a final award decision. The USMS also mitigated potential contract protests through improved communication during vendor debriefs.

**CENTRALIZING FUNDING UPDATES AND REQUESTS.** The USMS successfully completed the development of the Financial Data Allocation Platform (FDAP), which is a single sign-on application that integrates funding allocations within each of the headquarters' divisions and offices' Spend Plans. FDAP provides transparent and real-time funding updates and requests from divisions, which will optimize and streamline funding allocations and compliance on budget execution and formulation functions and responsibilities. On October 1, 2021, the FDAP went live ahead of the FY 2022 Budget Year

**STREAMLINING FINANCIAL REPORTING IN ASSET FORFEITURE.** The USMS collaborated with the DOJ to implement two critical enhancements to automate the entry of certain Consolidated Asset Tracking System (CATS) transactions. The enhancements streamline financial operations and reduce manual steps to process the itemization, disposal, and collection of forfeited cash in the Seized Asset Deposit Fund, recurring forfeiture money judgment collections, and the sale of forfeited property including jewelry, art, vehicles, vessels, aircraft, and real estate. Collectively, these manual steps accounted for greater than 37,000 entries in CATS and take approximately five minutes to complete, projecting a potential savings of 3,140 hours annually at full utilization. Additionally, these enhancements, coupled with the previously implemented use of Pay.gov, provide Asset Forfeiture the ability to completely automate voluntary money judgment collections and save more than \$550,000 annually.

## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

**AUTOMATING MANUAL PROCESSES RESULTED IN CUTTING COSTS AND SIGNIFICANT WORK 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. This was done in accordance with the Office of Management and Budget (OMB) 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 2021, the USMS expanded system function automations in these areas:

1. Each year, approximately 1,500 District Security Officer personal services contracts are amended manually to add funding or to close out the contracts. Historically, it took 20 to 30 minutes to modify and 30 minutes to close out each contract. After automation, processing time for each action was reduced to one to two minutes and two minutes respectively. In FY 2021, 1,460 contracts were modified and 854 were closed, which saved approximately 477 and 416 hours respectively.
2. In August 2021, the USMS began to automate payment vouchers, including a tax information line, from the new Permanent Change of Station (PCS) system into the financial system. This automation takes one and half minutes per entry instead of fifteen minutes. In the first two weeks of processing, the automated system processed 59 relocation vouchers from the PCS system, saving 13 hours.
3. Use of the existing High-Volume Data Entry processes for the General Ledger was expanded to record high-level obligation adjustments, saving the agency 40 work hours.

Recognizing the significant time savings, the USMS plans to continue identifying and automating processes to further save time, reduce costs, and better-direct resources to higher prioritized activities.

**SUPPORTING THE DOJ AND STREAMLINING COMPLEX PROCESSES.** The USMS is often considered the DOJ's leader in financial management due to continuously seeking new technologies to obtain efficiencies through RPA and streamlining business processes by implementing new business and system functionalities. Many agencies and components within DOJ often seek input or request demonstrations from the USMS when deciding how to re-engineer their existing financial or system projects. Examples include:

Facilitator on the Treasury's Invoice Processing Platform (IPP)

The USMS was the first DOJ component, who successfully implemented the Treasury's IPP and its interface with the UFMS. Accordingly, the USMS was invited to be a facilitator in the Community of Practice and Momentum User Group Conference, which was hosted by the UFMS vendor, to provide answers and inputs to agencies across the government to assist them implement the Treasury's IPP.

Presenter on the RPA application to streamline business processes

The USMS started using RPA technology in 2019 to automate system functions that streamline business operations and reduce manual procedures. The DOJ and the DEA requested demonstrations from the USMS on how to apply RPA technology to maximize resources for other missions.

## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

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**IDENTIFYING TECHNOLOGY SOLUTIONS TO ADDRESS CURRENT CAPABILITY GAPS.** The USMS successfully replaced the Transaction Submission and Tracking Tool (T\$at), a SharePoint-based application that lacked capacity and functionality to support the financial submission needs of all 94 USMS districts. As the number of users increased, the strain on the system decreased speed and functionality, leading to the need for more robust tools to better manage workflows and capabilities. After performing a business case analysis to identify the best cost-beneficial solution for the agency, the T\$at system was replaced by the Financial Information Tracking System (FITS), a ServiceNow-based application. Currently, all 94 districts and the Austin Processing Center (APC) use FITS to process Prisoner Housing, Prisoner Transport, Court Security, and Fact Witness financial transactions.

FITS allowed the APC team and districts to transfer and process documents more efficiently, such as direct access to financial supporting documents. FITS also contains highly evolved document tracking features that make procedures transparent throughout the document process flow. FITS reports are robust and allow for more detailed tracking of district compliance and APC financial document processing to ensure standards are met. Finally, a Travel Compliance module was developed within FITS to enable the auditability of travel expenses, ensuring required pre-authorizations exist and expense claims meet Federal Travel Regulations. Since implementation of FITS, the APC has successfully processed over 24,644 district financial transactions and provided 17 training sessions to system users nationwide, as of the end of July, with 32,000 transactions projected by the end of the FY.

**IMPROVING OVERSIGHT AND ALIGNMENT OF CONSTRUCTION PROJECTS.** The USMS has approximately \$250 million in identified backlog of construction projects and \$690 million or more in high-priority risk mitigation projects. The USMS needed a system in place to ensure that the projects were in alignment with the strategic priorities of the USMS or broadly supported for funding based on other USMS competing priorities. The USMS established senior-level visibility to ensure better coordination and prioritization of high-value projects across the USMS.

Regular briefings on emergent requirements and the status of other major projects to a review board helps the USMS utilize limited construction funding more effectively and efficiently. The transparency will ensure senior leadership is aware of deteriorating conditions of USMS facilities and allow for strategic planning to address construction.

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

**LAUNCHING THE INVESTIGATIVE OPERATIONS PERFORMANCE AND PRODUCTION DASHBOARD.** In FY 2021, the USMS designed and launched a visual analytic interactive dashboard, giving executives near real-time dynamic views of various metrics regarding cases opened and closed across key dimensions of work, including time, geography, warrant class, charges, etc. As a result, executives and managers can now easily see when production patterns change, diagnose those changes, and develop data-informed interventions.

**ENHANCING USMS FINANCIAL SYSTEMS WITH GREATER FUNCTIONALITY.** Ahead of the projected timeframe, the USMS successfully upgraded to UFMS version 7.8 and opened the financial system to end-users on May 12, 2021. The upgrade prepared the USMS for the implementation of the Treasury G-Invoicing system, allowing federal program agencies to manage their intragovernmental buy/sell transactions. Next, it enhanced the functionality for Treasury's IPP to provide uniformity for vendor contracts and invoice numbering. The upgrade continued to streamline and enhance acquisition activities and promote data integrity between the UFMS



and the Federal Procurement Data System-Next Generation to ensure compliance with the Digital Accountability and Transparency Act of 2014. With newly enhanced system functionality, the USMS reviewed and updated training documents, provided training to system users, and updated reports to accommodate system features. The UFMS upgrade fixed existing system defects and significantly increased the functionality of the DOJ enterprise financial management system.

**STREAMLINING AND OPTIMIZING PROCESSES FOR ANALYZING AND GENERATING FINANCIAL AND PROCUREMENT METRICS AND ANALYTICS.** By using optimized approaches to support and further strengthen data-driven decision-making across the enterprise, the USMS developed new performance metrics and business analytics in FY 2021 to track travel card delinquencies in multiple aspects, such as delinquencies from both the individual and office travel credit card accounts, the number of days past due categories, and delinquencies by employee type. In monitoring these delinquencies, the USMS can provide guidance to program offices to track and pay off travel charges timely, which reduces potential interest penalties incurred and cancellation of travel credit cards. Moreover, the USMS developed a tool to monitor financial obligation amounts on commercial procurement contracts and has been communicating the results to divisions monthly, via a digital Division Dashboard, to assist divisions in establishing obligations timelier and more accurate to improve the USMS' fund allocation controls. Overall, these performance metrics and process enhancements focus on strengthening the underlying quality of USMS financial and procurement information, thus improving financial management and performance oversight.

### MISSING CHILDREN DASHBOARD

In FY 2021, a USMS data science team created a dynamic visual analytic dashboard to track the number and location of high-risk missing child cases in existence on any given day, and which of those met criteria for USMS assistance. The dashboard relies on a real-time view of various data sets related to missing and abducted children in the U.S. and allows the USMS Missing Child Unit to easily identify areas and cases most in need of USMS help.

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

**ACHIEVING FINANCIAL EXCELLENCE THROUGH INTEGRITY AND DUE DILIGENCE.** The global pandemic led the Federal Government to maximize telework, causing the DOJ's external auditor to start the FY 2020 annual financial audit one month later than usual. This meant less time was given to program offices to gather and provide supporting documentation. Despite the challenges, the USMS earned an Unmodified Opinion for the financial audit. This is the highest-ranking audit opinion, where the auditor expressed the USMS financial statements were presented in accordance with applicable financial reporting framework. The USMS did not receive any Notices of Findings and Recommendations, Significant Deficiencies, or Material Weaknesses. The USMS' books and records are accurate and contributed to achieving the DOJ's Unmodified Opinion goal.

**SECURING FUNDS NEEDED TO ACCOMPLISH THE AGENCY'S MISSIONS.** After many discussions with the DOJ, OMB, and Congressional appropriation committees, the USMS successfully obtained additional resources to carry out its missions. The FY 2021 Enacted Budget provided the USMS

## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

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Salaries and Expenses appropriation \$1.5 billion, which is \$66 million above what was funded in FY 2020. The Enacted level sustained the FY 2020 budget initiatives, including completion of the Workforce Transformation Initiative (also known as Full Performance Level-13) and maintained the USMS' efforts in fugitive apprehension, judicial protection, prisoner operations, witness security, and tactical operations. In addition, the Enacted funding level provided new resources totaling 31 new positions to improve the judicial security mission. The program enhancement increased funding for upgraded home intrusion detection systems in judges' primary residences. Finally, the budget increase funded the newly created Open-Source Intelligence Unit, Counter-Surveillance/Surveillance Detention training, and protective operations, all of which allows the USMS to expand its capacity to meet current and future challenges to judicial security. The Enacted Budget included the agency's request to amend the relevant statute governing authority for danger pay allowances that include pay authorization for certain USMS deployments, such as USMS employees engaged in, or in active support of, law enforcement activities outside the United States.

**REQUESTING CRITICAL RESOURCES NEEDED AGENCY WIDE.** The USMS successfully submitted the FY 2022 President's Budget Request, which included initiatives to support the President's goal of combating violent crime and domestic terrorism. The USMS FY 2022 Budget Request also includes program increases, totaling \$173.2 million and 221 new positions, of which 82 are DUSMs. These new resources will directly address the USMS, DOJ, and the President's priorities by enhancing key USMS programs, including the Technical Operations Group's electronic surveillance, Judicial Security Division's protective operations and intelligence programs, the Special Operations Group, missing child investigations, body-worn camera capabilities, district operations, and international investigations. Additionally, the Budget Request will enable the USMS to address violent crime, enhance judicial security, respond to domestic terrorism, and improve officer safety more effectively by increasing the ability of DUSMs to arrest violent fugitives rapidly and safely to make our communities safer.

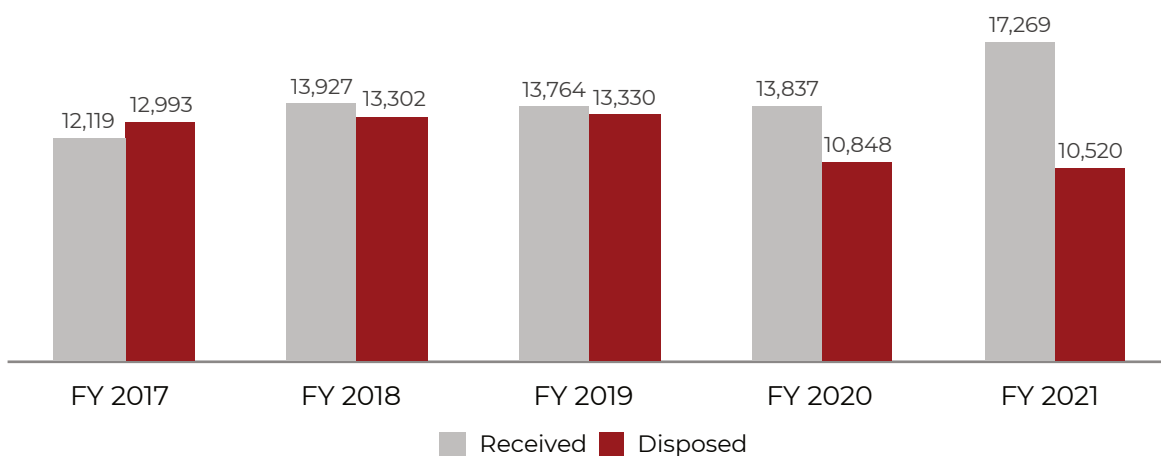
The FY 2022 Budget Request for the FPD appropriation of \$2.170 billion funds housing, transportation, medical care, and medical guard services for federal detainees remanded to USMS custody. The USMS Budget Request includes resources to implement the President's executive order to discontinue contracts for privately-operated detention facilities. To improve operational efficiency, the USMS also requested funding to modernize, replace, and consolidate outdated prisoner management information systems. In addition, the USMS will continue to improve detention management oversight by adding seven administrative positions to monitor the non-federal detention facilities that currently house approximately 55,000 detainees.

## 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 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.

MISSION PROGRAM DATA

Figure 18 – Assets Received and Disposed of by the USMS



The USMS Asset Forfeiture Division received 17,269 assets in FY 2021 and disposed of 10,520 assets.

### REFUNDING VICTIMS THROUGH ASSET FORFEITURE.

**Tiger Rescue:** In May 2021, the USMS worked alongside members of the U.S. Department of Agriculture and the U.S. Fish and Wildlife Service to rescue big cats from the infamous Tiger King Park in Thackerville, Oklahoma, on a case stemming from concerns regarding the well-being and proliferation of endangered big cats. As the USMS has experience in large-scale operations involving animal seizures including horses, livestock, dogs, and fowl, the DOJ Environment and Natural Resources Division requested USMS assistance in executing the warrant and seizing the animals.





## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

The USMS deployed operational personnel and technicians to support this detail. The administrative and contractor electronics technicians set up and provided deployable radios, command center trailer capabilities, generators, lights, protective operations cameras, along with Verizon and FirstNet assets to improve cellular signal. The agency used a USMS repeater and 60-foot antenna, as well as Intrepid and Android Team Awareness Kit with Blue Force Tracking to assist in the operation. The radio system provided portable and mobile coverage all around the compound. The USMS Command Trailer provided a 24/7 operational headquarters on the ground. Video cameras were set up and provided day/night video situational awareness and recording of all residential structures on the property enhancing security. Emergency flood lighting provided for 24/7 operations.



The USMS secured the residence and outbuildings before executing the court order to seize the animals. The agency provided overwatch and security for the veterinarians and their staff as the tigers and lions were moved from their cages into transport vehicles. USMS medics were on scene and provided treatment to one of the animal rescue workers who sustained a heat injury. Additionally, USMS all-terrain vehicles proved useful in transporting critical gear and equipment over the muddy, rugged compound. The USMS and its partners successfully retrieved 69 exotic animals, to include protected lions, tigers, lion-tiger hybrids, and a jaguar and relocated them to multiple responsible animal sanctuaries to be safely sheltered. The animals were removed based on a civil action against Jeffrey and Lauren Lowe, Greater Wynnewood Exotic Animal Park, LLC, and Tiger King, LLC for violations of the Endangered Species Act and the Animal Welfare Act.

**U.S. v. Philip Riehl:** On July 27, 2020, Philip Riehl was convicted of defrauding the Amish community and sentenced to 10 years in prison, as well as ordered to satisfy a forfeiture money judgment in the amount of \$60 million. Riehl used his trusted religious affiliations to solicit investor victims and acted as a lender of funds to businesses and individuals



## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

within the Amish community. Among the assets seized and forfeited were approximately \$23 million (face value) in Notes Receivable from over 75 borrowers across the United States, as well as Canada and Paraguay. The USMS worked with the U.S. Attorney's Office for the Eastern District of Pennsylvania to contact the borrowers and arrange for the payment of these loans to the government; most of which were unsecured, having been recorded on slips of paper with no underlying collateral. In addition to the massive collection effort, the USMS managed the valuation of each Note and worked with a reputable non-profit institution that specializes in providing investment and lender services to the Amish and Mennonite communities. To date, the USMS has recovered over \$4.5 million in this case.

**U.S. vs. Martin Shkreli:** Martin Shkreli was convicted of Securities Fraud and Conspiracy to Commit Securities Fraud, with an approximately \$7.4 million forfeiture money judgment entered against him at sentencing in March 2018. Shkreli was a hedge fund manager and Chief Executive Officer of a biopharmaceutical company that, through a reverse merger, became publicly held. Shkreli induced investors and banks to provide him with funds which were lost through high-risk investments and embezzlement. The USMS assisted with the liquidation of investment accounts, cash accounts, and wire transfer payments that yielded millions towards the



forfeiture money judgment. On July 27, 2021, the sole copy of the Wu-Tang Clan album "Once Upon a Time in Shaolin" was sold with a confidentiality provision on the contract of sale that protects information relating to the buyer and price. The album includes a hand-carved nickel-silver box, as well as a leather-bound manuscript containing lyrics and a certificate of authenticity. The complexity of this asset was compounded by various restrictions, including those relating to the duplication of its sound recordings. Proceeds from the sale of the album were applied to satisfy the outstanding balance owed on Shkreli's forfeiture money judgment.

**The "Most Expensive Movie Poster Ever Made" and an Andy Warhol:** The Malaysian government created the 1 Malaysia Development Berhad (1MDB) fund in 2009 to promote economic development through foreign investment and partnership. The funds were intended to be used for improving the well-being of the Malaysian people. Over the course of six years, the funds were allegedly misappropriated by high-level officials and their associates leading to one of the largest kleptocracy corruption scandals in the world.



The investigation into 1MDB, and the resulting litigation, spanned across multiple countries from crimes committed between 2009 and 2015. According to the civil forfeiture complaints, more than \$4.5 billion was stolen from the fund, with much of it being laundered through the financial institutions of several jurisdictions including the United States, Switzerland, Singapore, and Luxembourg. The participants in the 1MDB scandal used public funds to acquire luxury real estate in New York and London, jewelry, and artwork, leading to the seizure of very high-value assets.

## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT



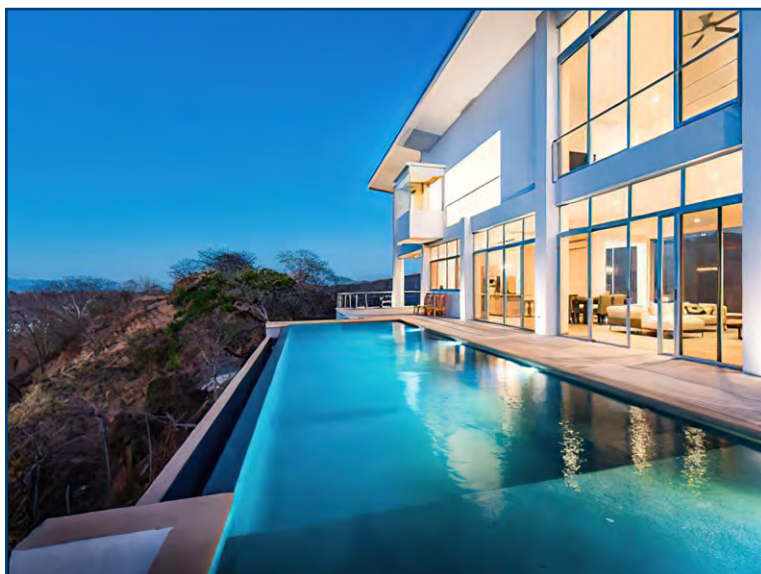
To date, the total value of the assets seized by the U.S. is over \$1.28 billion with over \$916 million forfeited and disposed of, over \$33.68 million forfeited pending disposal, and over \$329 million currently being litigated. The USMS has been at the center, caring for and disposing of the many assets seized.

Many of the assets drew interest; the artworks drew particular interest due to their unique nature. Two of the most notable pieces of artwork connected to the 1MDB case were recently auctioned by the USMS: the “Round Jackie, 1964” painting and the “Metropolis” lithograph poster. The gold paint and silkscreen ink portrait of Jackie Kennedy on canvas entitled “Round Jackie” by Andy Warhol is just one of eight created. The portrait was sourced from a photo taken of John F. and Jackie Kennedy on November 22, 1963, just hours before the President’s assassination. The piece created by Warhol was the first of the artist’s entire Jackie series. The piece sold for \$1.04 million when the auction ended on February 18, 2021.

The international version of the movie poster for the 1927 silent film “Metropolis” created by German artist Heinz Schulz-Neudamm and printed by Berlin artist Paul Grasnickw was regarded as being the most expensive movie poster ever made. The poster is one of four copies known to exist and was purchased by one of the defendants for \$1.2 million in 2012.

At auction, the poster received multiple bids and ultimately sold for \$1.13 million. The poster expresses elements of the German Expressionist movement and Art Deco is evident in the piece.

**U.S. v. Stephen Peters:** In 2019, Stephen Peters was convicted of 20 counts of investment fraud and was sentenced to 40 years in federal prison. The court also ordered Peters to make restitution in the amount of \$15 million to the victims and the forfeiture of numerous assets both domestic and international. Peters defrauded investors in a Ponzi scheme, using the money to purchase lavish assets for personal use, including a luxury Costa Rica property. The case received a great deal of local media coverage because many of Peters’ victims had spent their lives building their retirement savings and lost everything after trusting Peters with their financial investments.



The USMS worked with the U.S. Attorney’s Office for the Eastern District of North Carolina, the DOJ’s Money Laundering and Asset Recovery Section, and the FBI with the seizure and disposal of the 43,000-square-foot Costa Rican vacation

## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

property. The property sold in March 2021 for \$625,000, which will be distributed for victim restitution.



**Supporting international partners.** The USMS international asset forfeiture caseload includes 71 active cases in 37 countries. There continues to be a growing number of countries focused on the impactful use of forfeiture. The USMS presented training in multiple different venues, some virtual and some in person, to a total of 39 international delegations and over 500 virtual attendees from countries such as Romania, Slovakia, Malaysia, Grenada, South Africa, Ukraine, Serbia, Bosnia, Croatia, Peru, Costa Rica, Chile, Colombia, Mexico, and Uruguay. These training sessions educated the delegations on the agency's role in asset forfeiture and served as a meaningful environment to foster collaboration.



## ENACTED RESOURCES BY USMS STRATEGIC GOAL

### FY 2019-FY 2021 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<br>All S&E Decision Units (S&E) | 2019 Enacted |       |         | 2020 Enacted |       |         | 2021 Enacted |       |         |
|--|--------------|-------|---------|--------------|-------|---------|--------------|-------|---------|
| Comparison by activity and program                 | Perm Pos     | FTE   | Amount  | Perm Pos     | FTE   | Amount  | Perm Pos     | FTE   | Amount  |
| Judicial and Courthouse Security                   | 409          | 385   | 111,812 | 409          | 398   | 116,608 | 440          | 425   | 131,300 |
| Fugitive Apprehension                              | 532          | 476   | 137,954 | 532          | 491   | 144,659 | 533          | 515   | 149,695 |
| Prisoner Security and Transportation               | 275          | 231   | 65,818  | 275          | 238   | 68,843  | 275          | 251   | 71,808  |
| Protection of Witnesses                            | 65           | 57    | 15,151  | 65           | 58    | 15,924  | 65           | 61    | 16,510  |
| Tactical Operations                                | 46           | 39    | 17,300  | 46           | 41    | 21,606  | 46           | 42    | 18,169  |
| Total Enacted - S&E                                | 1,327        | 1,188 | 348,036 | 1,327        | 1,226 | 367,639 | 1,359        | 1,294 | 387,482 |
| Reimbursable FTE                                   |              | 193   |         |              | 188   |         |              | 194   |         |
| Total Enacted with Reimbursable FTE - S&E          | 1,327        | 1,381 | 348,036 | 1,327        | 1,414 | 367,639 | 1,359        | 1,488 | 387,482 |

Note: Represents S&E administrative resources only

#### GOAL 2:

| STRATEGIC GOAL 2<br>Fugitive Apprehension (S&E) | 2019 Enacted |       |         | 2020 Enacted |       |         | 2021 Enacted |       |         |
|---|--------------|-------|---------|--------------|-------|---------|--------------|-------|---------|
| Comparison by activity and program              | Perm Pos     | FTE   | Amount  | Perm Pos     | FTE   | Amount  | Perm Pos     | FTE   | Amount  |
| Fugitive Apprehension                           | 1,542        | 1,371 | 383,271 | 1,542        | 1,354 | 399,860 | 1,556        | 1,371 | 423,099 |
| Total Enacted - S&E                             | 1,542        | 1,371 | 383,271 | 1,542        | 1,354 | 399,860 | 1,556        | 1,371 | 423,099 |
| Reimbursable FTE                                |              | 90    |         |              | 98    |         |              | 109   |         |
| Total Enacted with Reimbursable FTE - S&E       | 1,542        | 1,461 | 383,271 | 1,542        | 1,452 | 399,860 | 1,556        | 1,480 | 423,099 |

Note: Represents S&E operational resources only



## ENACTED RESOURCES BY USMS STRATEGIC GOAL

### GOAL 3:

| STRATEGIC GOAL 3  | 2019 Enacted |              |                  | 2020 Enacted |              |                  | 2021 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  | 1,270        | 1,096        | 347,191          | 1,282        | 1,133        | 365,503          | 1,282        | 1,209        | 382,562          |
| Prisoner Security and Transportation  | 731          | 657          | 174,958          | 737          | 678          | 184,501          | 737          | 710          | 192,446          |
| Protection of Witnesses   | 183          | 162          | 42,657           | 184          | 167          | 45,076           | 184          | 175          | 46,735           |
| Tactical Operations   | 124          | 111          | 46,635           | 126          | 115          | 59,181           | 126          | 121          | 49,766           |
| <b>Total Enacted - S&amp;E</b>  | <b>2,308</b> | <b>2,026</b> | <b>611,440</b>   | <b>2,329</b> | <b>2,093</b> | <b>654,261</b>   | <b>2,329</b> | <b>2,215</b> | <b>671,509</b>   |
| Reimbursable FTE  |              | 56           |                  |              | 75           |                  |              | 55           |                  |
| <b>Total Enacted with Reimbursable FTE - S&amp;E</b>  | <b>2,308</b> | <b>2,082</b> | <b>611,440</b>   | <b>2,329</b> | <b>2,168</b> | <b>654,261</b>   | <b>2,329</b> | <b>2,270</b> | <b>671,509</b>   |
| Detention Services  | 27           | 27           | 1,707,397        | 27           | 24           | 1,867,461        | 33           | 25           | 2,171,609        |
| Construction  |              |              | 15,000           |              |              | 15,000           |              |              | 15,000           |
| <b>Grand Total Enacted - S&amp;E, FPD, and Construction</b>   | <b>2,335</b> | <b>2,109</b> | <b>2,333,837</b> | <b>2,356</b> | <b>2,192</b> | <b>2,536,722</b> | <b>2,362</b> | <b>2,295</b> | <b>2,858,118</b> |
|   |              |              |                  |              |              |                  |              |              |                  |
| JPATS   | 123          | 110          | 54,065           | 123          | 113          | 58,620           | 123          | 112          | 66,019           |
| Total Operating (President's Budget) Level - JPATS  | 123          | 110          | 54,065           | 123          | 113          | 58,620           | 123          | 112          | 66,019           |
| Actual Operating Level - JPATS  | 123          | 97           | 53,447           | 123          | 96           | 67,080           | 123          | 96           | 74,436           |
| Note: Represents S&E operational resources only , FPD appropriation, Construction, and JPATS Revolving Fund |              |              |                  |              |              |                  |              |              |                  |

## GLOSSARY OF ACRONYMS

| ACRONYM | DESCRIPTION  |
|---------|--|
| 1MDB    | 1 Malaysia Development Berhad                                    |
| AED     | Automated External Defibrillator                                 |
| AFP     | Asset Forfeiture Program   |
| AG      | Attorney General   |
| ANFAST  | Americas Network Fugitive Active Search Teams                    |
| AO      | Administrative Officer   |
| APC     | Austin Processing Center   |
| ASPR    | Assistant Secretary for Preparedness and Response                |
| BOP     | Federal Bureau of Prisons  |
| CATS    | Consolidated Asset Tracking System                               |
| CIRT    | Critical Incident Response Team                                  |
| CNP     | Cuerpo Nacional de Policia                                       |
| CPR     | Cardiopulmonary Resuscitation                                    |
| CSAW    | Civilian Services Acquisition Workshop                           |
| CSO     | Court Security Officer   |
| D.C.    | District of Columbia   |
| D/      | District of (e.g., D/MN = District of Minnesota [USMS district]) |
| DEA     | Drug Enforcement Administration                                  |
| DOJ     | Department of Justice  |
| DUSM    | Deputy U.S. Marshal  |
| E/      | Eastern District of (e.g., E/TX = Eastern District of Texas)     |
| EK9     | Explosive Detection K9   |
| ENFAST  | European Network's Fugitive Active Search Team                   |
| FBI     | Federal Bureau of Investigation                                  |
| FDAP    | Financial Data Allocation Platform                               |
| FITS    | Financial Information Tracking System                            |
| FIU     | Fugitive Investigative Unit                                      |
| FLETA   | Federal Law Enforcement Training Accreditation                   |
| FLETC   | Federal Law Enforcement Training Center                          |
| FRB     | Force Review Branch  |
| FSN     | Foreign Service National   |
| FY      | Fiscal Year  |

| ACRONYM  | DESCRIPTION  |
|----------|--|
| GS       | General Schedule                                   |
| GSA      | General Services Administration                    |
| HHS      | Department of Health and Human Services            |
| HRFA     | High-Risk Fugitive Apprehension                    |
| ICAP     | Interagency Committee for Aviation Policy          |
| IDP      | Individual Development Plan                        |
| IFAK     | Individual First Aid Kit                           |
| IGA      | Intergovernmental Agreement                        |
| INTERPOL | International Criminal Police Organization         |
| IPP      | Invoice Processing Platform                        |
| IT       | Information Technology                             |
| JC       | Judgement and Commitment                           |
| JPATS    | Justice Prisoner and Alien Transportation System   |
| K9       | Canine   |
| LTLRB    | Less-than-Lethal Review Board                      |
| MAR      | Monthly Activity Report                            |
| MOC      | Memorandum of Cooperation                          |
| MR       | Movement Requests                                  |
| MRAS     | Market Research as a Service                       |
| MS       | Microsoft  |
| NBI      | National Bureau of Investigation                   |
| NCMEC    | National Center for Missing and Exploited Children |
| OCDETF   | Organized Crime Drug Enforcement Task Force        |
| OMB      | Office of Management and Budget                    |
| OMSU     | Operational Medical Support Unit                   |
| OP       | Office of Policy                                   |
| OSE      | Operation Swift Eagle                              |
| OSINT    | Open-Source Intelligence Unit                      |
| OST      | Office of Strategic Technology                     |
| OTB      | Operation Triple Beam                              |
| OWO      | Operation Washout                                  |
| PCS      | Permanent Change of Station                        |
| PITC     | Protective Intelligence Training Course            |
| PNP      | Paraguayan National Police                         |

## APPENDIX

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| <b>ACRONYM</b> | <b>DESCRIPTION</b>                        |
|----------------|---|
| PRI            | Periodic Re-Investigations                |
| RFTF           | Regional Fugitive Task Force              |
| RH             | Restrictive Housing                       |
| RPA            | Robotic Process Automation                |
| SecEd          | Secretary of Education                    |
| SOG            | Special Operations Group                  |
| SOP            | Standard Operating Procedure              |
| SRB            | Shooting Review Board                     |
| STS            | Short-term Sentences                      |
| T\$aT          | Transaction Submission and Tracking Tool  |
| TEB            | Technical Evaluation Board                |
| TFO            | Task Force Officer                        |
| TIU            | Threat Investigation Unit                 |
| TK9            | Tactical K9                               |
| TS             | Top Secret                                |
| UFMS           | Unified Financial Management System       |
| UOF            | Use-of-Force                              |
| USAO           | U.S. Attorney's Office                    |
| USCP           | United States Capitol Police              |
| USMS           | United States Marshals Service            |
| VATP           | Vulnerability Assessment Training Program |
| VO             | Vehicle Operations                        |
| VOTF           | Violent Offender Task Force               |







While we had much success last year, we also suffered tragedy. During 2021, we lost 12 of our colleagues. The following team members believed in the United States Marshals Service's mission and faithfully served until their passing. Let us honor their memories and service by continuing to uphold the values of our agency and forever honoring their legacies.



Special Deputy U.S. Marshal Hugh Bennett (Court Security Officer) - District of Utah



Special Deputy U.S. Marshal Vincent Gala, Jr. (Court Security Officer) - Northern District of West Virginia



Special Deputy U.S. Marshal Havonia Holley (Court Security Officer) - Northern District of Georgia



Senior Inspector Jared Keyworth - Investigative Operations Division, Technical Operations Group



Special Deputy U.S. Marshal Craig Kriner (Court Security Officer) - Northern District of West Virginia



Ms. Beverly Ames (System Accountant) - Financial Services Division



Mr. Arturo Campos (Investigative Analyst) - Southern District of Texas



Mr. Jerome Dally (Property Management Specialist) - Southern District of Texas



Mr. Joseph Eason (Supervisory Information Technology Specialist) - Information Technology Division



Special Deputy U.S. Marshal Robert Holtz (Court Security Officer) - Western District of Pennsylvania



Senior Inspector Joseph Thornton - Investigative Operations Division, International Investigations Branch



Special Deputy U.S. Marshal Charles Ullman (Court Security Officer) - District of Columbia, District Court

Calendar Year 2021

Line of Duty Deaths



Non-Line of Duty Deaths



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