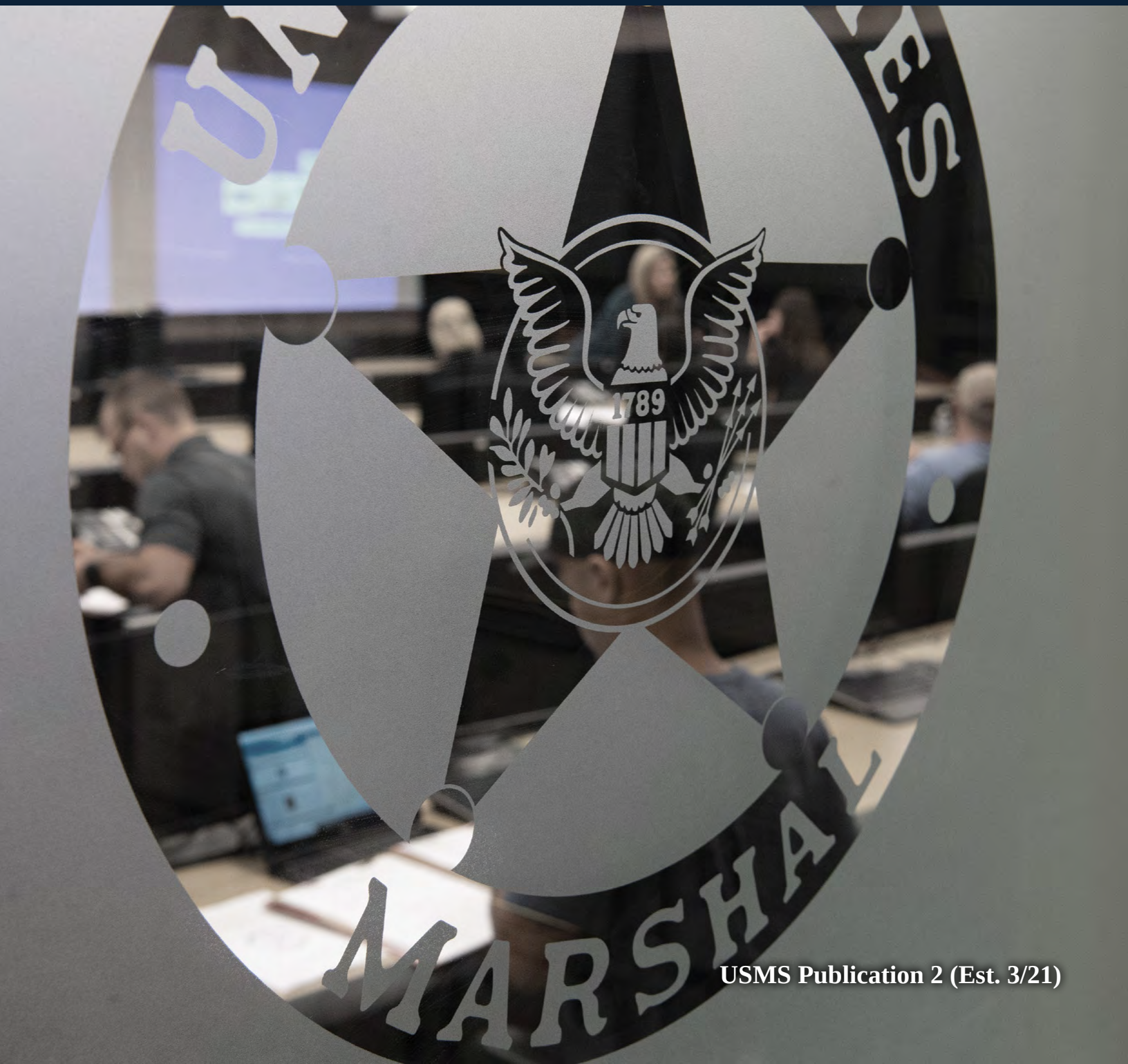
U.S. Department of Justice
United States Marshals Service

United States Marshals Service FY 2020 Annual Report



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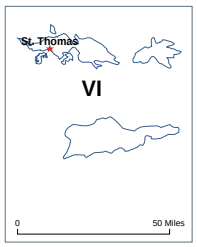

PROTECTING AMERICA'S FEDERAL JUDICIAL PROCESS SINCE 1789

The United States Marshals Service (USMS) is the nation's first and most versatile federal law enforcement agency, involved in virtually every federal law enforcement initiative. The USMS is a force of approximately 5,500 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.

In 2020, the United States Marshals Service (USMS), along with our fellow Americans, endured an incredibly challenging year. From a near nationwide lockdown due to the COVID-19 pandemic, to the protests and riots after the shocking death of George Floyd, much has been revealed about who we are as Americans. The nature of our personal relationships with government, with our law enforcement brethren, and with our families, and communities have faced complex trials and tribulations.

The USMS remained focused on the overarching mission to protect, defend, and enforce the American justice system despite the many challenges we faced. USMS operational personnel steadfastly protected the Nation's citizens from the worst of the worst and protected the judiciary. USMS administrative and support personnel stood alongside our operational personnel as pillars of assistance. Justice and criminals did not take time off in 2020. Consequently, we continued to excel at judicial protection, fugitive apprehensions, prisoner transportation, witness security, and asset forfeiture. Our leadership and tactical deployments into areas of civil unrest demonstrated our skill and our commitment to the U.S. Constitution and to the rule of law.

I am continually amazed and truly humbled by the commitment and dedication of our workforce to this agency and the missions we perform every day in every corner of the Nation and overseas. Our incredibly devoted team of professionals worked diligently through the pandemic and the nationwide civil unrest to accomplish our multifaceted operations. One of the many incredible examples was our focus on our mission to protect America's children and communities. In fiscal year (FY) 2020 alone, the USMS contributed to the recovery of 387 missing children, including 13 international rescues, and totaling nearly 2,000 recovered children since 2005.

We implemented Full-Performance Level at grade 13 (FPL-13) for our criminal investigators and improved our Excepted Service Hiring Authority process. These initiatives, along with the energy and innovation in our training processes, are transforming our agency into an even more capable law enforcement agency of the highest caliber. In lockstep, the agency has upgraded processes, increased recruiting efforts, and focused on leadership development, all of which will bear exceptional fruit for our entire workforce.

Looking back on our successes, I am proud to present the United States Marshals Service FY 2020 Annual Report. I look forward to FY 2021 as we focus even more on leadership development, total fitness awareness, enhancing mission-related tools and support systems, and increasing cultural understanding within the USMS family—because we are a family.

Donald W. Washington

Donald W. Washington

Director, United States Marshals Service

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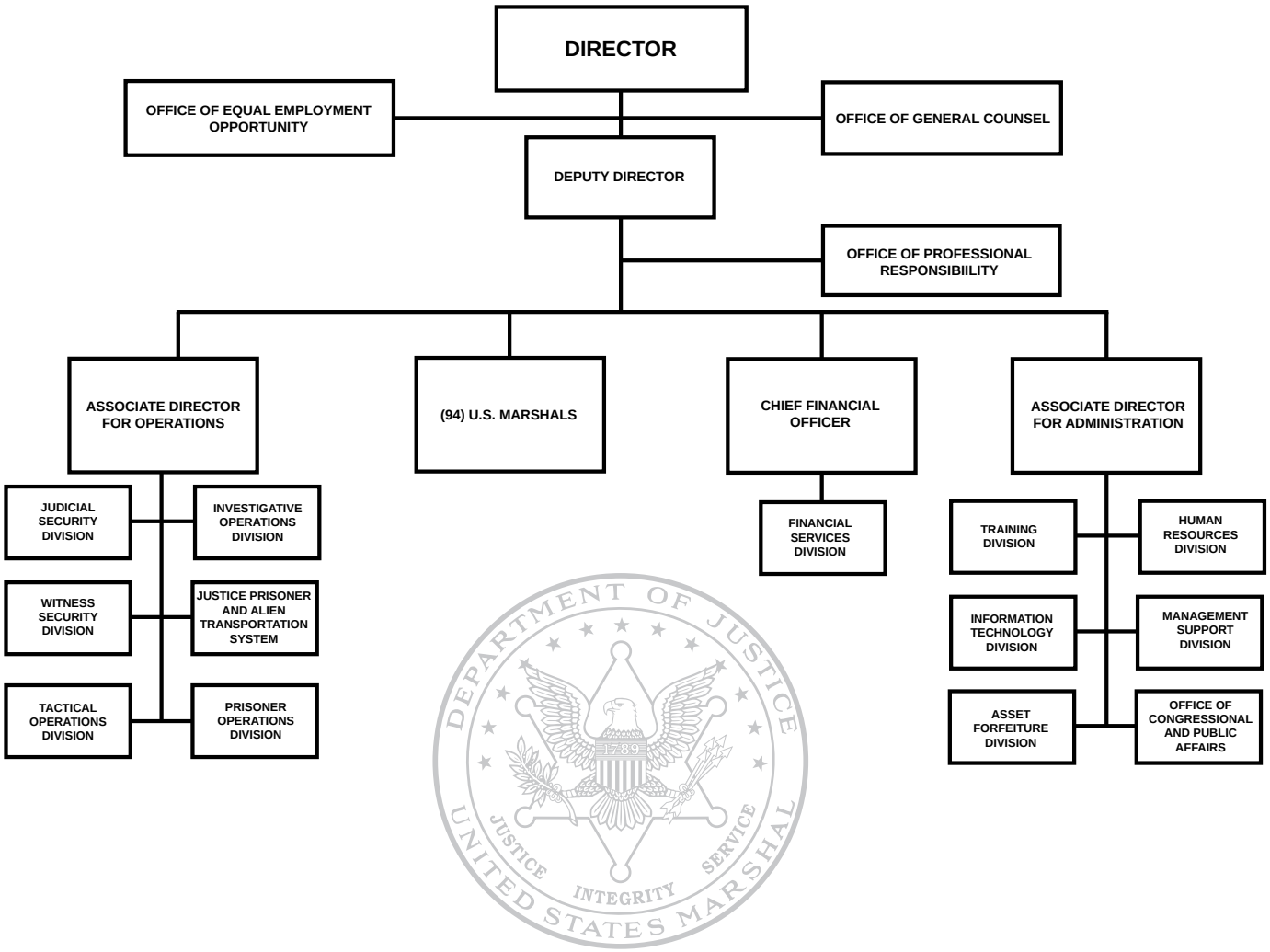
Mission

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



Signed by AG Eric Holder 4/11/2014.
https://www.justice.gov/jmd/organization-mission-and-functions-manual-united-states-marshals-service

AWARD-WINNING U.S. MARSHALS SERVICE PERSONNEL

68th U.S. Attorney General's Awards. The Mary C. Lawton Lifetime Service Award recognizes employees who have served at least 20 years and have demonstrated high standards of excellence and dedication throughout their career. The USMS is honored to have an excellent example of this with Chief Inspector Daniel Wertheimer, who has served a distinguished 24-year career with the agency. The U.S. Attorney General recognized his accomplishments with this Lifetime Service award. Chief Inspector Wertheimer is dedicated to the improvement of processes and innovation of programs that have greatly enhanced the agency's ability to impact violent crime and keep its investigators safe. As the first chief of the USMS Gang Enforcement program, Chief Inspector Wertheimer developed an extremely successful mobile and targeted enforcement model called Operation Triple Beam and established Counter Gang Units in the agency's Regional Fugitive Task Forces.

Later, as the commander of the Gulf Coast Regional Fugitive Task Force (GCRFTF), Chief Inspector Wertheimer's focus remained on the mission of impacting violent crime as he developed an armed felon initiative to support state and federal prosecutions for illegal firearms recovered during fugitive arrests. He also emphasized mitigating risk for investigators and the agency by building a state-of-the-art regional training center at the GCRFTF. The regional center enhances the task force's training program by providing on-site training for both USMS personnel and task force partner agencies. The GCRFTF regional training center concept serves as the model by which the USMS will replicate in each Regional Fugitive Task Force. When the USMS was approved to establish the Carolinas Regional Fugitive Task Force (CRFTF), agency leadership asked Chief Inspector Wertheimer to be commander and to get the task force up and running in North and South Carolina.

Finally, when the Attorney General approached DOJ components to conduct an enforcement initiative in select cities across the U.S., Chief Inspector Wertheimer was selected by agency leadership to be the commander of the USMS portion of Operation Relentless Pursuit. Chief Inspector Daniel Wertheimer's leadership and innovative vision throughout his career has resulted in lasting improvements for the USMS, allowing agency investigators to reduce violent crime in communities in a safer and more effective manner.

NATIONAL EMERGENCY RESPONSE

COVID-19 greatly impacted most of the world, and the USMS was no exception. During constantly changing times, the agency made it a priority to balance the needs of its employees with a mission that continued through shutdowns caused by civil unrest events and COVID-19 constraints. To deal with the initial impact, the agency's Pandemic Response Team met daily to ensure the USMS responded appropriately and accurately and to maintain balance between accomplishing the mission and meeting the personal and safety needs of employees. Team members led efforts to support maximum telework and to address additional and unusual hours to respond to the pandemic and civil unrest emergencies. Fortunately, during this unique time, the USMS was able to continue hiring much needed personnel by onboarding deputies into their local districts until they could attend training at the Federal Law Enforcement Training Center (FLETC). Additionally, the agency adapted its interview processes to enable virtual interviews and explored ways to host virtual information sessions.

The USMS always answers the call to serve during civil disturbances, natural disasters, and national emergencies. In March, the White House declared that the COVID-19 outbreak in the United States constituted a national emergency. In response, the USMS implemented social distancing techniques, such as teleworking and virtual hearings, to reduce the physical presence of personnel in USMS offices and federal facilities. Leveraging these techniques allowed the agency to continue its important missions, including protecting federal courthouses, apprehending fugitives, and securing and transporting prisoners, while minimizing COVID-19 exposure.

INVESTING IN THE USMS WORKFORCE

Internal communication and guidance.
The USMS took immediate action, adopting the Centers for Disease Control and Prevention's (CDC's) guidance for COVID-19 and the Occupational Safety and Health Administration's "Hierarchy of Controls." The Hierarchy of Controls included implementing engineering and administrative controls, safe work practices, and Personal Protective Equipment (PPE) guidance. The USMS generated digital and printed instructions, notices, and informational documents addressing COVID-19 exposure, PPE requirements, and facility notices. These communications allowed operational and administrative staff to stay informed and contributed to the health and safety of the USMS operational and administrative workforce at headquarters and field offices across the country.

The USMS also created an intranet site that provided employees with information and guidance about COVID-19 and its effect on the USMS workforce. The intranet site contains links, tips, answers to frequently asked questions, checklist guides, and "How-To" instructions for telework readiness. The agency also provided guidance to operational personnel regarding pay and overtime, including information about pay cap waivers brought about by protective details, earthquakes, quarantines, and civil unrest.

Continuity of training.
FLETC reopened basic deputy training in July 2020 following initial closure in March 2020. The USMS implemented comprehensive safety measures, including social distancing protocols, to promote a safe environment. Due to effective safety precautions, the next basic deputy training class continued without delay or student dismissals for illness.

The USMS adapted several training courses to a virtual platform to support agency-wide training, including Avoiding Misconduct; Leadership Through Understanding Human Behavior; Supervisory Leadership Development; Chiefs Development Program; Court Security Officer Phase 2; and new district and division Internal Affairs (IA) Collateral Duty Investigations. The exceptional efforts to adapt, develop, or support 27 virtual instructor-led courses led to over 1,800 student completions.

SAFEGUARDING AGAINST SECURITY THREATS AND ENSURING SAFETY THROUGH INNOVATION

Continuity of court operations.
Following COVID-19 related closures, the USMS worked to ensure minimal disruptions to the federal judicial process. The USMS coordinated with the federal courts, approximately 900 state, local, and private detention facilities housing USMS prisoners, and the Federal Bureau of Prisions (BOP) to ensure sufficient detention space was available for new prisoners brought into USMS custody—including space to isolate prisoners infected with COVID-19. The USMS also coordinated with these partners to facilitate movements of prisoners, as required by the federal courts.

Protecting members of the court, USMS workforce, and prisoners from COVID-19 required an alternative to in-person court proceedings. The USMS developed and delivered the Prisoners in Court training module to prepare existing Detention Enforcement Officers (DEOs) for the enhanced job duties of court production. Additionally, the agency coordinated with the detention facilities housing USMS prisoners to ensure that video-teleconferencing capabilities were available to the USMS to facilitate virtual court appearances by USMS prisoners. To track these virtual appearances, the USMS developed and implemented a virtual hearing reporting capability in its operational knowledge management application. The new feature allows all districts to indicate, on a prisoner-by-prisoner basis, when a hearing will be conducted remotely from a jail. It also ensures that all associated case and custody

data for all virtual hearing cases remain current and accurate. As of September 2020, the application reported 17,802 virtual hearings.

The USMS also implemented a "COVID-19 Caution Flag" in the same operational knowledge management application that enhances officer safety by tracking prisoner COVID-19 tests and positive cases.

Transportation and housing of prisoners. The USMS Justice Prisoner and Alien Transportation System (JPATS) had unique challenges as the aviation arm of prisoner transportation. To ensure the transportation network could function safely for all, the USMS and the BOP worked to quickly adopt COVID-19 screening procedures in accordance with CDC guidance. Staff received PPE training and adapted all operations to incorporate CDC-recommended prisoner handling protocols and tools to ensure the safety and health of employees, prisoners, and the community.

The transportation of COVID-19 infected prisoners is a cause of concern not taken lightly by the USMS. Because the USMS does not own or operate any of the nearly 900 detention facilities that housed its prisoners during the pandemic, the USMS could not institute universal COVID-19 testing of its prisoners; however, the agency did initiate a COVID-19 testing program for prisoners processed through four facilities regarded as transportation hubs for the USMS. The USMS worked with BOP and the Department of Health and Human Services (HHS) to acquire rapid testing equipment, testing kits, and requisite training for the four facilities. Additionally, the USMS has offered to fund the costs of testing for all USMS prisoners housed in state and local jail facilities. Testing prisoners prior to transport significantly decreases the likelihood that infected COVID-19 prisoners will transfer to other facilities.

ENHANCING THE BUSINESS ENVIRONMENT

Safety through data, information, and analysis. When the pandemic hit, the agency lacked a means for tracking and quantifying the multiple impacts on the workforce and operations. The USMS quickly created a comprehensive COVID-19 dashboard, used by the USMS and outside agencies, which pulls information from disparate sources including the USMS internal case management systems and the Johns Hopkins Corona Virus Resource Center. The dashboard displays dynamic information regarding court closures, facility staffing, COVID-19 infection rates, and exposed facilities. This critical resource allows for effective decision-making.

In addition to the COVID-19 digital dashboard, the USMS worked closely with divisions, districts, the General Services Administration (GSA), and the Administrative Office of the United States Courts (AOUSC) to create accurate Facility Cleaning reports. Significant and timely information was provided to USMS leadership regarding facilities and COVID-19. The consolidated report assists with analyzing risks associated with the health and wellness of the agency's impacted law enforcement and administrative personnel.

Rapid technology deployment. The USMS rapidly prepared the agency to be telework-ready, ensuring employees and supervisors completed the necessary telework documentation and had the required equipment and USMS network access to stay safe and execute the mission. Within two weeks, the agency fielded over 700 laptops to USMS users across 274 sites that previously had only desktop capabilities. This achievement represented a 94 percent increase in distribution time compared to historical averages. Furthermore, the number of USMS employees able to remotely connect to the network increased by 500 percent.

To improve communication and collaboration capabilities in a maximum telework environment, while also minimizing disruption to the mission, the USMS enhanced telecommunications services. The agency boosted the virtual meeting platform to

support a high-volume of remote meetings across the agency. This improvement enabled the agency's legal counsel to participate in dispositions and hearings in a remote environment. It also enabled hiring panels to continue meeting with outside candidates virtually. To enhance first responder capability, the USMS provided tactical operations personnel with AT&T's dedicated public safety platform, FirstNet. Additionally, the agency transitioned the USMS Communications Center and the Financial Services Division's help desk to Voice over Internet Protocol capability.

Prevention of COVID-19 exposure and dispersion.
The USMS accessed a special Amazon COVID-19 Hub that offered medical and safety supplies to healthcare and government organizations, providing a one-stop shop for the agency. PPE included goggles, gloves, masks, thermometers, face shields, gowns, hand sanitizer, and wipes. To manage internal USMS PPE inventory, orders, and distribution across the country, the USMS developed a logistics system and an intranet order page.

In the first five months following the President's emergency declaration, the USMS managed and distributed over one million pieces of PPE to its workforce. Centralizing and simplifying the acquisition of PPE was extremely efficient and reduced duplicate ordering by field offices during a time when supplies were limited. Most importantly, the agency was able to efficiently provide PPE to division and district employees to ensure their safety while working in potentially high COVID-19 exposure locations.

Quarantine operations.
The Strategic National Stockpile Security Operations (SNSSO) program is an All Hazards unit that provides federal law enforcement support services to the HHS for all assets of the Assistant Secretary for Preparedness and Response (ASPR). The SNSSO program responded to the outbreak of COVID-19, which the World Health Organization declared a public health emergency of international concern and the HHS Secretary declared a public health emergency for the United States.

The agency's Mobile Command Vehicles (MCVs) deployed across the nation and were heavily engaged in supporting HHS in the enforcement of federal quarantine and isolation orders. By order of the U.S. Attorney General, the USMS is the lead security agency for quarantine operations and embedded into the HHS National Incident Management Team. The program coordinated security for the U.S. State Department repatriation flights from Wuhan, China, the alleged origin city of the COVID-19 outbreak, and the Diamond Princess cruise ship anchored off the coast of Yokohama, Japan.

Between January 29 and February 6, 2020, the program coordinated security for 808 repatriated U.S. citizens, residents, and their families from Hubei Province, China, on five chartered flights. During February 16 and 17, 2020, the U.S. government repatriated another 329 U.S. citizens or residents from the cruise ship on two chartered flights. Upon their arrival in the United States, the USMS enforced the quarantine and isolation orders on five military bases: Camp Ashland, Nevada; Lackland Air Force Base, Texas; March Air Reserve Base, California; Marine Corps Air Station Miramar, California; and Travis Air Force Base, California.

SNSSO deployed to these five military bases as Incident Commanders to enforce the federal quarantine and isolation orders by staffing 24-hour posts along the perimeter of installed fencing, ensuring entry and exit of authorized

personnel only, and providing security at multiple hospital details of symptomatic evacuees around the country. Program personnel coordinated with host installations to establish a unified command and conducted daily briefings with the Department of Defense (DOD).

Furthermore, the program provided security at five HHS ASPR established Alternate Care Sites--designated facilities to house infected evacuees. SNSSO personnel assisted HHS ASPR in developing the Alternate Care Sites Toolkit, which provided medical operations guidance. This Toolkit helps state, local, tribal, and territorial entities address potential capacity and capability gaps in health care systems during a pandemic and management of any future quarantine and isolation sites.

Special Deputations.
The USMS special deputation program is a force multiplier, leveraging external partnerships, including other federal law enforcement officers, to support missions across the nation. HHS required support to ensure public safety in response to the COVID-19 pandemic. This added to an already unprecedented number of requests for special deputations through the USMS. In just nine days, from May 30 to June 8, 2020, the USMS received over 3,000 special deputation requests, equivalent to the number normally received in a four-month period. The agency also supported the HHS COVID-19 response by processing over 200 federal law enforcement officers for deputation.

CIVIL UNREST RESPONSE

While the USMS and the entire country were in the midst of the COVID-19 pandemic crisis, the shocking death of George Floyd on May 25, 2020, rocked the country. His tragic death led to peaceful protests worldwide, as people of all backgrounds came together to express their right to have their voices heard. However, the appalling circumstances of his death while in the custody of Minneapolis police officers also led to rioting, vandalism, and assaults on law enforcement officers and citizens.

STRENGTHENING INVESTIGATIONS ACROSS THE MISSION SET

Protest response.
The civil unrest, protests, and demonstrations across the nation led to requests of USMS special deputations of over 3,000 federal law enforcement officers and National Guard personnel. The USMS responded quickly in order to process this unprecedented number of requests, enabling these individuals to enforce the "Rule of Law," combat violent crime, and promote public safety in communities.

In response to the civil disobedience this past summer, the USMS provided support to six district offices, engaging violent offenders while protecting the judicial process and federal courthouses.

Washington, District of Columbia (D.C.): On May 30, 2020, due to an imminent threat, the Attorney General requested USMS support at the DOJ headquarters building. In response, the USMS deployed a number of personnel in less than 12 hours to Washington, D.C. to provide security during the height of the George Floyd protests. Members of the USMS SOG remained onsite until June 8.

Later, from June 26 to July 7, 2020, the USMS sent additional SOG personnel to the National Capitol Region to support local law enforcement in quelling more civil disturbances. During this period, the USMS provided tactical support to the United States Park Police in Lafayette Square park.

JPATS provided transportation for BOP Riot Control Teams during the national emergency in Washington, D.C. in June. With approval from the Attorney General, the BOP Director requested transportation of many specially trained staff and their equipment from California, Arizona, and Texas to the National Capital Region. Upon receipt of the mission, JPATS staff quickly developed and implemented a plan which ensured teams were on the ground within 24 hours. When the emergency operation concluded, JPATS transported the teams back to their originating locations.

Portland, Oregon: As directed by the U.S. Attorney General, the USMS responded to a lengthy period of civil unrest in Portland, Oregon. The USMS along with the U.S. Border Patrol Tactical Unit and Federal Protective Service provided security for the Hatfield Federal Courthouse during weeks of sustained attacks upon the building. Members of the USMS Special Operations Group (SOG) were on scene from June 11 to August 26, 2020, to deter further attacks and protect the federal judiciary.

While providing onsite and remote support, the USMS worked with federal, state, and local partners to leverage resources and ensure cross-communications on investigations stemming from protest activity. The agency had oversight of five complex criminal investigations involving assault on law enforcement, arson, stalking/harassing, and destruction of property. In conjunction with the USMS Incident Management Team, USMS personnel also staffed the local Joint Operations Command Center and worked to ensure the safety of USMS protected persons and facilities. Multiple agencies lauded USMS efforts, attesting to a significant increase in the security posture.

USMS districts and divisions provided manpower and subject matter expertise to help quell civil unrest and protect federal buildings, occupants, and nearby citizens in approximately nine other major cities across the nation.

The USMS conducted these deployments not only to protect federal buildings and the contents inside, but to protect their occupants and nearby citizens potentially endangered by violent criminals. These missions also stood to protect the protestors and their rights as citizens to express themselves in a safe environment, while ensuring the federal judiciary could continue to operate unimpeded, as the ultimate mission of the United States Marshals is to protect, defend, and enforce the American justice system.

Officer safety.
The USMS identified a need for specialized equipment to enhance officer safety during threat-based deployments where an increased risk of violence towards law enforcement is likely. For example, the USMS researched, identified, and procured specialized ballistic helmets for judicial security operational personnel. The USMS continues to procure and provide low-profile, concealable ballistic vests for all judicial security operational employees.

ENHANCING THE BUSINESS ENVIRONMENT

Facility damage reporting.
The USMS consolidated data of damage to facilities during violent protest demonstrations. The agency collaborated across divisions and districts, the GSA, and the AOUSC to ensure reporting was accurate. Tracking occurred from May through July, and reports were updated daily as new incidents were confirmed. The agency presented this report to USMS and DOJ leadership, identifying the facility, type of damage, current status for emergency repair, and plan for completing repairs. The report enabled the USMS to identify deficiencies and to assist with budgeting for maintenance and repair projects.

GOAL 1: INVEST IN OUR WORKFORCE

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 is committed to ensuring 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 5,500 employees, 72 percent of whom are law enforcement. Professional, administrative, and technical functions provide the necessary foundation to achieve USMS strategic goals and objectives, execute the mission, and manage 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.

The USMS provides relevant, practical, and specialized training for the continued development of leaders within the agency by offering the highest standards of performance through professional, educational, and interagency sources that support and maintain conformity with established strategic objectives and organizational goals. In FY 2020, USMS executive leadership compiled a list of leadership-focused books from suggestions throughout the agency and shared this list for all to benefit and expand their leadership knowledge.

Strategic Objective: Develop the Workforce Based on Identification of Emerging and Mission Critical Competencies

Establishing a career ladder and development guide for USMS intelligence professionals. The USMS published a 59-page career development guide for Intelligence Analysts to assist intelligence personnel and their supervisors in career planning. This guide not only defines required competencies, but also provides the tools to enable USMS managers and leadership to manage staff development and performance consistently and effectively. This approach is efficient, repeatable, scalable, and can be tailored for individual divisions and offices across the USMS.

Developing Witness Security personnel. The foundation of successful witness protection is a dedicated, professional, and skilled staff. Acknowledging the importance of investing in the workforce, the USMS developed tools and programs to build skills and advance careers of personnel involved in witness security. In FY 2020, these efforts included the creation of a career path guide for law enforcement officers and a training crosswalk that aligns essential skills and experiences for specific law enforcement and administrative positions to internal and external training offerings. By assessing professional development opportunities for all personnel involved in witness protection, both administrative and law enforcement, the USMS acknowledges the importance of every employee involved in witness security. These resources provide USMS personnel with a route to achieve success in their current roles or advance to new positions where they will become future leaders of the Witness Security Program. Moreover, the career path guide and training crosswalk have the potential to benefit USMS personnel in areas beyond witness security.

Updating USMS positions. In the past two years, the USMS undertook transformational grade changes for its law enforcement personnel as well as implemented an updated evaluation process for promotion. In FY 2020, the agency coordinated over 500 updates to position allocations, supporting changes stemming from the Full Performance Level grade 13 initiative, newly approved positions, and other changes approved by agency leadership. Steps were taken to elevate supervisory and management positions, including reclassifying the grade level 14 Supervisory DUSM (SDUSM) position description and competitively selecting 430 SDUSMs nationwide. In addition, the USMS reclassified and implemented new Chief Deputy U.S. Marshal (CDUSM), Regional Fugitive Task Force Commander, and Assistant CDUSM position descriptions.

By fully implementing a competency assessment tool during FY 2020, the USMS made several significant changes to adapt to the new position structure. This included implementing a new competency assessment for grade level 15 positions and updating the grade 14 competency assessment. These competency assessment tools allow USMS operational candidates to interact over the phone with trained role-players who evaluate each candidate on their competencies as they participate in a situation that simulates the responsibilities carried out by USMS managers in the grade for which they are applying. The USMS also adjusted the lateral reassignment process for criminal investigators.

Recruiting diverse talent to accomplish the Judicial Security mission. The USMS took a strategic approach to aligning job analysis competencies with desired behavior attributes for its workforce and endeavored to recruit and retain diverse talent based on that alignment. To do so, the agency implemented a behavioral-based approach to interviewing talent throughout the year, using questions drawn from job analysis competencies and structured interview guidelines to identify these attributes in candidates. Concurrently, the USMS intelligence staff shared these desired attributes with partner vendors and encouraged them to follow suit. The USMS hired talent from the private industry, such as Ford, Twitter, the federal intelligence community, and the Defense Intelligence Agency (DIA). This approach ensures the diversity of thought needed to aggressively pursue threats to the federal judiciary.

Strategic Objective: Provide Value-Added Training for All

Adapting training delivery methods to social distancing requirements. The agency's implementation of necessary workplace safety protocols due to the COVID-19 pandemic required the USMS to cancel many in-person courses. To accommodate, the agency maximized the use of virtual training. The USMS conducted 26 professional development courses, resulting in 775 student completions. Additionally, the USMS developed an innovative 3-day DISC for Leaders virtual course, a personal assessment tool used to improve work productivity, teamwork, leadership, and communication. Participants focused on leadership through effective communication skills by understanding their behavior style and adapting to others' styles. During maximum telework protocols, the agency's learning management system, LearnUSMS, experienced a 25 percent increase in overall usage. The increased usage shows the success of the agency in furthering the use of LearnUSMS as a repository for training records and as a solution for training delivery.

MISSION PROGRAM DATA

Table 1 – FY 2020 USMS Training Conducted

Training Class	Number of Classes	Number of Students
Public Affairs Officer Training	2	27
U.S. Marshals Introductory Training	3	38
Chief Development Program	3	52
Adjunct Instructor Training	4	90
Leadership Through Understanding Human Behavior	4	96
Supervisory Leadership Training	5	89
Pre-Retirement Seminars	5	383
Total	**26**	**775**

Increased efficiency in training new Deputy United States Marshals. One of the challenges to filling Deputy U.S. Marshal vacancies is the time it takes to prepare, educate, train, and successfully graduate each recruit. The traditional timeline for a class of 48 students is 21 weeks, incorporating 29 courses and 221 course documents. After years of planning and coordination, and the full assessment of all curriculum content, the agency's revisions and upgrades resulted in a reduction to 18 weeks, incorporating 26 courses and 191 course documents. These efficiencies reduce the cost of each class, thereby providing the USMS flexibility in allocating training resources.

The revised training program integrates two required training courses for DUSMs and eliminates the redundancies that occurred in these programs. This reduction in class time represents a significant time and cost savings for the agency, especially when considering the eight total iterations that are scheduled for FY 2021, saving roughly 24 weeks of time and funding that would have been previously required. This may be the Training Division's largest and most tangible benefit to the agency in FY 2020. Streamlining the delivery of these program areas resulted in increased available training time for advanced firearms skills and a more efficient approach to areas previously taught by both FLETC and the USMS. The USMS is the first DOJ component to implement an integrated training course of this scale. The Department of Homeland Security

(DHS) Homeland Security Investigations, ATF, and possibly the Air Force Office of Special Investigations are all interested in pursuing an integrated program and are watching the USMS pilot closely.

Additionally, prior to FY 2020, some DUSMs would graduate from basic training and go directly to protective detail assignments. The agency saw an opportunity to add job specific training through a Basic Protective Services Training Program. The USMS designed this program to provide specialized training to district personnel who will conduct Protective Service Operations for designated risk-based and threat-based missions. This course will provide training to over 700 DUSMs spanning a five-year period. Current DUSMs can also opt to take this course as refresher training.

Revamping protective intelligence training to mitigate threats. The USMS overhauled its protective intelligence training by mirroring the flow of actual operations and adopting a modern adult learning model. This model consists of short lectures followed by small group discussions, practical exercises, and written tests in critical skills, and then culminates with a weeklong exercise evaluating the application of those critical skills in real-world scenarios. The USMS implemented these changes and completed the overhaul by testing the new training agency-wide. This training ensures students return to their districts with the knowledge, skills, and ability needed to identify, investigate, assess, and mitigate threats to protected persons, facilities, or events immediately upon their arrival. Additionally, the USMS incorporated the preexisting protective investigations training into a virtual platform for all investigators. This course serves as an introduction or a refresher to the new Protective Intelligence Training Course.

Leveraging resources across agency divisions to mitigate insider threats. The agency implemented Continuous Evaluation (CE), a personnel security investigative process that reviews the background of covered individuals who have been determined eligible for access to classified information or hold a sensitive position. CE maximizes the use of automated records checks to improve early detection or potential security risks and conducts records checks to supplement existing initial and periodic reinvestigation processes. CE will help mitigate risks posed by insiders who potentially represent a threat to national security by identifying security-relevant information earlier and more frequently than the current reinvestigation cycle. Additionally, CE eliminates the time-consuming process of reinvestigation, which rarely results in a negative outcome.

During implementation of CE, the USMS identified an opportunity to both utilize investigators across the agency as a force multiplier and expand the pool of subject matter experts. This collaboration enabled the agency to develop advanced training to better analyze and address insider threats using a new threat management tool.

Strategic Objective: Identify Opportunities for Automation to Increase the Efficiency of the Workforce

Automate judicial security resources to maximize training development and deployment. The process of identifying and deploying judicial security instruction was a manual, reactive process that took significant human resources. The Judicial Security Instructor Cadre (JSIC) tool suite is a relational database system run through SharePoint for coordinating trainings across the country, soliciting, managing, and validating instructor qualifications, and assigning qualified instructors to teach trainings. This tool codified and automated a new business process. The JSIC tool allows the National Center for Judicial Security (NCJS) to maintain, track, and regulate a vetted team of subject matter experts trusted to communicate the principles, application, and execution of various judicial security-related matters nationwide.

Updating the Employee Assistance Program. The Employee Assistance Program (EAP) is a comprehensive, valuable resource that helps employees and family members resolve personal problems that may affect their work performance, conduct, and overall well-being. The objective is for employees and their family members to have direct, confidential, round-the-clock access to USMS EAP resources and nationwide counseling and referral service. Prior to FY 2020, EAP case management was a manual, inefficient process burdened with regulatory requirements. The USMS acquired a case management system meeting Health Insurance Portability and Accountability Act requirements which increased automation and efficiency.

Additionally, the EAP is expanding its outreach with regional clinicians to increase employee and family member resiliency, productivity, and wellness within the districts. These resources are planned for New York, New York; Chicago, Illinois; Austin, Texas; and Monterey Park, California. This will allow for greater access to EAP's services across the country, aligned with the program objective.

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.

Increasing the agency's active internal case efficiency. In FY 2020, the USMS opened 673 new investigations and closed 734 investigations. The agency reduced the number of open cases by 20 percent and reached its lowest active caseload in five years. Misconduct investigations accounted for 92 percent of the caseload, while firearm discharges accounted for the remaining eight percent. The USMS Shooting Review Board adjudicates firearm discharge cases. Employees accounted for 74 percent of cases, contractors 14 percent, task force officers four percent, with other types of subjects, such as impersonators, making up the remaining eight percent.

MISSION PROGRAM DATA

Figure 1 – Internal Affairs Caseload

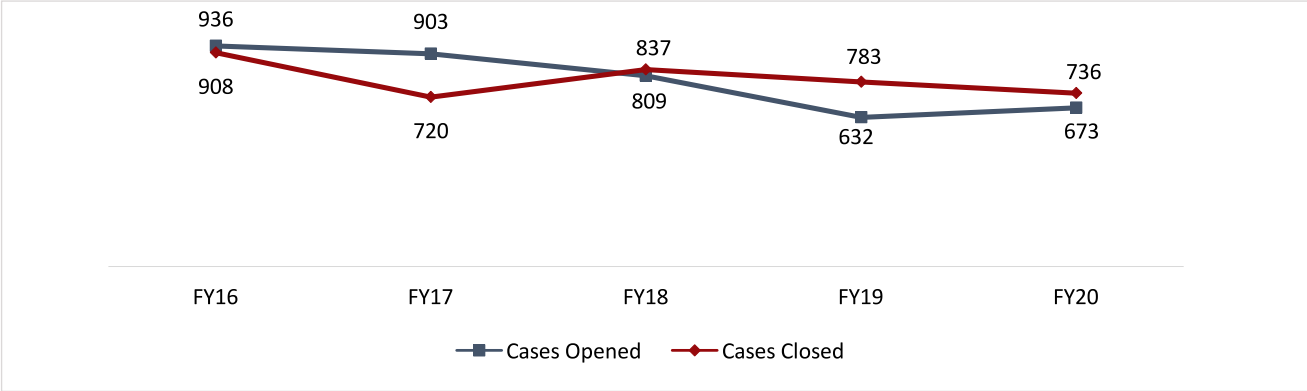
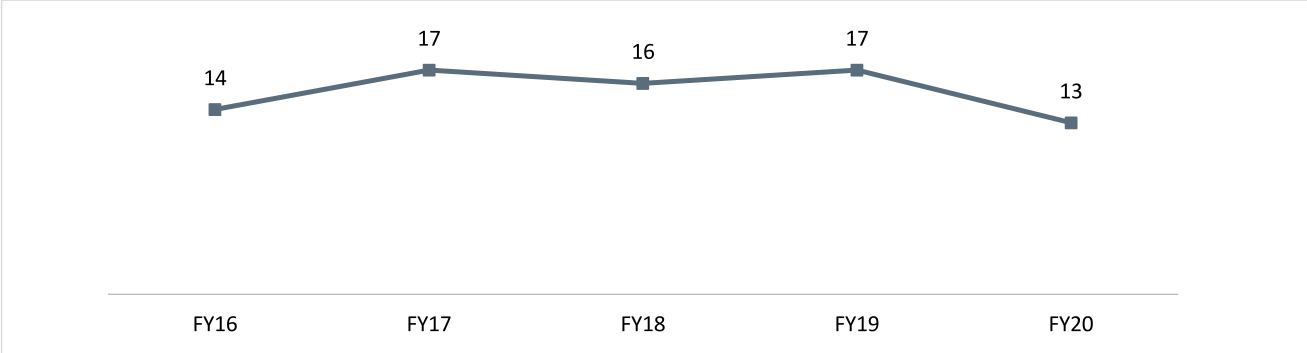


Figure 2 – Compliance Review Assessments



Strategic Objective: Strengthen Productivity, Accountability, and Compliance by Refining Management Practices

Improving compliance inspection efficiency and effectiveness. In March 2020, the USMS implemented remote inspections to allow for continuity during the pandemic, ensuring USMS programs were in compliance with applicable laws, regulations, policies, and procedures. The remote inspections continued to utilize members of the auxiliary compliance review team dedicated to supporting the inspections.

The on-site compliance inspection process consists of 79 test questions, covering 11 program areas. To determine a remote inspection process, the USMS reviewed the agency's 2019 Compliance Inspection results and prioritized specific reporting categories: Significant Deficiencies, Control Deficiencies, and Area of Concerns in Program/Process Areas. The modifications resulted in a total of 51 test questions to be answered when conducting remote inspections.

In furtherance of process efficiency, districts uploaded the requested material in preparation for the remote inspections and continued to coordinate material exchanges throughout the remote inspections as requested by the inspection teams. During remote inspections, the USMS utilized virtual meetings to effectively communicate with district leadership.

Establishing the Internal Affairs Collateral Duty Investigations Training Program (IACDITP). The USMS trained district and division operational staff on how to conduct investigations for allegations made against employees. Rather than IA conducting all investigations for every allegation, districts and divisions conduct investigations for minor allegations likely resulting in a punishment of less than a 14-day suspension. This will reduce IA's workload, accelerate the investigation process, and help support local supervisory efforts.

USMS subject matter experts and officials in the Office of the Director developed and implemented the IACDITP. During the inaugural IACDITP, students learned investigative and interviewing techniques, and appropriate ways to memorialize investigative findings, as well as participated in practical exercises to demonstrate their knowledge. A June 2020 training session successfully trained over 200 operational employees, representing nearly every district, division, and staff office within the agency. Due to positive feedback and requests for additional courses, the agency will be adding future iterations of IACDITP to the LearnUSMS catalog.

Consolidating and streamlining discipline management. During FY 2020, the agency targeted the separate, inefficient Internal Affairs and Discipline Management systems to be redesigned. USMS divisions and stakeholders collaborated to develop the new Misconduct Investigations and Discipline Case Management System (MIDCMS) to track all discipline cases in one system. The MIDCMS enables users to record cases from start to finish through all aspects of the discipline management process to ensure compliance with regulations. Throughout each key stage in the process, the system will track how actual timelines compare to target timelines to help identify impediments and potential for improved efficiencies. In addition, the new centralized system will allow managers to view reports and more effectively oversee and track case status and closures.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

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

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

- Expand Investigative Capabilities through a Combination of Technology and Strategic Partnerships
- Institutionalize USMS Investigative Culture
- Protect Children and Communities through the Rigorous Investigation and Arrest of Noncompliant Sex Offenders

MISSION: FUGITIVE APPREHENSION

The USMS is the federal government's primary agency tasked with the fugitive apprehension mission, the execution of which greatly improves public safety by reducing the number of violent offenders in America's communities. The Fugitive Apprehension mission consists of domestic and transnational fugitive investigations, fugitive extraditions, and participation in the Organized Crime Drug Enforcement Task Forces overseen by the U.S. Attorney General. The USMS has the authority to enforce the Fugitive Felon Act and may assist state and local agencies with their fugitive missions, even in the absence of interstate or other extra jurisdictional flight. Through interagency fugitive task forces, transnational operations, information-sharing programs, and close cooperation with other federal, state, local, tribal, and territorial law enforcement agencies, the USMS facilitates the timely apprehension of dangerous fugitives and helps preserve the integrity of the criminal justice system. The USMS serves as the custodian of all federal arrest warrants until execution or dismissal and maintains a federal fugitive caseload of approximately 50,000 each fiscal year. Over the last decade, the USMS has apprehended or cleared more than 255,000 federal fugitives and 848,231 state and local fugitives.

MISSION PROGRAM DATA

Figure 3 – USMS Federal and Egregious State and Local Fugitives Apprehended or Cleared

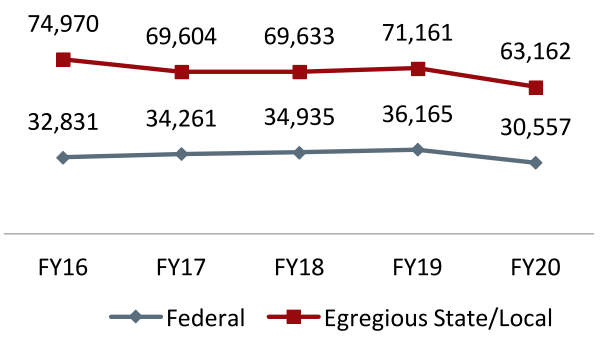
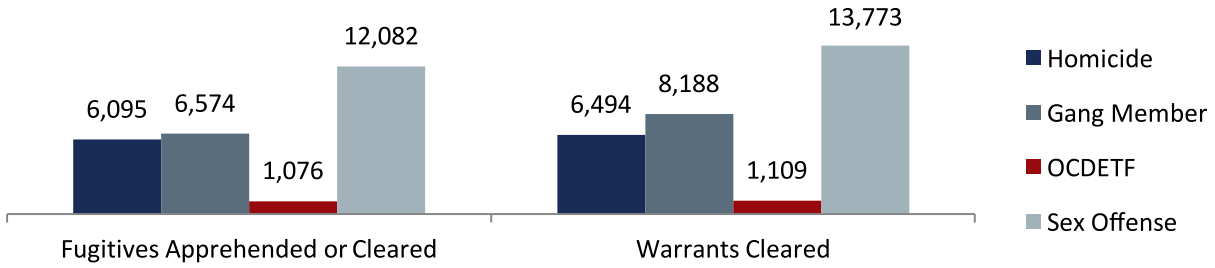


Table 2 – FY 2020 Violent Gang Fugitives Arrested/ Cleared, by USMS arrest, by Select Criminal Activity

Criminal Activity	No. of arrests
Homicide	606
Robbery	599
Assault	965
Kidnapping	58
Sex offense	156
Weapons offense	1,293
Narcotics	1,118
Total	**4,795**

Figure 4 – FY2020 Special Subtotals, USMS Federal and Egregious State and Local Fugitives Apprehended or Cleared



Note: OCDETF stands for Organized Crime Drug Enforcement Task Force

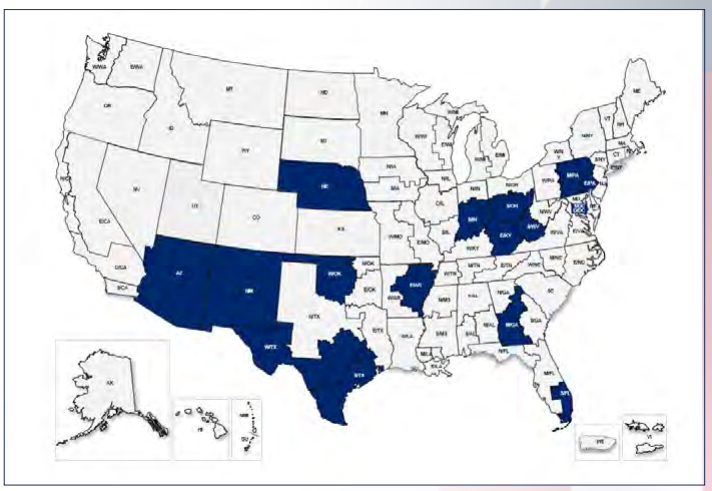
Table 3 – USMS Seizures from Fugitive Investigations, FY 2016 - FY 2020

	Firearms	U.S. Currency ($)	Vehicles	Narcotics (kg)
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
FY 2016	3,563	5,602,294	119	7,802.38

Strategic Objective: Expand Investigative Capabilities through a Combination of Technology and Strategic Partnerships

Investing in gang enforcement infrastructure. The USMS developed and implemented mandatory training in FY 2020 to provide personnel assigned to Counter Gang Units (CGUs) and Counter Gang Investigative Liaisons (CGILs) with the foundation to support Operation Triple Beam (OTB) and Operation Washout (OWO) in their respective areas of responsibility. The USMS also provided CGUs and CGILs with access to training from the Federal Bureau of Investigation's (FBI's) Cryptanalysis and Racketeering Records Unit on codes, ciphers, and communications frequently used by gang members to further subject matter expertise of CGU and CGIL personnel and strengthen the partnership between federal agencies.

The USMS continues to provide communities with immediate relief from violent, gang-related crime through the agency's mobile gang enforcement models known as OTB and OWO. The 90 to 120-day OTBs and 7 to 10-day OWOs are conducted in close collaboration with other federal, state, and local law enforcement to disrupt and destabilize gangs in targeted communities across the country, with each agency bringing their specialized skills to the operation. Since the inception of the USMS Gang Enforcement Program in 2010, the models were strategically deployed more than 100 times with 44 percent of the operations conducted and 46 percent of arrests occurring in the last two years. A program record of 31 operations was scheduled for FY 2020; however, COVID-19 presented significant challenges such as reduced manpower, limited jail space, and new transportation procedures. Despite these obstacles, the USMS brought the mobile gang enforcement platform to 25 counties to conduct 18 operations and collectively arrested 2,829 fugitives and seized more than 579 illegal firearms.



Miami, FL: Following OTB All Out Blitz in Miami Gardens, Florida, the city saw a 30 percent reduction in crime compared to that same time period the previous year, including a 36 percent reduction in burglaries and 17 percent reduction in aggravated assaults.

Phoenix, AZ: During OTB Snake Eyes in Phoenix, Arizona, the USMS seized approximately 3,000 counterfeit "M30 pills" cut with Fentanyl. Due to COVID-19 and the decrease of methamphetamine and heroin being trafficked in from Mexico, these M30 pills have been the main narcotics in the streets of Phoenix. This successful OTB also resulted in 140 arrests and the seizure of 131 firearms and $145,831 in illicit currency.

Albuquerque, NM: The USMS concluded OTB Albuquerque in October 2019, the agency's second OTB in New Mexico. By leveraging federal, state, and local partnerships cultivated during OTB Las Cruces in FY 2019, the USMS arrested 327 fugitives, a 47 percent increase over the first operation, and seized 43 firearms, 31 stolen vehicles, $50,000 in currency, more than 50 pounds of methamphetamine, four pounds of heroin, and two pounds of cocaine.

Washington, D.C.: The USMS partnered with the D.C. Metropolitan Police Department and other state and local agencies during OWO D.C. to address the increased violence in the D.C. area. The number of homicides occurring in the district was at a 10-year high in 2019, with 2020 on pace to exceed that number. The district's U.S. Attorney called on the DOJ to combat the violent crime. The USMS Capital Area Regional Fugitive Task Force (CARFTF) initiated OWO D.C., which resulted in 164 arrests, including 18 gang members, and 12 firearm seizures. Following the collaborative success, CARFTF launched a Counter Gang Unit in D.C. to continue the targeted pressure on the criminal organizations operating within the nation's capital.

INVESTIGATING DAMAGES CAUSED BY VIOLENT PROTESTORS

The Pacific Southwest Regional Fugitive Task Force partnered with the Los Angeles Police Department and other federal, state, and local law enforcement agencies to create the SAFE LA Task Force. The Task Force was created to identify individuals involved in more than $1 billion worth of damages to Los Angeles and the surrounding metropolitan areas during the period of civil unrest. The USMS arrested 23 individuals and will continue to pursue others as a part of this initiative.

Strengthening law enforcement and industry partnerships.

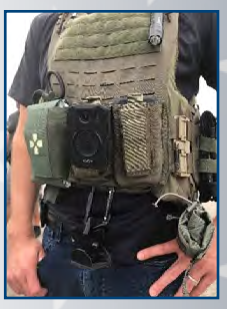
Cold Case Working Group: In FY 2020, the USMS formed a working group to examine best practices and emerging technology that can be applied to cold fugitive cases. The USMS closes more than 90 percent of newly arriving cases within one year; however, the very small number of cases which remain unsolved each year have accumulated and grown to represent a significant portion of the federal warrant workload. The working group will leverage the experience and skillsets of both district and headquarters personnel to identify best practices and develop strategies such as the use of media partnerships, familial and associate networks, and other forensic technology to increase the effectiveness of investigating cold fugitive cases.

Missing and Murdered Indigenous Persons (MMIP) Initiative: In November 2019, the U.S. Attorney General launched the MMIP Initiative to address critical issues surrounding missing and murdered Native Americans. This three-part national strategy focuses on DOJ responsibilities in Indian Country. To carry out the work of both the Attorney General's initiative and the Task Force, the DOJ created the MMIP Working Group to bring together key federal stakeholders from the Bureau of Indian Affairs-Office of Justice Services, and various DOJ components to develop best practices and model protocols and procedures to apply to new and unsolved cases of missing persons in American Indian and Alaskan Native communities. The USMS is a participant in the MMIP Working Group and is supported by members of the Sex Offender Investigations Branch and three USMS districts located near Indian Country and concentrated Native American populations.

The DOJ and White House aim to develop a framework for federal law enforcement's involvement in missing person cases involving Native American Indians on tribal land where federal jurisdiction exists for crimes delineated in the Major Crimes Act. During FY 2020, the USMS provided representation on the MMIP Training Working Group, a subgroup of the MMIP Working Group. The purpose of this MMIP Training Working Group is to identify training and resources with the assistance of the DOJ National Advocacy Center (NAC) Training Platforms, DOJ's National Indian Country Training Initiative, and additional NAC resources to enhance the capacity of tribal and federal law enforcement officials in their MMIP related efforts. Since the enactment of the Sex Offender Registration and Notification Act, the USMS has worked extensively with tribal law enforcement entities across Indian Country. As a result, the USMS is particularly well-positioned to leverage these relationships to further the mission of finding missing children in Indian Country.

Increasing investigative capability and efficiency.

Body-Worn Camera (BWC) Pilot Program: On October 28, 2019, the Attorney General announced the launch of a pilot program for the use of body-worn cameras by federally deputized task force officers. This program addresses the interests and priorities of USMS state and local partner agencies that require their officers to wear body-worn cameras, and who have requested their officers wear them while serving on federal task forces. The USMS BWC Pilot Program ran from November 1, 2019 to September 1, 2020, and was carried out in three cities: Detroit, Michigan; Houston, Texas; and Wichita, Kansas. During



the pilot, the USMS processed approximately 277 videos using Axon's Evidence.com portal, which required approximately 148 cumulative hours to analyze. The creation of the video retention system and program framework required months of collaboration between the USMS and pilot partner agencies. These processes will lay the foundation for future BWC expansion to other Task Force partners, and any future BWC requirements for the USMS. Additionally, this program fosters the agency's Task Force relationships. The pilot allowed the USMS to utilize the recorded video to dispute complaints and validate tort claims with the USMS. This has led to completed investigations at record speed, and greatly reduced the amount of work hours required for these types of investigations.

ASSESSING THE IMPACT OF THE SUPREME COURT DECISION IN MCGIRT V. OKLAHOMA

On July 9, 2020, the Supreme Court issued a monumental decision affecting law enforcement and criminal prosecution within the State of Oklahoma as it pertains to Native Americans. In *McGirt v. Oklahoma*, the Supreme Court ruled that Native Americans committing violent offenses are not subject to the jurisdiction of the Oklahoma State courts and must be prosecuted by the federal government or the Indian tribe of which they are a member.

Given the transfer of jurisdiction for violent offenses that were historically prosecuted by the state, the number of prisoners received into USMS custody in the federal judicial districts comprising the state of Oklahoma is expected to substantially increase. The USMS expects a large influx of prisoners beginning in FY 2021 due to new cases now under federal jurisdiction as well as new trials for those previously convicted in the State courts. To accommodate the expected increased detention population, the USMS negotiated an intergovernmental agreement with the city of Cushing, Oklahoma, to use a 1,692-bed correctional facility recently vacated by the Oklahoma Department of Corrections. This new facility will also serve as a transportation hub for JPATS.

Unmanned Aircraft Systems (UAS) Pilot Program: In FY 2020, the USMS concluded the operation phase of its UAS Pilot Program. The Pilot Program formalizes a program framework for prospective nationwide USMS deployment to establish clear guidance on UAS technology, standardize integration, enhance operational effectiveness, and ensure safety of operation. UAS operators throughout the USMS flew 210 training and operational missions in support of District and Regional Fugitive Task Forces, providing real-time tactical intelligence to team members on the ground. The UAS team completed the operational phase of the pilot program during the COVID-19 pandemic, with the program review collaboration meetings occurring virtually. UAS technologies represent innovative tools that can provide public safety agencies with a cost-effective force multiplier that adds flexibility to mission support, provides real-time situational awareness, enhances officer safety, and yields life-saving benefits. The USMS UAS program continues to be a leader amongst DOJ partner agencies in operational experience, training program development, and intergovernmental cooperation.

On March 31, 2020, in Empire, Alabama, a UAS operator provided overwatch of a suspected fugitive location while the arrest team made contact at the door. Prior to entry, the fugitive escaped through the back door into a wooded area. Utilizing onboard camera systems, the UAS operator observed the fugitive's escape and guided the arrest team to the fugitive's location in the woods, where the fugitive was arrested without incident. UAS operators also deployed during Operation Relentless Pursuit, Operation Legend, and in support of the USMS mission during the nationwide civil unrest in Summer 2020.

MISSION: INTERNATIONAL PARTNERSHIPS AND SUPPORT

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

In FY 2020, the USMS performed international enforcement activities in more than 64 percent of the world's nations through investigations and removal missions, despite having permanent foreign presence in only four countries. The USMS closed 1,176 transnational fugitive investigations requiring investigative coordination with 126 countries and territories, and managed and executed 570 removal missions through coordination with 65 foreign nations.

15 Most Wanted Arrests:

Mexico: On May 9, 2020, Mexican authorities arrested Jeffrey Winston Forrest in Zapopan, Jalisco, Mexico. The Taylor County, Texas, Sheriff's Department wanted Forrest for two counts of aggravated sexual assault of a child, bail jumping, and failure to appear. In 2015, charges were filed against Forrest when four victims came forward and accused him of repeatedly sexually assaulting them from the ages of 8 to 15. Investigators believe he used his position as a youth minister at several different churches to gain access and groom his victims. On April 2, 2015, Forrest was arrested on two counts of aggravated sexual assault of a child. Following his arrest, Forrest was released on bond and a trial date was set for August 29, 2016, but Forrest failed to appear for his trial. After his arrest in Mexico, he was deported and brought back to the Northern District of Texas to face his charges.

On October 2, 2019, Mexican authorities arrested Corey Deshawn Gaston, who had been on the run for over 12 years, near Guadalajara, Mexico, based on information developed by the USMS Mexico Foreign Field Office. The Detroit, Michigan, Police Department wanted Gaston on numerous charges including first- and second-degree criminal sexual conduct against a child under 13, kidnapping, home invasion, and child enticement. On June 27, 2007, Gaston allegedly crawled through a bedroom window of a Detroit home and kidnapped a 10-year-old girl, sexually assaulted her, and threatened to hurt her before instructing her to return home. Within days of the attack, a warrant was issued for Gaston's arrest, but his whereabouts were unknown. In July 2007, the USMS tracked Gaston down in Georgia and returned him to Michigan. Gaston was granted bond in August 2007 pending his February 2008 trial date. When the trial date arrived, Gaston was a no-show and once again became a fugitive. Following his arrest in Mexico, Gaston was returned to the Eastern District of Michigan to face his charges.

Jamaica: The USMS Jamaica Foreign Field Office extradited Leroy Headley to the District of Vermont in February 2020 following his arrest in Negril, Jamaica, by the Government of Jamaica. The South Burlington, Vermont, Police Department wanted Headley for the 2018 murder of his girlfriend and mother to his children. He was also wanted by the Chittenden Unit for Special Investigations for the sexual assault of two minors and by the USMS District of Vermont for unlawful flight to avoid prosecution.

PARTNERING WITH LOCAL LAW ENFORCEMENT

The Carolinas Regional Fugitive Task Force located and arrested Darius Sessoms on August 10, 2020, on charges of first-degree murder in connection with the shooting of a 5-year-old boy who was playing outside his home. Working with law enforcement partners from the Wilson Police Department, Goldsboro Police Department, and Wayne County Sherriff's Department, the USMS located Sessoms hiding out in a trailer located in Goldsboro, North Carolina, and arrested him without incident.

Advancing USMS interest abroad.

Mexico Anti-Crime Initiatives: In FY 2020, the USMS Mexico Foreign Field Office engaged in many high-level initiatives led by the DOJ and the U.S. Attorney General. These initiatives were joint USMS-Mexico efforts to combat transnational criminal organizations and the trafficking of arms and drugs. Beginning in the first quarter and continuing throughout the year, the USMS participated in several strategy and Lines of Effort meetings with the Attorney General and its DOJ law enforcement partners. These meetings resulted in bilateral efforts to coordinate missions and to encourage cooperation from the Government of Mexico. These efforts caused a significant increase in extraditions from Mexico to the United States, which the USMS led and coordinated. In July 2020, the USMS apprehended César Duarte Jaquez, the former Governor of the Mexican State of Chihuahua. He fled Mexico after being charged with fraud and corruption and had been on the run for over three years until his arrest in Miami by the USMS. This apprehension of a major foreign fugitive not only strengthened the USMS's relationship with the Government of Mexico but also solidified the USMS's reputation as a strong partner for fugitive-related matters in Mexico.

Global Partnerships: In FY 2020, the USMS continued to reinforce and expand relationships with international partners. The USMS conducted multiple liaison missions globally, providing capacity briefings and dialogues on international investigations. One of these endeavors led to partners from the Croatian police traveling to the United States to observe USMS operations. This cross-training shares best practices of fugitive investigation techniques and provides further understanding of each country's criminal procedures and other geopolitical factors. In an effort to streamline and enhance international investigations, the USMS continuously strives to build international law enforcement partnerships. One of these newly established partnerships was a direct bilateral partnership with Israel Police. This partnership led to a substantial increase in cases.

In Guyana, the Department of State requested the USMS attend the scheduled Law Enforcement Working Group in Georgetown, which is attended by other regional U.S. law enforcement participants who do not have a permanent presence at the post. The USMS has worked with the Guyanese Attorney General, members of the Guyana Police Force, and communal members of the Department of Public Prosecution to further enhance relationships and investigations. Due to this increased cooperation, there has been bilateral extradition success between the United States and Guyana. The USMS saw a case through to extradition from Guyana for the first time in almost 10 years and deported a wanted fugitive to Guyana. Through enhanced program outreach and targeted liaison efforts, the USMS saw increased enforcement cooperation from Armenia, Argentina, Croatia, Cyprus, Ecuador, Israel, Malta, Philippines, Thailand, and the United Kingdom.

Removal Missions: Although most of the world was under travel restrictions during COVID-19, the USMS continued to conduct removal missions to successfully ensure the obligations of the Nation and the USMS were fulfilled. The limited flexibility of treaty deadlines, litigation, and custody matters seen at the onset of the pandemic grew more and more rigid. Foreign governments were less willing to extend removal deadlines and more inclined to release subjects from custody if extension requests were made.

Among other challenges during the pandemic, foreign governments required personnel to provide COVID-19 test results prior to arrival and required quarantine during any time in-country. Limited visas and border and travel restrictions created complications obtaining necessary visas, and often required lengthy host-government exemptions and advanced notice. Transit country options were reduced, resulting in difficulties coordinating mission logistics and flight plans. The USMS made efforts to group removal missions geographically when treaty deadlines could be aligned, but logistics were increasingly complicated because they involved multiple districts, cross-country governmental cooperation, considerably shortened timelines, and advanced planning.

Despite these challenges, the USMS safely conducted 570 removal missions in FY 2020, compared to 846 in FY 2019 during normal operations. To reduce exposure and maximize safety, and due to a reduction in reliability and availability of alternatives, the USMS conducted operations using chartered aircraft, which increased extradition costs. To maintain international operations, rapid adjustments to procedures leading up to and during removal missions were implemented. These changes focused on limiting USMS personnel exposure, allowing for reliable and secure methods of transit, and offering additional assurances to foreign counterparts and foreign governments.

MISSION: PROTECTING AMERICA'S CHILDREN AND COMMUNITIES

In FY 2020, the USMS led 281 sex offender operations in conjunction with federal, state, local, tribal, and territorial law enforcement partners, a 31 percent decrease from FY 2019, due to COVID-19 shelter-in-place orders and travel restrictions. During these operations, the USMS assisted law enforcement partners with 52,738 compliance checks. The number of compliance checks was down 16 percent in FY 2020 from FY 2019.

MISSION PROGRAM DATA

Figure 5 – Noncompliant Sex Offender Investigations

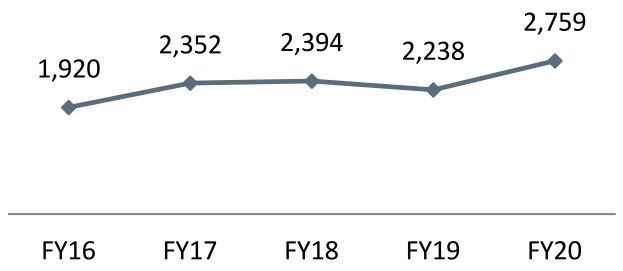
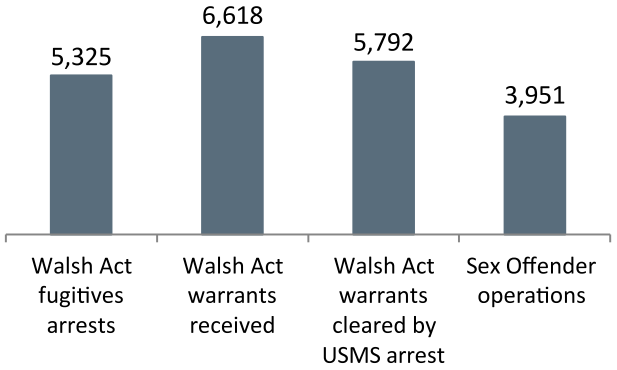


Figure 6 – Adam Walsh Child Protection and Safety Act activities (FY 2006-2020)



Strategic Objective: Protect Children and Communities through Rigorous Criminal Investigations, Prosecutions, and Enhanced Outreach

The USMS is the lead federal agency responsible for the enforcement of the Adam Walsh Child Protection and Safety Act. In FY 2020, the collaborative efforts of the USMS and its federal, state, local, tribal, and territorial partners, strengthened its commitment to keeping children safe through a combination of training, enforcement, and proactive targeting.

Implementing USMS responsibilities under the International Megan's Law. In FY 2020, the USMS received, processed, and directed more than 1,343 international travel notifications received from state and jurisdictional sex offender registries to the International Criminal Police Organization (INTERPOL), representing a 37 percent decrease from FY 2019. Additionally, the USMS vetted the current sex offender registration status of more than 2,000 sex offenders who traveled internationally, which is approximately 42 percent fewer than FY 2019. In FY 2020, the USMS opened more than 189 investigations of federal sex offender registration violators, traveling internationally without providing notification. This is an approximate 10 percent increase over FY 2019 despite international travel restrictions due to COVID-19.

Failure to Register: On March 4, 2020, the USMS arrested Kenneth Nicholas Petty in Los Angeles, California, for Failure to Register as a sex offender under 18 U.S. Code § 2250. Petty was referred to the USMS by the New York City Police Department (NYPD) Sex Offender Monitoring Unit as a noncompliant level 2 sex offender who departed the United States twice in March 2019 without notifying the New York Sex Offender Registry of his international travel. In 1995, Petty pleaded guilty to one count of attempted rape in the first degree in Queens County, New York. The female victim was 16 years old and Petty was armed with a knife at the time of the incident. Petty was sentenced to 18 to 54 months in New York state prison. As a result of his conviction, Petty has a lifetime requirement to register as a sex offender in any state in which he resides. In June 2019, the NYPD received a tip from the public advising of Petty flying from New York to California on a private jet. The NYPD forwarded the tip to the USMS as an International Megan's Law investigation. In addition to the sex offense conviction, investigation into Petty's criminal history revealed a prior conviction for manslaughter. Further investigation determined that sometime after December 15, 2018, Petty was believed to have traveled interstate to California where he resided.

On February 25, 2020, Petty was indicted in the Central District of California for one count of failing to register as a sex offender in violation of 18 U.S. Code § 2250(a). On March 4, 2020, Petty surrendered and was processed and arraigned for the charges set forth in the indictment. Petty was released on $100,000 cash bond with a monitoring bracelet, curfew, and legal marijuana and other drug restrictions.

Cold Case Fugitive and Adam Walsh Act Investigation: The USMS arrested James Meece in July 2020 after 18 years of eluding capture for state charges of failure to register as a sex offender and parole violation. Meece was originally convicted in Michigan in 1991 of second degree criminal sexual assault for the molestation of the 9- and 12-year-old daughters of his then-girlfriend. Following a term of imprisonment and his ultimate parole in 1999, Meece absconded, and a parole violation warrant was issued for his arrest. The Michigan State Police obtained an additional warrant the following year charging Meece with failure to register as a sex offender. A USMS investigation revealed Meece was arrested in 1980 and charged with kidnapping, robbery, rape, and sodomy. Additionally, over the course of many decades, Meece falsely posed as a U.S. Army Green Beret, Vietnam veteran, prisoner of war, Central Intelligence Agency agent, FBI agent, U.S. Marshal, and other law enforcement agents to gain the trust of women and others he would later defraud.

The USMS also discovered that Meece married a woman in 2001 and took extensive steps to keep the marriage concealed. During an interview in 2019, Meece's wife first denied knowing him and then later claimed she had not had contact with him since 2004. In July 2020, the U.S. District Court for the Central District of California issued a search warrant for the residence of Meece's wife. During the execution of the search warrant, Meece was located and arrested. Items found during the search included a sniper rifle, numerous identity documents under several aliases, fraudulent military uniforms and insignia, and law enforcement identification cards and badges. The U.S. Attorney's Office is not pursuing charges against Meece's wife given speculation that she too was a victim of the subject's deception for many years. Meece was returned to the custody of the Michigan Department of Corrections in October 2020.

Cruise Line Operation: The globalization of crime and mobility of fugitives requires an intensive effort from law enforcement to address the increasing number of fugitives wanted by the United States who flee to a foreign country to avoid prosecution or incarceration and those wanted by a foreign nation but are believed to be in the United States. Included in this category are those sex offenders who look to exploit loopholes to subvert the legal system. To combat the everchanging landscape, the USMS uses extensive contacts domestically and abroad to share information about offenders traveling to commit malicious acts.

In FY 2020, the USMS continued to monitor sex offenders traveling by cruise line and discovered that 13 percent of all traveling sex offenders were traveling unmonitored on a cruise line and being admitted to countries that would not normally allow them had their respective customs agency known of the offender's prior conviction. As a result of this finding, the USMS, in collaboration with its partners, successfully made 143 timely international cruise line notifications. One of the goals of the Cruise Line Operation is to share as much information as possible with the cruise line to make them better aware and equipped to handle these situations. Cruise lines can now make their onboard security aware of the offender to better protect the ship's population. Through contacts at the DHS, U.S. Coast Guard, and INTERPOL, the USMS notified all applicable ports of call, most times blocking the offender from disembarking the ship. Keeping noncompliant offenders on the ship prevents the offender from fleeing to another country in order to avoid detection and/or prosecution.

Increasing USMS outreach and initiatives related to missing, endangered, or abducted children. In FY 2020, the USMS expanded its partnership with state and local partners in the Interdiction for the Protection of Children (IPC) program. This training provides officers with techniques for recognizing indicators of child sex trafficking and other forms of abuse and exploitation. In FY 2020, an interagency cadre of instructors

taught 435 students worldwide from 60 agencies. This program led to the rescue of 62 children.

In FY 2020, the USMS contributed to the recovery of 387 missing children, a 41 percent increase compared to FY 2019. The USMS assisted in resolving 13 missing child investigations in which the child was located outside of the United States. The Missing Child Program continued to build its national roster of Missing Child Unit-trained investigators by hosting a specialized training course specific to the investigation and recovery of critically missing children, as well as led seven missing child operations working collaboratively with its federal, state, and local partners. Since the Missing Child Program inception in 2005, there have been 1,949 cases in which the USMS has contributed to the recovery of a missing child. Of the missing children recovered from July 2015 to September 2020, 66 percent were recovered within seven days of USMS assistance with a case.

MISSING CHILD RECOVERY HIGHLIGHT

During Operation Not Forgotten, the USMS recovered a 17-year-old missing female who was a suspected victim of child sex trafficking. Numerous active sex advertisements featuring the child had been posted on multiple solicitation websites. On August 4, 2020, USMS investigators received information on the child's whereabouts that led them to a motel in College Park, Georgia. The USMS, in conjunction with the Georgia Office of the Attorney General Human Trafficking Division, successfully recovered the child from the hotel room. The Human Trafficking Unit of the Georgia Attorney General's Office adopted the case shortly after the recovery. Interviews with the victim revealed she had been trafficked beginning at the age of twelve. Pursuant to the investigation, the Human Trafficking Unit identified four traffickers. The child successfully picked each trafficker out of photo lineups. In addition, multiple buyers who purchased sex from the minor are under investigation.

FY 2020 USMS Missing Child Operations:

Operation Not Forgotten: In FY 2020, the USMS Missing Child Unit and Southeast Regional Fugitive Task Force conducted Operation Not Forgotten in conjunction with the National Center for Missing and Exploited Children (NCMEC) and Georgia state and local agencies. The two-week operation in Atlanta and Macon, Georgia, resulted in the recovery of 26 children and location of 13 children, 15 of whom were suspected victims of child sex trafficking. The USMS arrested nine individuals and cleared 26 warrants. Seizures included six firearms, 8.7 grams of cocaine, and 386.8 grams of marijuana. These missing children were some of the most at-risk and challenging recovery cases in the area, based on indications of high-risk factors such as child sex trafficking, child exploitation, sexual abuse, physical abuse, and medical or mental health conditions.

Operation Homecoming: From August 31 to September 12, 2020, the USMS partnered with Indianapolis Metropolitan Police Department and the NCMEC to recover eight highly endangered missing children in the Southern District of Indiana. The operation resulted in one arrest for alleged crimes related to parental kidnapping, intimidation, weapons possession, and custodial interference. The children, between the ages of 6 and 17, were some of the most at-risk and challenging recovery cases in the area.

Operation Safety Net: During August and September 2020, the USMS, with the assistance from NCMEC and state and local law enforcement in the Northern District of Ohio, conducted Operation Safety Net, a USMS initiative focused on recovering highly endangered missing children in Cuyahoga County and

the Greater Cleveland area. The operation resulted in the recovery of 35 of 40 critically missing children between the ages of 13 and 18. More than 20 percent were connected to human trafficking; those cases were referred to the Human Trafficking Task Force in Cuyahoga County. The USMS and its partners continue to work on the remaining five cases.

Operation Summer Rescue: During August and September 2020, the USMS assisted the Louisiana State Police, New Orleans Police Department, and Jefferson Parish Sheriff's Office with the recovery of 11 missing children as part of Operation Summer Rescue. The primary goal of this missing child operation was to focus on cases in the Eastern District of Louisiana (E/LA) involving a suspected crime of violence, or where law enforcement identified factors indicating an elevated risk to a missing child.

MISSION: INTELLIGENCE INVESTIGATIONS

The USMS intelligence mission supports investigations and threat mitigation primarily through a combination of traditional and cyber investigation, application of analytic tradecraft throughout the Intelligence Cycle, counter surveillance, and surveillance detection. The USMS provides direct support to field investigators and headquarters components to ensure all threats are investigated and fully mitigated in a timely fashion.

Strategic Objective: Expand Investigative Capabilities through a Combination of Technology and Strategic Partnerships

Improving investigations through key intelligence products. To enhance analytic support to district investigations and protection details—the USMS revised two key intelligence products, the Intelligence Report and the Threat Assessment Report series. The Intelligence Report identifies information that is known, assumed, and missing in specific threat scenarios and is used to drive investigative planning. The Threat Assessment series analyzes specific threat actor behavior to determine motive, intent, and ability to carry out attacks and intrinsic and extrinsic threat factors that impact threat landscapes. The revisions made to these products serve to accelerate investigative timelines and understanding of current threat landscapes by packaging complex information in a digestible manner.

PROTECTIVE INVESTIGATIONS SAVE LIVES

In February 2020, the USMS processed information concerning a direct threat against an E/LA judge and immediately began conducting intelligence research in support of district efforts to identify and locate the subject. Within 72 hours, the USMS, FBI's Joint Terrorism Task Force, Military Operations Support Team, and the USMS Gulf Coast Regional Task Force identified and located the threat actor and facilitated his arrest in Mississippi.

The agency implemented multiple commercial software platforms and incorporated associated advanced technology in its support to district threat investigations. This technology is used to track and control USMS and protected personnel involved in counter-surveillance operations and to review web-based content in near real-time for potential and emerging threats towards USMS protected persons, facilities, and events. These platforms allowed for the proactive identification of threats, enhancing USMS capability to perform investigative functions. This technology has proven invaluable to enhancing protective investigations, especially during the periods of civil unrest, and has supported protective operations as well as the fugitive mission.

The USMS collaborated with the DIA to identify a solution to replace the agency's labor-intensive, single-use, manual searches of individual data sources with an automated, persistent, simultaneous search of thousands of sources. Think Analyze Connect (TAC) is a government off-the-shelf analytic solution developed by the DIA. TAC is a web-based data discovery and visualization tool that can be accessed on unclassified and classified networks. As a common platform for federal, state, and local law enforcement and intelligence agencies, TAC connects the USMS's Office of Protective Intelligence (OPI) into a large community of users.

Protecting against emerging technology threats. The USMS's NCJS began tracking incidents involving UAS and established a counter-UAS working group that led to their vital role in drafting and submitting a request for a Temporary Flight Restriction over the Portland Federal Courthouse. The agency conducted a pilot Vulnerability Assessment Training Program (VATP) in September 2020 in the Washington, D.C., metropolitan area. The USMS created the VATP to assist Judicial Security Inspectors, Office of Protective Operations Senior Inspectors, and other protective personnel with conducting residential vulnerability assessments, route analyses, and courthouse security assessments. The VATP alleviates the need for USMS personnel to seek training from other agencies.

Leveraging partnerships to provide superior protection. The NCJS established a working group, consisting of the Navy Judge Advocate General (JAG), Marine Corps JAG, Naval Criminal Investigative Service, and DOD physical security specialists to provide expertise and work closely with the Navy JAG Corps and Marine Corps on courtroom and entry point security which helped facilitate a request for additional security personnel and equipment. Additionally, the agency spearheaded an effort to modernize JSD's data collection network by enlisting the assistance of the University of Nebraska to assess the utility and quality of the agency's existing case management systems. The University devised a quality assessment system for the data based on numerous focus-group sessions. The University presented the results to the USMS in the form of a white paper and will formalize these findings in a manuscript for publication in a peer-reviewed academic journal and formal presentation at a national conference.

The USMS worked with a DHS Homeland Security Information Network (HSIN) Mission Advocate to have its own Community of Interest within the DHS HSIN. The Community of Interest allows the USMS to share its Standing Information Needs with the Intelligence Community and all 52 fusion centers at the classified and unclassified level. In addition, the agency's HSIN page provides a production tracking tool, Request for Information capability, and a virtual situation room.

The USMS also participated in two key committees this year—the Domestic Terrorism Executive Committee (DTEC) and the President's Commission on Law Enforcement and the Administration of Justice. This participation led to an agreement enabling greater collaboration and effective information-sharing between agencies regarding the domestic terror threat. This collaboration synchronized and targeted violence prevention programs enabled USMS analysts' inclusion into every primary and recognized fusion center.

Furthermore, the USMS embedded its first Senior Inspector within the FBI Behavioral Threat Analysis Center (BTAC) to enhance cooperation and collaboration. The objective is to maximize the resources of the USMS and BTAC to prevent targeted violence through the application of behavior-based operational support, training, and research.

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

The USMS is responsible for providing a safe and secure business environment in support of the rule of law. To accomplish this, the agency continuously manages threats, risks, and vulnerabilities. These efforts provide a tailored, intelligence-driven protection, enabling the identification and mitigation of threats and vulnerability risks before threats to the judicial process can compromise them. The agency will characterize this goal's success through a consistent and principled approach to addressing security matters and the level of risk as determined by accurate prioritization of resources. This prioritization will occur across protective operations and security programs, with demonstrable impacts in risk. Mitigation, threat prevention, and deterrence minimize the occurrence of incidents that could result in disruption to the judicial process or loss of life. 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

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

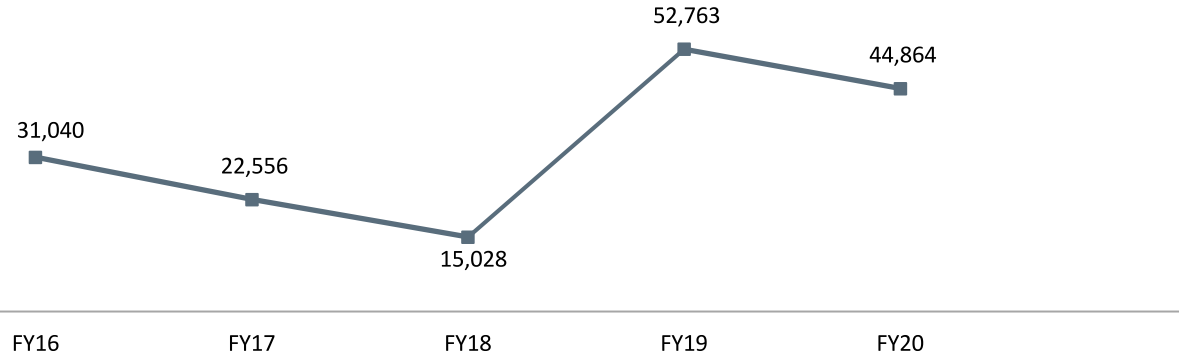


Table 4 – USMS Officer Safety Training Statistics

USMS Courses	USM	Non-USMS	Total Trained
Firearms Instructor Training Program	23	0	23
Less-than-Lethal Instructor Training Program	24	0	24
High-risk fugitive apprehension (HRFA)	45	26	71
Division/ District Training	191	233	424
Total	**283**	**259**	**542**

Strategic Objective: Mitigate Officer Safety Risk across all Mission Areas

Supporting the Tactical Training Officers program. The Law Enforcement Safety Training Program (LESTP) Branch offers a formal, long-term safety training program to mitigate risk to operational personnel. The program provides training, funding, coverage for Tactical Training Officers (TTOs), an advanced training program on HRFA, and a resource strategy for armor or protective equipment requirements. During FY 2020, the LESTP Branch supported 30 districts and divisions with Officer Safety Training, funding, and equipment. The agency completed only three LESTP HRFA classes due to COVID-19 social distancing constraints. The branch supported several USMS initiatives, such as the targeted enforcement operation, Operation Relentless Pursuit, in seven cities and trained 150 DUSMs in Kansas City, Missouri, in support of Operation Legend, a national violent crime reduction initiative. Eighteen current TTOs attended a Vehicle Close Quarters Battle (VCQB) Instructor Certification Course sponsored by the branch, with an additional 32 Regional Fugitive Task Force (RFTF) personnel trained in VCQB.

National statistics indicate 60 percent of law enforcement shootings take place in close proximity to vehicles. The LESTP Branch partnered with the Carolinas Regional Fugitive Task Force to train over 50 instructors and students in VCQB from March 8 through March 20, 2020. The USMS sponsored 18 current TTOs to attend the VCQB Instructor Certification course, with the support of the Rutherford County Sheriff's Office and the use of their range.

Instructors are trained in an evidence-based methodology to identify trends and patterns in short-duration, high-intensity, and close-range violent encounters in and around vehicles to assist in the development and design of drills and skillsets that can be shared with the field.

The VCQB course teaches students to assess situations and make determinations to prioritize threats, including drills that provide a variety of scenarios from individual, partner, and ad hoc team responses. These drills progress in difficulty from weapon malfunction to injured officer or nighttime scenarios. Veteran and new USMS TTO VCQB instructors hosted two 2-day sessions for CRFTF personnel and trained 32 USMS and Task Force personnel in VCQB. This training ensures USMS personnel are prepared and well-trained to act swiftly in the field.

MISSION: JUDICIAL PROTECTION AND COURTHOUSE SECURITY

Since its establishment in 1789, a primary mission of the agency 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

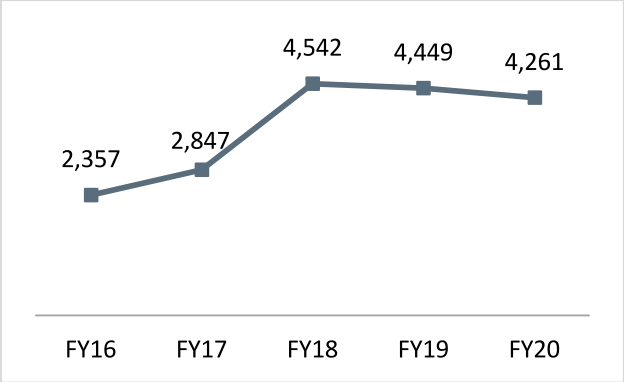
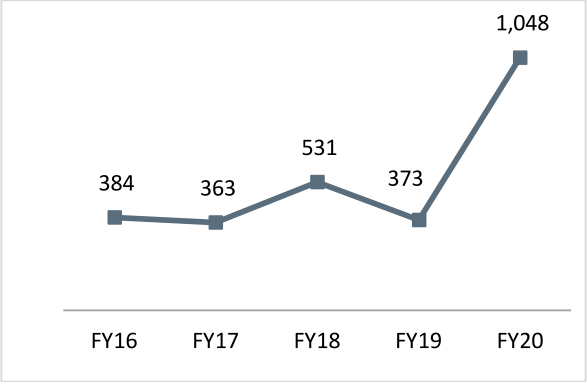


Figure 9 – Threats Investigated



Strategic Objective: Identify, Deter, and Prevent Harm to Protected Persons through Forward-Looking, Risk-Based Approaches to Protection and Intelligence

Improving court security. The Alexandria, Norfolk, and Richmond courthouse facilities are the backbone of the U.S. District Court for the Eastern District of Virginia. As the district's foundation, these three facilities present unique security challenges as they are vulnerable to many dangers, including terrorist attacks. Courthouse facilities require the best possible security available to maintain the integrity of the federal judiciary. The USMS completed the project initiation and planning phase for using the courthouse facility in Alexandria as a pilot site for the implementation of a full-scale security management model.

The USMS also enhanced its operational portfolio with the award of a major contract for program support. Working in conjunction with contracts for installation and maintenance, this contract bridges detection, analysis, and action using analytics, visualization, and orchestration to dramatically improve the security of courthouse facilities.

Maximizing knowledgebase and improving institutional knowledge. To leverage existing institutional and operational knowledge and research, as well as preserve and organize expertise, the USMS uses a powerful search engine, termed Knowledgebase, which accesses documents authored or submitted by USMS operational personnel and analysts. This allows instant access to information to promote consistent messaging to the field and preservation of institutional knowledge.

The USMS improved its ability to prevent harm to protected personnel by establishing an Open Source Intelligence team aimed at improving institutional knowledge. This team was critical in addressing the increased use of the internet and social media by individuals threatening the judiciary. In a comprehensive effort to rapidly improve USMS capabilities, the agency determined three levels of support capability, trained to those levels, and instituted support at the district, circuit team, and headquarters levels. This resulted in

the creation and delivery of six training blocks, 202 requests for information responses in support of field investigations, and 52 referrals of previously unidentified potential threats uncovered during online review and investigation. The USMS also assisted the NCJS in the publication of new procedures for federal judges to reduce their online presence.

Strategic Objective: Promote Intelligence Sharing and Collaboration

Learning from other agencies to mitigate mass shootings. The USMS sponsored a presentation by the U.S. Secret Service's National Threat Assessment Center on findings and recommendations from their latest study, Mass Attacks in Public Spaces. The findings from this study were derived from 34 incidents of mass attacks, in which three or more persons were harmed. The presentation explained how protective intelligence professionals can use a multidisciplinary approach to identify, assess, and intervene with individuals exhibiting concerning or threatening behaviors. USMS initiated this presentation through the agency's Learning Management System and had 173 investigators in attendance.

USMS MEDIC SAVES LIFE

On September 9, 2020, a USMS medic deployed with a team in Atlanta, Georgia, responded to a separate report of gunshots in the area. Upon arrival to the scene, the medic found a man on the side of the road with trauma to the head. The medic noted an injury and swelling on the man's head and was able to stem the bleeding. The medic also observed a bullet hole on the man's chest and covered the opening with a chest seal. After further questioning, the man said he had also been shot in the back. Further assessment revealed two more bullet wounds. Just as the medic completed initial emergency medical treatments, emergency medical services arrived and transported the patient by air to a medical trauma center. Thanks to the USMS medic's close proximity, training, and equipment on hand, the patient survived this potentially-fatal shooting.

MISSION: WITNESS PROTECTION

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

MISSION PROGRAM DATA

Figure 10 – Total Number of Witness Security Program Participants

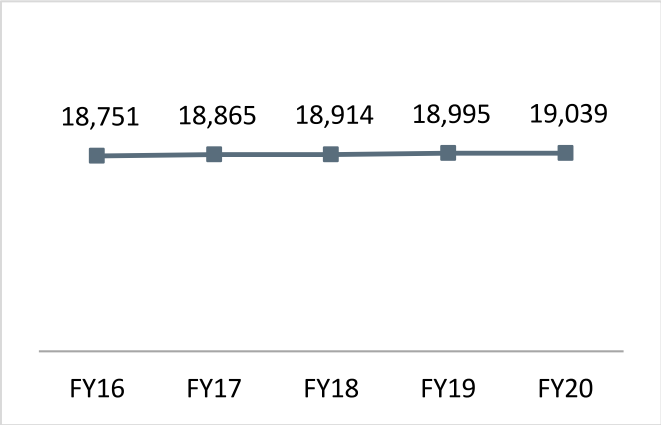
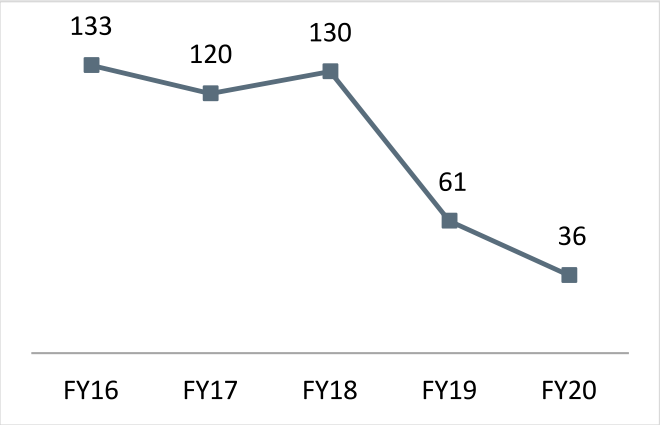


Figure 11 – Identify and Mitigate Security Breaches



Strategic Objective: Strengthen the Agency's Ability to Protect Sensitive and Vital Information, Technology, and Infrastructure against Threats

Preparing for emerging technology threats. The future of witness protection faces unprecedented risks from technology and cybersecurity threats. The USMS recognizes the importance of fortifying networks and information systems against current and emerging threats. To test responses to potential cybersecurity incidents, the USMS conducted tabletop exercises. These exercises involved scenarios that unfolded in real-time and assessed reactions, decisions, and contingency plans. The results yielded valuable lessons the USMS used to close oversight gaps, bolster response plans, and tighten coordination with other agencies.

The USMS identified and examined the vulnerabilities and methods threat actors could exploit to obtain or disclose sensitive information about the witness protection program. A thorough analysis led to a comprehensive risk mitigation plan that called for a dedicated security team to actively monitor the networks and systems of the witness protection program with state-of-the-art security software. During June 2020, the USMS completed the development of the IT Security Operations Center, focused on safeguarding the information of the witness protection program.

Furthermore, understanding that biometrics and other emerging technologies will make it more difficult to protect witnesses, the USMS is investing in technological countermeasures and exploring strategies with other agencies, as well as the private sector, to address the threat. By acting now, the agency is building a foundation to sustain witness protection well into the future.

Protecting witnesses. Today's protected witnesses face an array of threats ranging from international organized crime to terrorist groups. The USMS is evolving its methods to meet new challenges. In pursuing the agency's goal to safeguard against security threats and ensure safety through innovation, the USMS tapped the power of data analytics to build a unique, evidence-based threat assessment for protective operations. The assessment produces a risk score and provides guidance to fine-tune the allocation of personnel and equipment for specific operations. This rapid synthesis of the latest intelligence and case histories, combined with resource recommendations, augments the intuition and experience of USMS managers, enabling quick evaluation of a wide range of factors that speeds decision-making and strengthens witness protection.

MISSION: PRISONER TRANSPORT

The USMS transports prisoners to support the federal judiciary and the BOP. The agency also provides prisoner transportation to state and local law enforcement agencies and other federal agencies, including the military, on a space-available basis. JPATS manages the coordination, scheduling, and secure handling of prisoners in federal custody, transporting them to detention facilities, courts, and correctional institutions across the 94 judicial districts through a network of aircraft, buses, vans, and cars. For FY 2020, JPATS received 84,399 movement requests and conducted 154,609 movements, 68,134 by air. The significant decrease in requests for movement is attributable to COVID-19 constraints.

MISSION PROGRAM DATA

Figure 12 – Requests to Transport Prisoners by Air or Ground

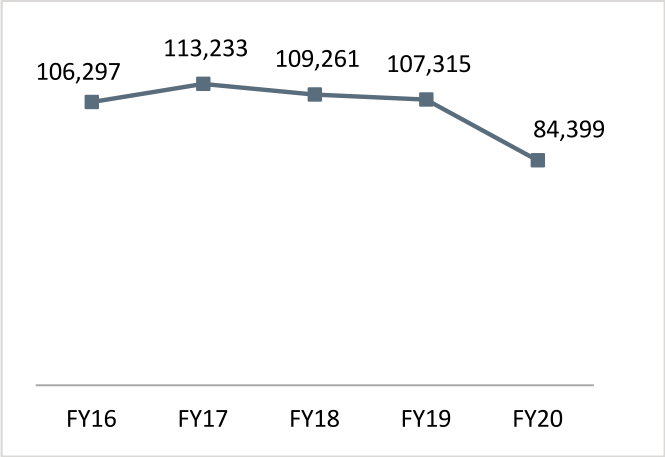
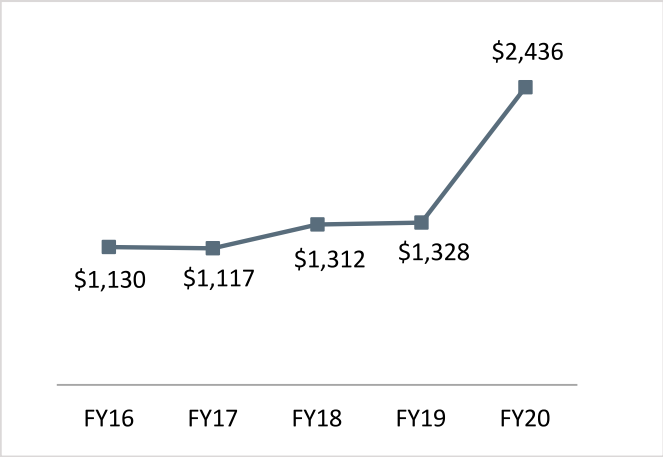


Figure 13 – Transportation Unit Costs (in dollars)



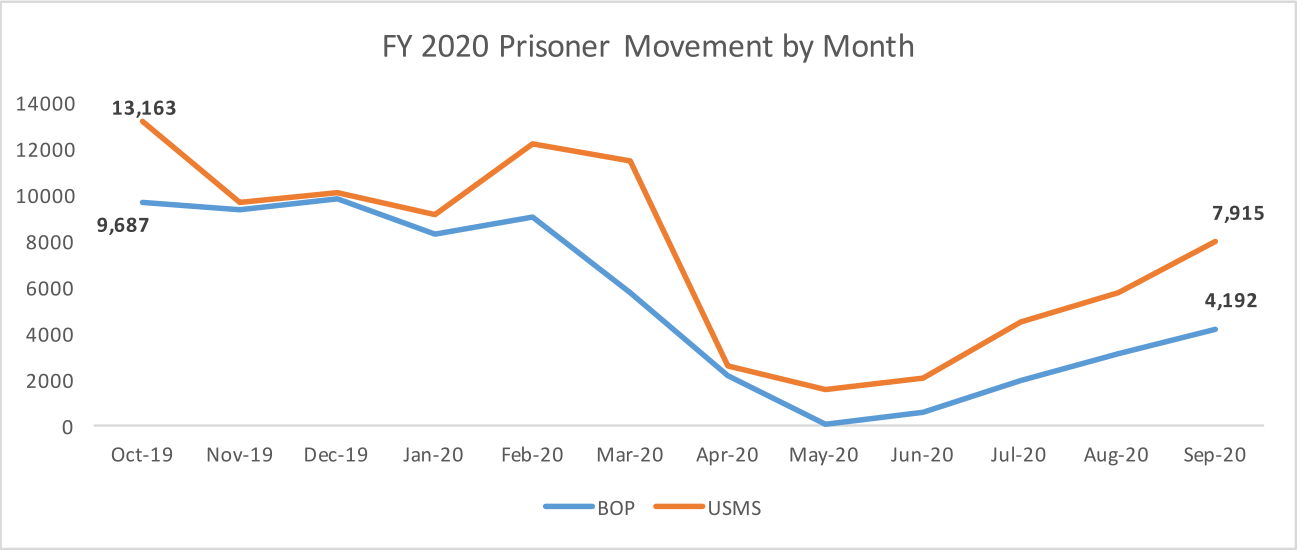
Strategic Objective: Deliver Secure, Modern, and Efficient Prisoner Detention and Transportation Operations

Succeeding in a challenging environment. The COVID-19 pandemic created an unprecedented year of challenges for JPATS. In early March, the COVID-19 pandemic became a health threat with far-reaching effects, beyond public safety. Although workplaces and communities began shutting down to contain the spread of the virus, criminals continued to commit crimes and the U.S. Courts continued to carry out the rule of law. Closing the national prisoner transportation system was not an option. In order to carry out the statutory obligations of delivering federal court-ordered detainees and prisoners, the JPATS staff worked to assess and implement ways of identifying and deterring the transmission of COVID-19 while continuing to transport safely and securely. Operational supervisors worked with Public Health Service staff and JPATS medics to determine the required quantities of PPE, thermometers, products and equipment needed for deep cleaning, and a process for tracking inventory levels of procured COVID-19 resources.

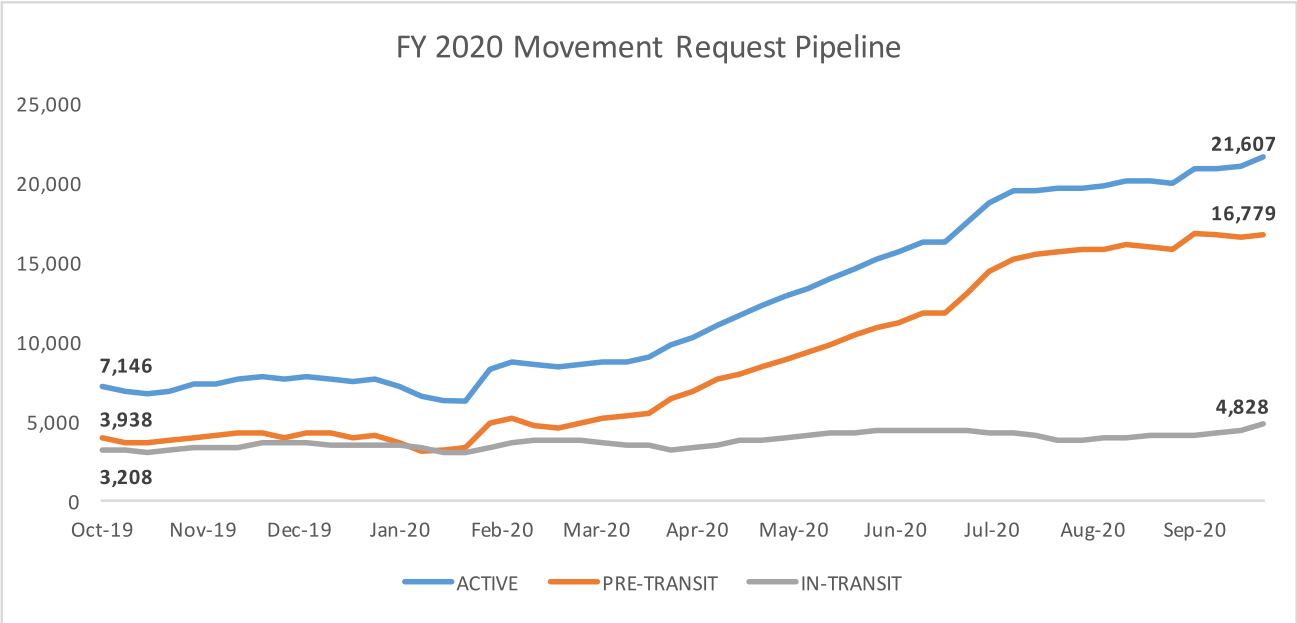
Understanding that preventing exposure begins prior to receiving a prisoner at the airlift, JPATS transportation coordinators and medical staff incorporated COVID-19 screening protocols within transfer paperwork to clear prisoners prior to transporting to the airlift site. To further enhance the safety of the staff and prisoners during transport, JPATS operations implemented COVID-19 capacity limits to meet social distancing protocols for ground and air transportation assets, underwent daily, enhanced COVID-19-specific procedures, and implemented face coverings for all inmates. As a result, these measures greatly reduced the risk of exposure to crews and prisoners.

By April, BOP institutions were restricting the intake of prisoners and declared moratoriums on movement due to COVID-19. With a nearly 90 percent reduction in prisoners being accepted into the BOP, and only court-ordered transfers being conducted across USMS districts, JPATS shifted away from its well-developed technology infrastructure designed for prisoner mass transit and economies of scale to a lower risk pandemic containing strategy of moving individuals and small groups while incorporating procedures aimed at limiting exposure and spread of the virus. Notably, the JPATS Management Information System (JMIS) created to garner optimized seat utilization had become obsolete in the new, social distancing-restricted environment. The scheduling team pivoted by manually manifesting prisoners while technical changes were made to the system.

JPATS created innovative ways to effectively reduce the spread of the virus while still meeting federal court-ordered prisoner moves. Information sharing across agencies and divisions facilitated updates to JMIS to identify infected prisoners, thus ensuring they were not moved until their quarantine was completed and they were declared COVID-19-free. JPATS coordinated with the BOP central office to identify and establish temporary COVID-19 clearing centers at various institutions across the U.S. to help quarantine and test prisoners in route to their designated institution, giving the BOP time to establish a national testing strategy.



Delays and facility moratoriums due to the COVID-19 pandemic created an unprecedented increase in prisoner movement requests in the pipeline. This directly impacted USMS prisoners designated to BOP facilities awaiting movement or already in-transit, resulting in increased time USMS prisoners spent in paid housing and in transit. As the pandemic continues, the agency will continue to work with BOP to find safe and effective solutions to managing a large, fluctuating prisoner population, as required, between the two agencies.



Operating an exceptional aviation safety program. JPATS successfully completed an International Standard for Business Aircraft Operations (IS-BAO) Stage 3 audit in the first quarter of FY 2020. Sanctioned by the GSA's Aviation Policy Division and adopted by federal aviation agencies, IS-BAO Stage 3 is the highest safety

compliance standard awarded to organizations that demonstrate exceptional Safety Performance and a mature safety culture. As a result, the IS-BAO auditors confirmed JPATS' leadership and employees are deeply committed to improving safety performance to achieve maximum mission success.

Shifting to a commercial aviation maintenance full-service provider. When faced with rising logistics costs and lower aircraft availability rates, JPATS found an alternative to its maintenance service agreement and separate maintenance contracts. An experienced commercial vendor now maintains JPATS' fleet of Boeing 737s, providing full-time line maintenance support, component procurement, and heavy maintenance. JPATS negotiated a five-year, $51 million commercial maintenance contract that will save the agency and its partners over $6 million.

Delivering quality, uninterrupted airlift services. Even during the challenging FY 2020 operational tempo, JPATS successfully delivered on planned and programmed services. Significant program improvements over the last five years included acquiring a contingency aircraft into the fleet rotation to account for planned and unplanned maintenance, establishing a strong safety and standards flight program, modernizing pilot and aircraft dispatch planning, training, and technology, and now with COVID-19 constraints, operating in groups with extensive PPE, protocols, and other risk-mitigating processes. JPATS' ability to assess, plan, and deliver significant program improvements year-to-year, has ensured uninterrupted airlift services as evidenced by an impressive 99 percent mission availability rate. Without this mission availability (for example, not having a contingency aircraft able to cover aircraft undergoing required maintenance), 136 mission days would have been canceled. An average of 500 prisoners transported by air on any given mission day, could mean a potential loss of 68,000 prisoner moves.

Offering overseas capabilities and purchasing at the right time. After extensive consultation with JPATS stakeholders to determine future mission needs, JPATS procured a Boeing 737-700 aircraft with Extended-Range Twin-Engine Operational Performance Standards. This next generation aircraft provides the agency an asset with more capacity that can conduct faster and farther missions. After successfully operating it as a lease for several operations, JPATS exercised the aircraft purchase ahead of schedule for $16.3 million to realize a substantial $745,000 discount. In June 2020, JPATS flew the aircraft on its inaugural mission to the District of Hawaii.

Conducting critical emergency response and no-notice missions for the department. When a tornado destroyed BOP's Federal Correctional Institution in Estill, South Carolina, rendering it unsafe for inmates and staff, BOP called JPATS for assistance. With approval from the Attorney General, the BOP requested evacuation of all 934 inmates from Estill, South Carolina, to Lewisburg U.S. Penitentiary, Pennsylvania. For the next 84 hours, JPATS crews conducted day and night airlift missions in conjunction with BOP buses and USMS district ground support. The operation successfully concluded with a total of nine airlift missions and all inmates secured.

The BOP also requested airlift support to transport 1,024 inmates from the Taft Correctional Facility in Eastern California to three different prisons in Michigan, Texas, and Oklahoma. The institution was deemed structurally unfit to house inmates after an earthquake earlier in the year. Although COVID-19 was a concern, moving the inmates was mission-essential for the health and safety of the prisoners and staff. JPATS completed thorough risk assessments and COVID-19 screening protocols before conducting a total of 10 successful missions.

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.

In mid-March 2020, the detention population decreased by more than 10,000 prisoners, from 68,615 to 56,297. This decrease is directly attributed to the COVID-19 pandemic response. In the weeks immediately following the COVID-19 shutdown, the USMS received 85 percent fewer prisoners than typically received on a weekly basis. Since June 2020, the number of prisoners received by the USMS has gradually increased. During August 2020, the USMS received about 50 percent of the expected number of prisoners. As of September 2020, the USMS housed approximately 60,600 prisoners, which is a 3.7 percent decrease from the approximately 63,000 prisoners housed in September 2019.

MISSION PROGRAM DATA

Figure 14 – Average Daily Prisoner Population (ADP)

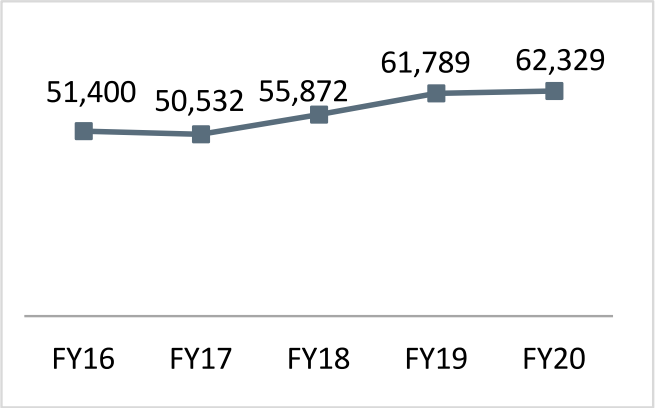


Figure 15 – Per-Day Detention Costs (in dollars)

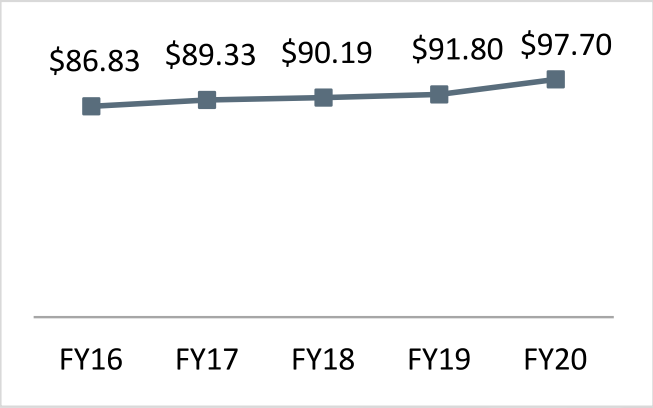
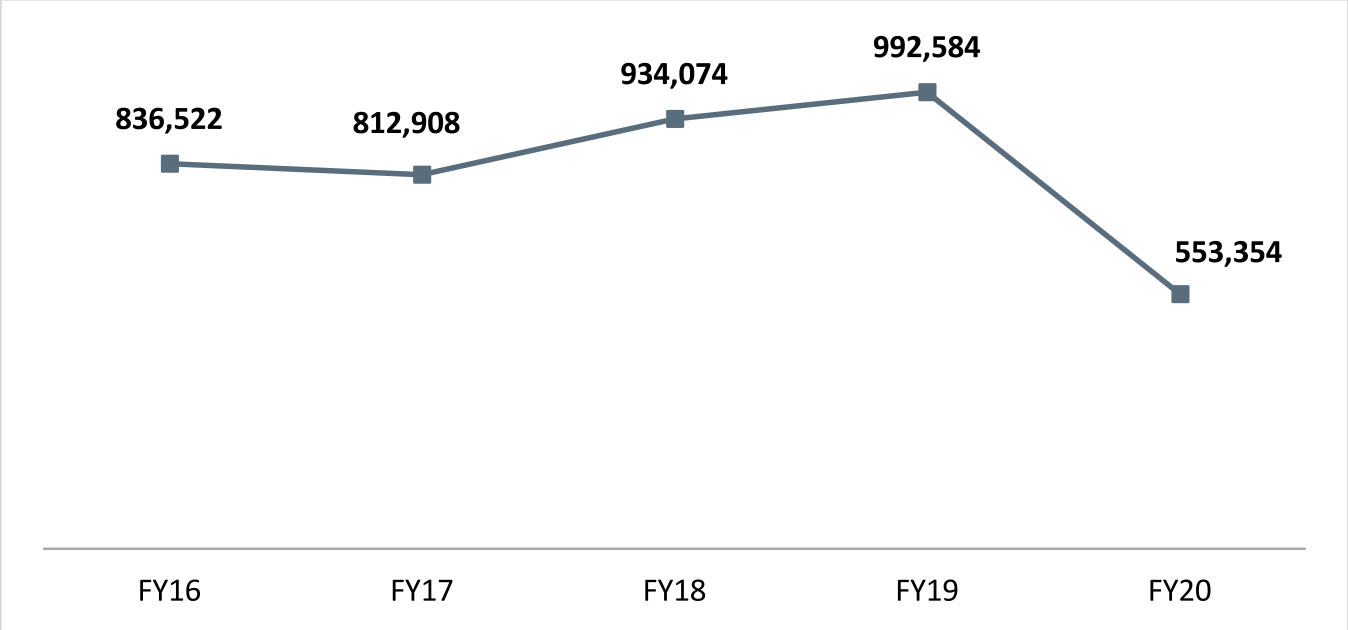


Figure 16 – Prisoners Produced for Required Events



MISSION PROGRAM DATA

Table 5: Average Per Day Jail Rate Paid by Facility

Performance Measure	FY 2019 ($)	FY 2020 ($)
Total	85.23	90.91
IGA Total	77.13	80.44
State and Local	78.32	80.91
Private, Indirect	73.74	79.07
Private, Direct	117.18	136.60

The per capita jail cost during FY 2020 was 5.4 percent above the projected level for all facility types and 6.7 percent above the FY 2019 cost. The rate paid at private facilities was 10 percent above the projected rate while the rate paid at IGA facilities was 4.5 percent higher than projected.

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

Performance Measure	FY 2019	FY 2020
Prisoners with Short-term Sentences Released by USMS	48,393	32,786
Days-in-Detention, Post Sentencing		
30 days or less	35,691	22,059
31 to 60 days	6,419	4,779
61 to 90 days	5,078	3,936
91 days or more	1,205	2,012
Average Detention Time (Days)		
Pre-Sentence	11	30
Post-Sentence	25	38

Table 7: Prisoners Received: By Offense

Performance Measure	FY 2019	FY 2020
Immigration	118,308	55,797
Weapons	13,035	9,990
Drugs	26,862	23,762
Other	90,698	70,464
Total	**248,903**	**160,013**

During FY 2020, the number of prisoners received by the USMS was 160,013 or 35.7 percent fewer than FY 2019. The number of prisoners received for immigration offenses decreased by 52.8 percent, weapons offenses decreased by 23.4 percent, and drug offenses decreased by 11.5 percent.

Increasing Detention Capacity in the Southern District of California. Increased immigration enforcement along the southwest border over the past several years has substantially impacted USMS operations, particularly in the Southern District of California, where detention resources are very limited. As a result of the increased workload, the USMS was increasingly required to house prisoners prosecuted in Southern California outside of the judicial district. To accommodate the increased detention population, the USMS collaborated with the DHS to repurpose a decommissioned Service Processing Center into a detention facility. After it was renovated and put into use in March 2020, the facility was able to provide the USMS with 512 detention beds, increasing the district's detention capacity by nearly 25 percent.

Streamlining prisoner intake processes. The Prisoner Management Ops Streamline Intake capability allows the USMS to take advantage of groundwork laid in FY 2019 with DHS's Customs and Border Protection to establish a data sharing initiative which now provides the USMS with a daily feed of all border arrests made by U.S. Border Patrol nationwide. The agency automated the daily consumption of this data to pre-populate over half the fields in each of the more than 50,000 Ops Streamline intakes annually, saving more than 7,500 district labor hours annually.

GOAL 4: 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

MISSION: FINANCIAL MANAGEMENT MODERNIZATION AND COMPLIANCE

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

Strategic Objective: Modernize Business Processes and Technology Infrastructure

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

Automating manual processes. The USMS Office of Procurement (OOP) implemented Robotic Process Automation (RPA) technology to handle administrative tasks in the financial system, increasing throughput while reducing manual and rote work. The agency used RPA to help closeout 15,349 items in the Unified Financial Management System (UFMS), as part of OOP's contract closeout initiative.

Furthermore, RPA significantly shifted operations at the Procurement Austin Processing Center (APC) in the fourth quarter of FY 2020 by establishing Option Year actions for the District Security Officer (DSO) contracts that manage about 1,500 individual DSO contracts annually. The ability to minimize keystrokes and use an automated solution to set up these actions significantly reduced repetitive work during this heavy workload period. Using RPA for DSO actions is estimated to save over 700 administrative hours each year, freeing the APC team to work on other procurement actions in support of the agency's mission. By centralizing processes and implementing new technologies like RPA, the OOP and the Procurement APC continue to improve agency productivity and efficiency, collectively completing over 43 percent more contract actions in FY 2020 than the prior year, without increasing labor costs.

The USMS implemented UiPath, an RPA product, with the goal of streamlining operations and reducing manual procedures to accomplish certain tasks, in accordance with the Office of Management and Budget's (OMB's) 2018 memorandum, Shifting from Low-Value to High-Value Work, guiding federal agencies to identify opportunities to streamline operations. The RPA configures computer software to automate routine human actions within digital systems. The USMS purchased UiPath in October 2019, developed and tested automations of high-volume data transactions in January 2020, and analyzed the results in February 2020 across three areas:

High-Volume Data Entry (HVDE): HVDE supports 11 general ledger monthly processes. Originally, each process took approximately four hours; after implementing UiPath, each process took approximately 30 minutes, projecting a potential annual savings of 462 hours annually.

Financial System Account Maintenance process: This process includes account activation, deactivation, or modification. Each request took approximately 10 minutes to process manually, with over 1,100 requests per year; with UiPath, processing time was reduced to approximately 30 seconds for each request, projecting an annual savings of 174 hours annually.

District Security Officer contracts: Each year, about 1,600 personal services contracts are manually created taking approximately 30 minutes each; after automation, processing time was reduced to two minutes, projecting an annual savings of 747 hours annually.

The USMS also shifted management of all mobile wireless communications contracts from the districts to the procurement team. Centralizing this responsibility reduced the administrative load for the districts, allowing them more time to focus on the mission. Appreciating the significant realized time savings, the USMS will continue to identify and automate financial processes. Future areas planned for automation include general ledger compliance, contract awards, budget realignments, and the financial system account management process.

Streamlining processes in Witness Protection. In addition to data analysis, the USMS leveraged technology to transform administrative processes in the Witness Protection program, such as the widely used paper-based form to request small purchases. Processing the form requires multiple emails to various reviewers who must sign the form before handing it off to the next person, an inefficient workflow that is prone to delays and oversights. The USMS recognized an opportunity to improve this process through digitalization, increasing efficiency and providing a centralized view of the status of small purchase requests. In addition to these improvements, the effort advances the agency's goal to enhance the business environment. Building on software the USMS already owned, the agency designed a digital version of the purchase request and automated the workflow. Requestors, reviewers, and approvers can now track the status and progress of small purchases. The prototype system promises to improve efficiency and compliance.

Improving purchasing processes. Tracking accountable property from initial purchase to final input into the agency Property and Asset Control Enterprise Solutions lacked coordinated oversight and internal controls. Automating the purchase document, centralizing tracking, and enhancing notification of the transaction will provide the necessary controls and improve efficiency. Automated forms enable visibility of purchases in their district or division. Parties are now notified when a purchase request is approved. Following the initial launch of the form, the USMS received feedback from the field and adjusted the process to further expand capabilities. The new automated system provides a flexible, easy-to-use tool that offers real-time oversight, establishes internal controls required to minimize audit findings, facilitates purchase approval routing, promotes a paperless environment, and offers search capability.

Implementing the USMS Capstone Approach. The USMS adopted the "Capstone" role-based approach to identify and prioritize permanent records and to comply with the OMB directive to manage permanent records electronically. This method identifies criteria for permanent records not by content, but by the role of the record owner. The USMS established a process to identify and train 114 Capstone Officials, those who lead the agency in specific decision-making roles, to ensure records are retained, organized, and scheduled to meet IT and legal criteria. To efficiently manage the new approach, the USMS developed a Capstone User Management Tool. This tool easily identifies and tracks Capstone officials, validates roles, and monitors entrance and separation dates.

Implementing the National Vehicle Maintenance Service (NVMS) contract. The previous method of managing maintenance and repair for the USMS fleet of 4,000 vehicles was decentralized and inefficient. Some repairs were delayed, and preventive maintenance was inconsistent and frequently not performed, which reduced the useful life of some vehicles and could compromise the safety of the driver. The agency analyzed vehicle use, maintenance records, and costs over several years. The office determined that centralizing oversight and management of vehicle maintenance would result in program efficiencies, improve vehicle lifecycles, and provide appreciable taxpayer value.

The NVMS contract rolled out to district offices starting July 6, 2020. The contract provides one-stop shopping for vehicle maintenance and repair services at more than 40,000 locations nationwide, allowing operational staff to focus on core mission duties. Most importantly, ensuring vehicles are in optimal condition, repair quality is consistent, and preventive maintenance schedules are completed, supports the safety of USMS officers. Additionally, the contract reduces administrative burdens by stabilizing costs, providing vehicle data, and consolidating billing. Vehicle maintenance can be closely monitored and data evaluated to optimize the life of each vehicle as well as the entire fleet. The contract phased in the first 819 vehicles from the Atlantic Coast District Regional Groups. This allowed the agency to evaluate issues and address problems efficiently and quickly. The agency's goal is to have all USMS owned vehicles included in the NVMS contract by January 1, 2021. Currently, no other DOJ component has a national vehicle maintenance service contract.

Upgrading the SharePoint Platform. In 2018, the USMS identified that its existing Microsoft SharePoint 2010 platform's maintenance support was nearing end-of-life. This presented the risk of exploitation of any residual vulnerabilities and a lack of support by the vendor for any issues that arose after end-of-life. Following careful

analysis, the agency undertook a multi-year project to build a new enterprise collaboration platform around a newer version of the software, SharePoint 2016. The USMS leveraged a surge contract and existing resources to build the infrastructure, secure the platform, migrate the data, and remediate development issues. The project resulted in a total platform transition from a now non-supported platform to a more current and secure version of SharePoint. Now, the agency has additional functionality due to the newer software's upgraded capabilities, additional security controls, and a refreshed intranet look and feel. The project also reduced the likelihood of future maintenance support issues as well as lessened impact intensities.

PROMOTING EQUITY AND SUSTAINABILITY WITH VENDORS

The USMS established a sustainable solution for repair services and facility maintenance of the SOG office located in Pineville, Louisiana. The USMS secured an award through the AbilityOne program, one of the largest sources of employment in the United States for the blind or those with significant disabilities. Through a network of more than 550 nonprofit agencies, the program provides the federal government products and services at fair market prices. The procurement of these products and services results in employment for more than 45,000 individuals nationwide. These USMS services are now part of the official procurement list with AbilityOne, as of September 2020.

Migrating home drives to the cloud. The USMS is now compliant with the OMB's mandate to consolidate enterprise IT services and the DOJ's Email Collaboration Services requirements with the successful migration of the agency's home drives to Microsoft Office's 365 cloud environment. The USMS enabled cross-component document collaboration within the DOJ; migrated approximately 7,000 users to DOJ's OneDrive; reclaimed more than 20 terabytes of network storage space; decommissioned end-of-life server and storage resources; increased personal network storage space to one terabyte; enabled compliance with National Archives and Records Administration records retention requirements; and eased execution of record hold requirements from the Office of General Counsel, Office of Professional Responsibility, and Freedom of Information Act cases.

Awarding Information Technology contracts. In FY 2020, the USMS awarded and transitioned two major IT services contracts that streamline, optimize, enhance, and standardize IT operational support to districts and divisions. The Functional Operations and Resources for Core Enterprise managed services contract brought together five separate IT contractor services into a single USMS managed service contract responsible for research, design, development, testing, fielding, and operations and maintenance activities across service delivery, infrastructure services, and lifecycle operations. The contract manages and enhances enterprise-wide core IT services and applications.

The Information Security Support Services contract manages the comprehensive and robust Information Security Program. The contract implements and updates USMS security posture in compliance with federal and DOJ regulations, directives, policies, and procedures. The contract provides information security support services to include system authorization, continuous monitoring, system security engineering, vulnerability management, incident response, contingency planning, external audit support, and information system security training for the USMS enterprise.

Upgrading enterprise end user device and capability. This year, the agency's Information Technology Division (ITD) responded to several challenging timelines and mandates that enhanced the agency's IT security posture and provided users with a modernized digital workplace.

In January 2020, a severe Microsoft bug within the Windows 10 Operating System required ITD to upgrade approximately 10,000 workstations across the agency with the latest Windows patch. To effectively manage the massive upgrade, ITD upgraded their Microsoft System Center Configuration Manager tools suite, established 130 remote nodes across the nation to facilitate the software distribution, and then upgraded workstations, all within eight weeks.

ITD conducted another enterprise-wide upgrade in April 2020 to maintain compliance with Microsoft and the Justice Management Division's mandate to upgrade the agency's workstations to a newer version of the Microsoft client by June 2020. The agency's successful upgrade to Office Professional Plus by June 2020 was especially monumental amid the global pandemic and maximum telework environment.

In August 2020, ITD conducted a final enterprise-wide workstation upgrade to migrate to the latest Windows Operating System and transition user authentication to Global Internet Addresses in order to maintain compliance with the DOJ's Modern Workstation initiatives.

Strategic Objective: Promote Evidence-Based, Data-Driven Decision-Making

Establishing data management policies and processes. The USMS successfully upgraded the UFMS and opened the financial system to end users on June 11, 2020, ahead of the projected timeframe. The upgrade enabled the agency to streamline and enhance acquisition module activities and promote data integrity between the UFMS and Treasury's Federal Procurement Data System-Next Generation (FPDS-NG) system, ensuring compliance with the Digital Accountability and Transparency Act of 2014. The agency's financial help desk reviewed and updated system procedural manuals to ensure they reflected the upgraded features and functions. The help desk also provided virtual training to system users nationwide, while the agency operated in a maximum telework posture. Additionally, the USMS modified the agency's reporting application to ensure continued functionality and data accuracy. Overall, the UFMS upgrade has fixed existing system defects and significantly increased the functionality of the DOJ enterprise financial management system.

Leveraging data analytics to maximize data as an asset. The USMS made significant progress to streamline and optimize processes for analyzing and generating financial and procurement metrics and analytics. Using optimized approaches to support and further strengthen data-driven decision-making across the enterprise, the USMS developed new performance metrics and analytics in FY 2020 that enabled the agency to quickly identify prior fiscal year obligations with subsequent adjustments. In monitoring these adjustments, the agency can communicate and provide guidance to program offices to establish better obligation estimates to improve fund allocation controls.

The Federal Acquisition Regulation requires agencies to record contract action data in the FPDS-NG system by the third business day after completing the actions; the USMS automated an existing process by building a report that reconciles and monitors data recorded in FPDS-NG. Prior to the automation, the process took several hours daily and involved many manual steps, including physically generating reports, importing data into a database, executing and maintaining the database, and finally analyzing the data. This report automation has saved time, system resources, and increased data integrity. Overall, these performance metrics and process enhancements continue to focus on identifying and further strengthening the underlying quality of USMS financial and procurement data, which lead to improvements in financial management and performance oversight.

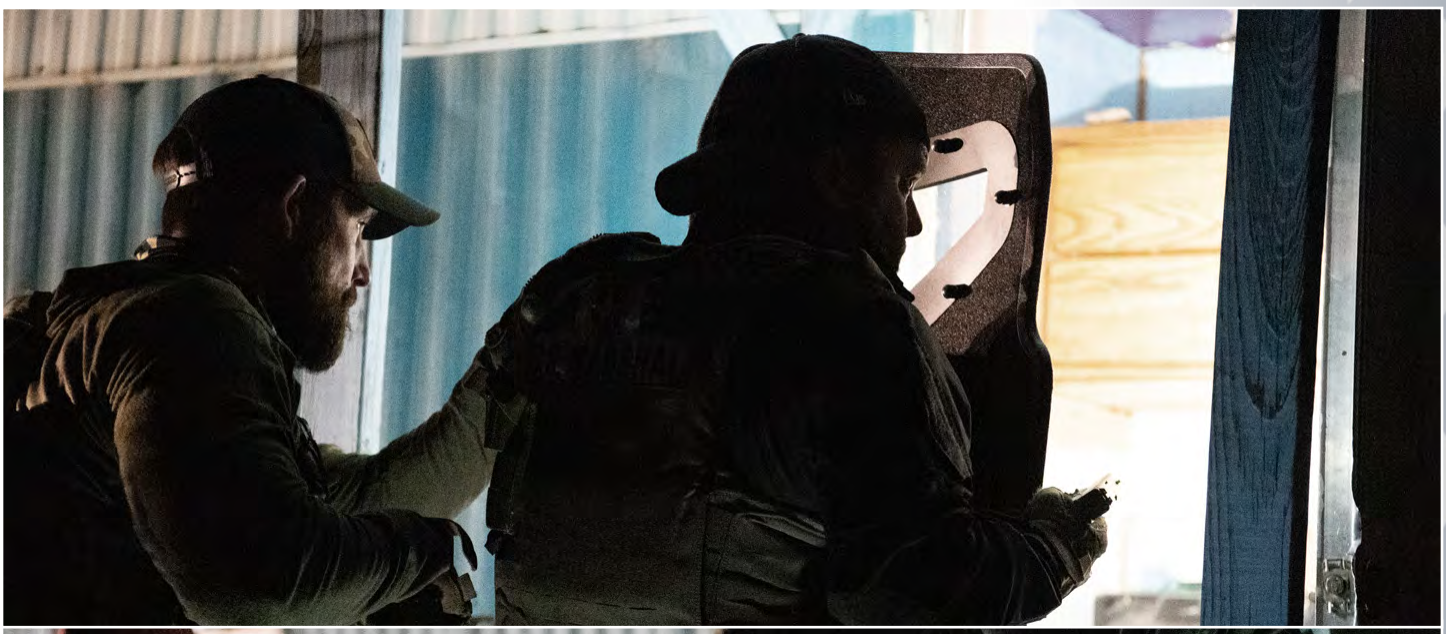
Implementing the process for body armor acquisitions and requirements. The USMS established a systematic, cost-effective process for the cyclical replacement of body armor. As part of this cycle, the USMS adds used vests to the training inventory, including slightly worn body armor recycled from retirees and those who separated from the agency. Basic deputy training candidates can use these vests to experience a realistic training environment while they wait for their custom-fitted body armor kits. By reducing the need to purchase new training vests, the agency saved $15,000. In addition to the training vests, the USMS reissued new, non-worn, body armor kits from retirees and those who separated from the agency to those with expiring or poorly fitting kits, which resulted in an additional savings of $121,000. Finally, the USMS awarded the body armor contract to a new vendor. This new contract is more cost-effective than the previous one and includes a lighter body armor kit with advanced modular adjustments and more durable patches.

Strategic Objective: Promote Knowledge Sharing and Enhance Communication across the Organization

Improving in-field communication and awareness. The USMS implemented the Android Team Awareness Kit (ATAK). ATAK is a government off-the-shelf application for Android smartphones. It is available to all government agencies for free. ATAK uses GPS and maps to give the user a real-time view of the Area of Operation. This new situational awareness capability includes "Blue Force Tracking" to see team member locations, which reduces friendly fire incidents and helps coordinate movements, and "Red Force Tracking" to see specific locations, as well as terrain, weather, and other topographical elements. Additionally, the application enables multiple types of encrypted data communication, such as text and file sharing, including photos and video. These communications can be set for user-to-user, user-to-select teams, user-to-command post, or user-to-entire force, even if they are from different agencies. Before ATAK, this level of integrated communications was unavailable.

ATAK enables collaboration across multiple components that were previously unable to communicate on joint missions due to using different equipment, radio frequencies, or encryption. Now, components such as the Federal Emergency Management Agency, DOJ, DHS, state police, local police, and others can all be connected during operations. This is ideal for designated National Special Security Events, such as the Super Bowl, Presidential Inauguration, summits with world leaders, and large parades.

ATAK is extremely effective for small tactical response teams, such as those within SOG. The application can be downloaded onto a phone or tablet, and that device can be handheld, strapped to a forearm, or even mounted to the chest of a tactical vest so it flips down for hands-free viewing. ATAK gives operators in the field a dramatically enhanced real-time situational awareness and provides enterprise information sharing capabilities that will further increase safety, collaboration, and mission successes.



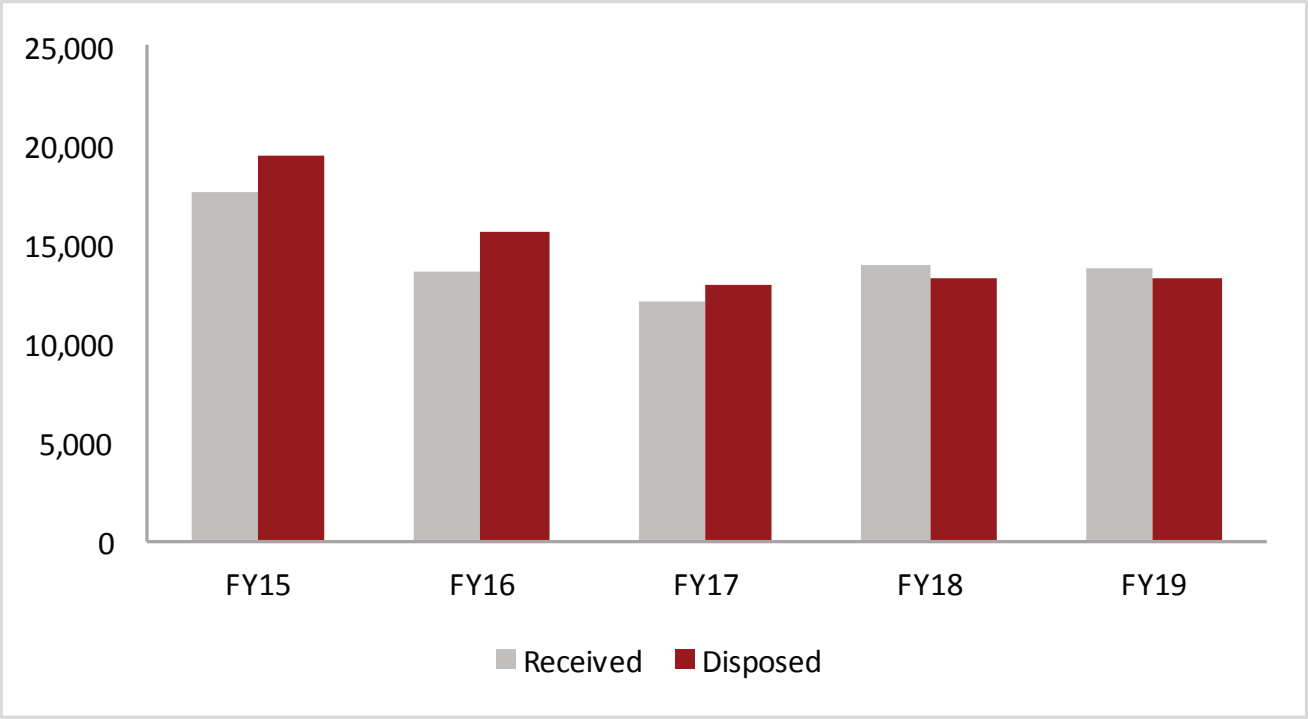
MISSION: ASSET FORFEITURE PROGRAM

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

The USMS international asset forfeiture caseload includes 80 active cases in 35 countries. There is a growing number of countries focused on the impactful use of forfeiture. The USMS provided training to international delegations from Sri Lanka, Qatar, Thailand, Myanmar, and Malaysia. These training sessions educate the delegations on the agency's role in asset forfeiture and serve as a meaningful environment to foster collaboration. Overall, Asset Forfeiture received 13,837 assets in FY 2020, a less than one percent increase over FY 2019, and disposed of 10,848 assets, an almost 19 percent decrease from FY 2019 due to COVID-19 constraints.

MISSION PROGRAM DATA

Figure 17 – Assets Received and Disposed of by the USMS



Strategic Objective: Promote Effective and Efficient Governance and Asset and Vendor Management

Identifying technology solutions to address current capability gaps. The USMS continued to streamline its deposits in FY 2020 by expanding the use of Pay.gov, which is a public website, managed by the U.S. Department of Treasury, used to make and manage online payments to federal agencies. The entry of deposits remitted through Pay.gov is completely automated in the USMS financial system. Overall, automated deposits remitted through Pay.gov grew from approximately two percent of total deposits at the end of fiscal year 2019 to more than 40 percent at the end of fiscal year 2020.

Forfeiture Money Judgment Collection: The USMS increased the utilization of its previously established Pay.gov forms for voluntary forfeiture money judgment collections. The Forfeiture Money Judgment Collection Form also allows criminal defendants to make recurring electronic payments to the USMS to satisfy outstanding money judgments. In FY 2020, the USMS received nearly 500 voluntary payments worth $130,000 through Pay.gov.

Sales Proceeds Collection: The Sales Proceeds Collection Form allows contracted commercial vendors who auction seized property assets to electronically transfer sale proceeds to the USMS. In FY 2020, the USMS received 1,174 forfeited sale proceeds collections worth nearly $19 million.

Seized Currency Collection: The USMS fully implemented the Seized Currency Collection Form in May 2020, which allows commercial banks to remit bulk-seized cash deposits to the USMS. The USMS also implemented the form with ATF, allowing them to remit seized cash electronically. Over a four-month period in FY 2020, the USMS received nearly 2,000 bulk-seized cash deposits worth more than $150 million.

Refunding victims through Asset Forfeiture.

Continued management of the largest single seizure of vehicle assets: The USMS continued to work on the Jeffrey Carpoff fraud case, who operated DC Solar, a $1 billion Ponzi-scheme in the Eastern District of California. The agency prepared hundreds of assets for sale including real and personal property. In FY 2020, 17 properties were sold for a total of over $32 million (gross sales). After loan offsets, tax liens, and expenses, over $13 million remained for distribution to victims. Four other properties were scheduled to close by November 30, 2020 for an additional $4 million.

In FY 2020, working with the USAO, FBI, and the Internal Revenue Service (IRS), the USMS hosted a four-day sales event, kicking off with a press conference by the U.S. Attorney and a media day showcasing 10 cars at the Golden 1 Center in Sacramento, CA. The USMS, FBI, and USAO representatives also conducted a two-day auction preview and hosted over a thousand in-person visitors. Several international and national news outlets filmed the preview. The auction was successful and sold over 149 assets during a four-hour period, resulting in sales in excess of $6 million.

Liquidation of a restaurant franchise: Defendant Christopher Swartz used a popular regional 35-store restaurant franchise known as JRECK Subs to defraud investors out of approximately $12 million. JRECK was in a precarious financial situation with mounting debts and only $15,000 in the bank. The USMS worked with existing franchisees to stabilize the situation. In late 2018, however, most of the franchise agreements expired, and JRECK was in danger of losing not only its franchisees but the entire value of the business. As a result, the court approved the sale of JRECK's assets while litigation was still pending, which was completed under a sealed bid auction in the first quarter of FY 2020 for $3 million. The auction proceeds, plus the $1.3 million the business accumulated under the USMS' oversight, left $4.3 million total to be distributed to victims. The auction outcome also ensured that more than 30 stores could continue to operate under the known JRECK Subs banner. The franchisees were able to continue operations and preserve the value of their small businesses, keeping approximately 300 employees employed.

Bulk payments to money transfer scam victims: The Western Union Company admitted to criminal violations including willfully failing to maintain an effective anti-money laundering program and aiding and abetting wire fraud. This scam resulted in over 100,000 victims and over $153 million identified in fraudulent payments. On March 10, 2020, the DOJ announced that the Western Union Remission Fund

began its first distribution of millions of dollars forfeited to the U.S. government from Western Union to thousands of victims located in the United States and abroad. This first round of payments is one of several expected to occur. In support of this mission, the AFP compensated 6,413 victims who were defrauded in this case. The number of payments to these victims is roughly three times the typical number of victim payments Asset Forfeiture processes per year.

Furthermore, payments to a large population of victims are typically outsourced to an administrator; however, these payments could not be outsourced. The agency quickly established a solution, utilizing readily available data and developing a system to streamline the payments. These resourceful efforts addressed the complex financial requirement to expedite a high volume of payments during a global pandemic.

The solution enabled the agency to obtain victims' banking information and create payment data entries automatically, while still adhering to system controls and ensuring the payments would not circumvent the Treasury Offset Program. The system successfully processed all victim payments worth $7,409,165 in less than a week. The agency's creative approach saved the government nearly $300,000 in costs and more than 5,300 hours of work, and in doing so streamlined the compensation process for these and future victims.

Seizure of popular replica vehicles: Ryan P. Sheridan, the owner and operator of Braking Point Recovery Center, was sentenced to over seven years in prison for crimes including billing Medicaid $48 million for drug and alcohol recovery services that were not provided, were not necessary, or had other issues with the claim submissions. In addition to being ordered to pay over $24 million in restitution, Sheridan was required to forfeit property and proceeds obtained as a result of the crimes, including real properties in multiple counties and eight vehicles. Included in the property were three replica vehicles used in popular movies. On August 1, 2020, the Northern District of Ohio held an auction to sell a 1981 DeLorean customized as a "Back to the Future" time machine, a 1959 Cadillac customized as a "Ghostbusters" "Ectomobile", and a 1995 Chevrolet Caprice Classic customized as a "Batmobile." Collectively the cars sold for nearly $500,000 and the proceeds will go to the victims.

Managing seized animals. The USMS has experienced a significant increase over the past two years in the number of cases for the seizure, custody, and management of animals targeted in civil forfeiture actions pursuant to the Animal Fighting Venture Prohibition of the Animal Welfare Act. In FY 2020 alone, the USMS was responsible for the custody and management of nearly 450 dogs and over 1,000 roosters. Most of the forfeited dogs were placed for adoption through different animal welfare associations.

FY 2018-FY 2020 ENACTED RESOURCES BY USMS STRATEGIC GOAL

Dollar amounts are in thousands (000s)

S&E = Salaries & Expenses

( ) = Funding sources

Goal 1 & 4:

"STRATEGIC GOAL 1&4 All S&E Decision Units (S&E)"	2018 Enacted			2019 Enacted			2020 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	409	390	108,561	409	385	111,812	409	386	116,608
Fugitive Apprehension	532	482	132,231	532	476	137,954	532	477	144,659
Prisoner Security and Transportation	275	234	63,857	275	231	65,818	275	211	68,843
Protection of Witnesses	65	58	14,676	65	57	15,151	65	57	15,924
Tactical Operations	46	40	17,111	46	39	17,300	46	39	21,606
Total Enacted - S&E	1,327	1,204	336,436	1,327	1,188	348,036	1,327	1,188	348,036
Reimbursable FTE		190			193			216	
Total Enacted with Reimbursable FTE - S&E	1,327	1,394	336,436	1,327	1,381	348,036	1,327	1,386	367,639
NOTE: REPRESENTS S&E ADMINISTRATIVE RESOURCES ONLY									

Goal 2:

"STRATEGIC GOAL 2 Fugitive Apprehension (S&E)"	2018 Enacted			2019 Enacted			2020 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									

Goal 3:

"STRATEGIC GOAL 3 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)"	2018 Enacted			2019 Enacted			2020 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	1,270	1,111	337,096	1,270	1,096	347,191	1,282	1,110	365,503
Prisoner Security and Transportation	731	665	169,742	731	657	174,958	737	684	184,501
Protection of Witnesses	183	164	41,320	183	162	42,657	184	164	45,076
Tactical Operations	124	112	46,127	124	111	46,635	126	113	59,181
Total Enacted - S&E	2,308	2,052	594,285	2,308	2,026	611,440	2,329	2,071	654,261
Reimbursable FTE		58			56			65	
Total Enacted with Reimbursable FTE - S&E	2,308	2,110	594,285	2,308	2,082	611,440	2,329	2,136	654,261
Detention Services	27	21	1,536,000	27	27	1,707,397	27	27	1,867,461
Construction			53,400			15,000			15,000
Grand Total Enacted - S&E, FPD, and Construction	2,335	2,131	2,183,685	2,335	2,109	2,333,837	2,356	2,163	2,536,722
JPATS	123	110	52,282	123	110	54,065	123	113	58,620
Total Operating (President's Budget) Level - JPATS	123	110	52,282	123	110	54,065	123	113	58,620
Actual Operating Level - JPATS	123	95	54,467	123	97	53,447	123	96	67,080
Note: Represents S&E operational resources only , FPD appropriation, Construction, and JPATS Revolving Fund									

GLOSSARY OF ACRONYMS

ACRONYM	DESCRIPTION
AFP	Asset Forfeiture Program
AOITP	Administrative Officer Introductory Training Program
APC	Austin Processing Center
ASPR	Assistant Secretary for Preparedness and Response
ATAK	Android Team Awareness Kit
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
BOP	Federal Bureau of Prisons
BTAC	Behavioral Threat Analysis Center
BWC	Body-Worn Camera
CARFTF	Capital Area Regional Fugitive Task Force
CDC	Centers for Disease Control and Prevention
CDUSM	Chief Deputy U.S. Marshal
CE	Continuous Evaluation
CGU	Counter Gang Unit
CGIL	Counter Gang Investigative Liaison
COOP	Continuity of Operations
CRFTF	Carolinas Regional Fugitive Task Force
D/	District of (e.g., D/MA = District of Massachusetts [USMS district])
D.C.	District of Columbia
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DOD	Department of Defense
DOJ	Department of Justice
DSO	District Security Officer
DTEC	Domestic Terrorism Executive Committee
DUSM	Deputy U.S. Marshal
E/	Eastern District of (e.g., E/NY = Eastern District of New York)
EAP	Employee Assistance Program
ESF#13	Emergency Support Function 13
FBI	Federal Bureau of Investigation
FLETC	Federal Law Enforcement Training Center
FPDS-NG	Federal Procurement Data System-Next Generation
FY	Fiscal Year
GCRFTF	Gulf Coast Regional Fugitive Task Force
GSA	General Services Administration
HHS	Department of Health and Human Services
HRFA	High-Risk Fugitive Apprehension
HSIN	Homeland Security Information Network

ACRONYM	DESCRIPTION
HVDE	High-Volume Data Entry
IA	Internal Affairs
IACDITP	Internal Affairs Collateral Duty Investigations Training Program
IGA	Intergovernmental Agreement
INTERPOL	International Criminal Police Organization
IPC	Interdiction for the Protection of Children
IRS	Internal Revenue Service
IS-BAO	International Standard for Business Aircraft Operations
IT	Information Technology
ITD	Information Technology Division
JAG	Judge Advocate General
JMIS	JPATS Management Information System
JPATS	Justice Prisoner and Alien Transportation System
JSD	Judicial Security Division
JSIC	Judicial Security Instructor Cadre
LESTP	Law Enforcement Safety Training Program
MCV	Mobile Command Vehicles
MIDCMS	Misconduct Investigations and Discipline Case Management System
MMIP	Missing and Murdered Indigenous Persons
NAC	National Advocacy Center
NCJS	National Center for Judicial Security
NCMEC	National Center for Missing and Exploited Children
NVMS	National Vehicle Maintenance Service
NYPD	New York City Police Department
OMB	Office of Management and Budget
OOP	Office of Procurement
OPI	Office of Protective Intelligence
OTB	Operation Triple Beam
OWO	Operation Washout
POD	Prisoner Operations Division
PPE	Personal Protective Equipment
RFTF	Regional Fugitive Task Force
RPA	Robotic Process Automation
SDB	Special Deputations Branch
SDUSM	Supervisory Deputy U.S. Marshal
SNSSO	Strategic National Stockpile Security Operations
SOG	Special Operations Group
TAC	Think Analyze Connect
TTO	Tactical Training Officer
UAS	Unmanned Aircraft Systems

ACRONYM	DESCRIPTION
UFMS	Unified Financial Management System
USAO	U.S. Attorney's Office
USMS	United States Marshals Service
VATP	Vulnerability Assessment Training Program
VCQB	Vehicle Close Quarters Battle

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