

U.S. Department of Justice  
United States Marshals Service



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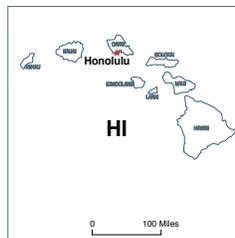
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# FY 2023 Annual Report





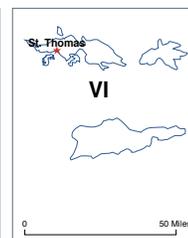
# U.S. Marshals Service



# Service Districts



★ Main Office



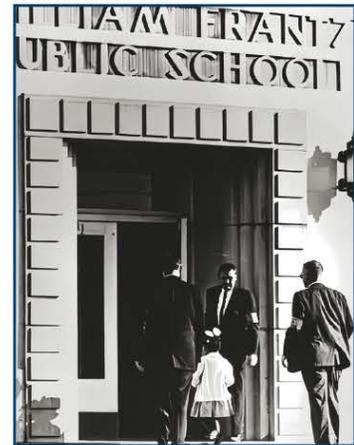
## ABOUT THE UNITED STATES MARSHALS SERVICE

### 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 nearly every federal law enforcement mission. The USMS is a force of over 5,675 deputies and business professionals who protect the federal judiciary, apprehend fugitives, transport and house prisoners, locate and recover missing children, enforce sex offender compliance, protect federal witnesses, and manage and sell seized assets acquired by criminals through illegal activities.

A little bit of history: George Washington appointed the first 13 U.S. Marshals upon the passage of the Judiciary Act of 1789. The Civil Rights Era began for the USMS with the 1954 Supreme Court decision in *Brown v. Board of Education*. Due to the agency's history of enforcing civil rights after the Civil War, the USMS enforced educational integration in many locations in the American South, including Little Rock, Arkansas (1957 and 1958); New Orleans, Louisiana (1960); Oxford, Mississippi (1962); and Tuscaloosa, Alabama (1963).

The USMS escorted Ruby Bridges to her New Orleans elementary school on November 14, 1960. (In 2000, Ms. Bridges was appointed an honorary Deputy U.S. Marshal.) In addition to Ruby Bridges, three girls, Gail Etienne, Tessie Prevost, and Leona Tate, were concurrently escorted to a separate school then known as McDonogh 19. The old school has since been converted to a museum.



The events of September 30 through October 1, 1962, at the University of Mississippi, where deputies faced a rioting crowd of thousands, is considered one of the nation's watershed moments. The USMS also protected the Freedom Riders who protested against segregated transportation and numerous marches, including the highly visible 1965 Selma March.





It is with immense pride that I present to you the USMS Fiscal Year (FY) 2023 Annual Report. Thank you to all USMS personnel, partners, and families for your unwavering commitment to this agency and the success of our shared missions, resulting in another year of extraordinary accomplishments.

Over the past year, your hard work and tireless efforts have yielded remarkable results. In FY 2023, we contributed to the recovery of 495 missing and endangered children, made 73,362 arrests, and conducted 233,825 prisoner movements (air and ground). We also made 1,915 payments to victims who suffered a direct loss caused by the offenses underlying forfeiture actions, totaling \$278.34 million.

The USMS continued to lead and support Operation North Star (ONS), a major violence reduction operation. Two phases of ONS occurred in FY 2023 and concentrated on fugitives wanted for the most egregious offenses. ONS II and ONS III combined for a total of 5,288 arrests and 6,302 warrants cleared, including 707 for homicide, 520 for sexual assault, 1,096 for aggravated assault, 509 for robbery, and 517 for weapons offenses. Additionally, 736 firearms, 245.78 kilograms (kg) of narcotics, and \$1,250,985 in U.S. currency were seized. The USMS held a total of 86 community events in 20 cities, and—in addition to the USMS personnel who led the operation—more than 350 federal, state, and local partners and more than 1,100 Task Force Officers (TFOs) participated in the final phases of the operation.

As we look ahead to the next fiscal year, we will continue to build upon our accomplishments and strive for even greater success. We will invest in our personnel, focusing on safety, morale, and mental and physical wellness. We will enhance judicial security to continue to protect judges and courts against increasing and evolving threats. We will continue our commitment to reducing violent crime and building strong, safe communities for all Americans.

Additionally, we will invest in technology and infrastructure that will enable us to be more effective and efficient in our operations and enhance training opportunities to provide our workforce with the tools necessary to both accomplish the mission and excel personally. Finally, we will continue to foster a culture of professionalism, integrity, and teamwork, recognizing that our collective strength lies in our diversity and shared commitment to the mission of the USMS.

I am confident that together we will continue to make significant strides in protecting our communities and upholding the values that make our nation great. Thank you for your service and for your continued dedication to protect, defend, and enforce the American justice system. Please join me in congratulating the great men and women of this agency.

Sincerely,

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

Ronald L. Davis

Director, United States Marshals Service

**ABOUT THE UNITED STATES MARSHALS.....INSIDE FRONT COVER**

**MESSAGE FROM THE DIRECTOR..... I**

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**FOLLOW US ..... INSIDE BACK COVER**

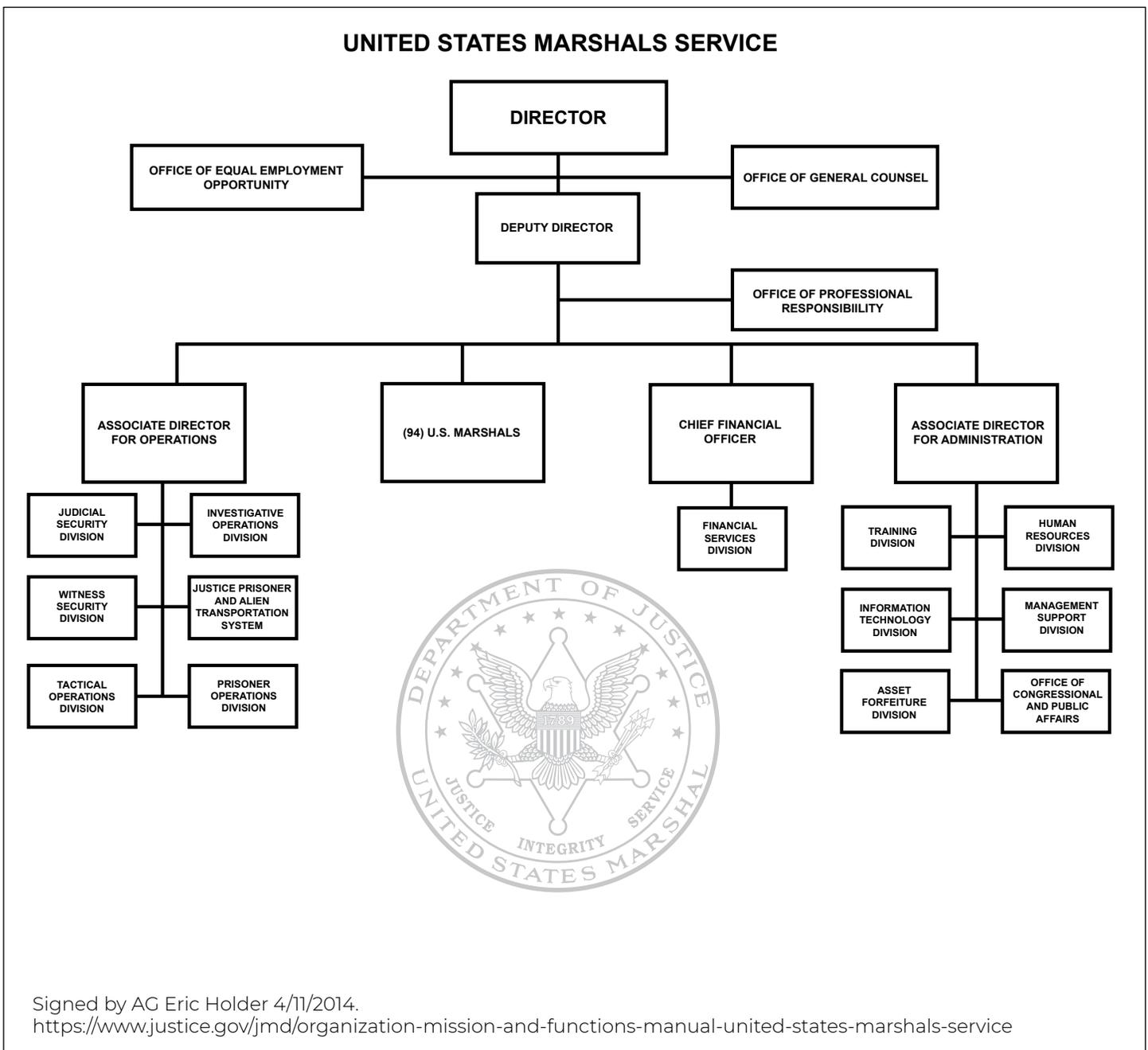
## MISSION

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



# FY 2023 IN RETROSPECT



Investigated **1,061** threats to protected persons (such as federal judges)



Dedicated **16,978** special operation hours to high-threat and emergency situations



Transported a total of **233,825** prisoners by air and ground



Contributed to the recovery of **495** missing and endangered children



Arrested **73,362** fugitives



Managed **25,793** assets valued at over **\$5.99** Billion



Conducted **2,954** noncompliant sex offender investigations



Produced prisoners for **501,456** required events (i.e., court procedures)



Seized **\$5,178,028** in U.S. Currency, **9,204** kilograms in Narcotics, **4,731** firearms, and **209** vehicles during fugitive operations

**AGENCY HIGHLIGHTS**



**APPREHENDING THE MOST EGREGIOUS FUGITIVES.**

During FY 2023, the USMS continued to lead and support ONS, a major violence reduction operation. The first phase, ONS I, took place in June 2022 in ten cities (Baltimore, Chicago, Houston, Indianapolis, Los Angeles, Memphis, New Orleans, New York City, Philadelphia, and Washington, District of Columbia). The primary objective of ONS was to reduce violent crime in ten cities that had shown significant increases in the most egregious offenses including homicides, shootings, forcible sexual assaults, robberies, and aggravated assaults. The secondary objective of ONS was to extend USMS assistance beyond law enforcement, to engage with civic leaders, business owners, and local organizations actively working to make our communities safer.



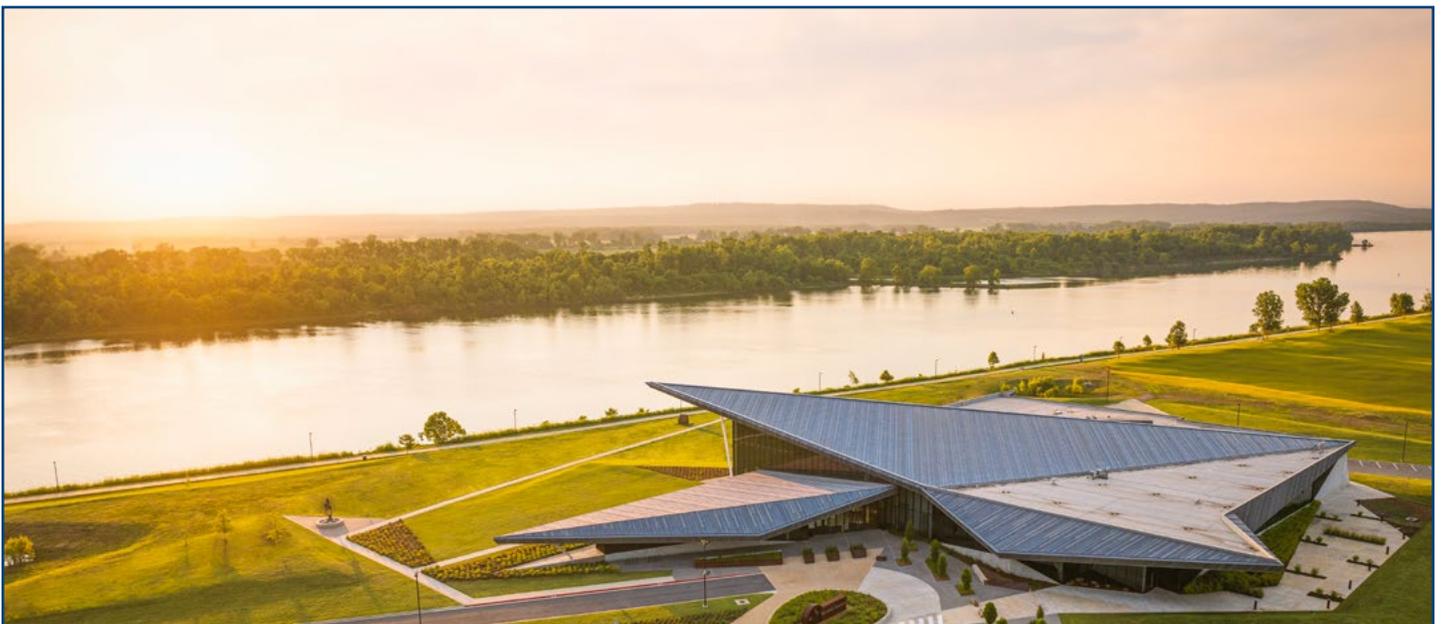
ONS II, which took place in January 2023, expanded to ten new cities (Albuquerque, Buffalo, Cleveland, Columbus, Detroit, Jackson, Kansas City, Milwaukee, Oakland, and Puerto Rico) and included the additional focal crime of weapon offenses. ONS II resulted in 833 arrests and the clearance of 1,081 warrants, including 95 warrants for homicide, 68 for sexual assault, 200 for aggravated assault, 70 for robbery, and 98 for weapon offenses. Additionally, 181 firearms, 160.2 kg of narcotics, and \$229,413 in U.S. currency was seized. A total of 24

## AGENCY HIGHLIGHTS AND AWARDS

community events were held throughout the ten site cities. In addition to the USMS personnel who led the operation, more than 150 federal, state, and local partners and more than 400 TFOs participated in ONS II.

Building on this success, ONS III was conducted during the summer of 2023 in all twenty cities. ONS III resulted in 4,455 arrests and the clearance of 5,221 warrants, including 612 warrants for homicide, 452 for sexual assault, 896 for aggravated assault, 439 for robbery, and 419 for weapon offenses. Additionally, 555 firearms, 85.58 kg of narcotics, and \$1,021,572 in U.S. currency was seized. More than 200 federal, state, and local partner agencies and more than 700 TFOs participated in the operation, in addition to the dozens of USMS operational and administrative personnel who led it. The USMS and its partners held a total of 62 community events.

## GRAND OPENING OF THE U.S. MARSHALS MUSEUM.



The U.S. Marshals Museum, a private entity, opened its doors to the public on July 1, 2023. The 53,000 square foot complex located in Fort Smith, Arkansas, boasts three broadly themed areas centered around a “campfire” exhibit featuring four deputies from different eras, temporary exhibit space, an atrium, conference rooms and offices, café, and gift shop. In its first three months of operation, the museum saw 16,000 visitors. It is now the largest museum dedicated to a single federal law enforcement agency.

## PARTNERING WITH THE YUOK TRIBE ON MISSING AND MURDERED INDIGENOUS PERSONS (MMIP) INITIATIVE.

The USMS is participating in the Department of Justice’s (DOJ’s) MMIP initiative as part of its plans to develop tribally led collaborative partnerships to proactively examine public safety issues—particularly those involving missing endangered children. The Yurok Tribe is a leader on criminal justice issues in Indian Country and has done specific work on the issue of MMIP. The longstanding work of Yurok Tribe, combined with newly forged relationships, led to the USMS selecting the Yurok Tribe as the pilot for this initiative.

In FY 2023, the USMS and the Yurok Tribe met to share information, identify goals, and develop strategies for improving public safety for Yurok Tribe, its members, and the broader community. The initiative may

include training on missing child investigations, investigative support, data analysis, public outreach, or other efforts with the USMS Sex Offender Investigations Branch (SOIB), regional missing child coordinator, and local Deputy United States Marshals (DUSMs).

“It is my sincere hope that by dedicating resources in Indian Country and partnering with the Yurok Tribe, the USMS will help address the problem of missing children from the Yurok Tribe and assist with other public safety initiatives, such as ensuring that registered sex offenders in the area are compliant with their statutory requirements,” said Director Davis. “We are fully committed to supporting the Yurok Tribe’s efforts to keep their communities safe.”

“The Yurok Tribe is extremely grateful to partner with the USMS on this important and timely initiative,” said Joseph L. James, the chairman of the Yurok Tribe. “The knowledge and tools we will gain from this unique partnership will significantly increase our capacity to keep our community safe.”

## CONDUCTING THE FIRST NATIONAL MISSING CHILD OPERATION.



From March 1 to May 15, 2023, the USMS conducted Operation We Will Find You with the National Center for Missing and Exploited Children (NCMEC), with efforts focused on geographical areas with high clusters of critically missing children. The operation was conducted in 16 districts across the country. The USMS developed relationships with the respective state, local, and federal agencies, Departments of Children and Family Services, Children’s Hospitals, and NCMEC to locate critically missing children. At the conclusion of the operation, 169 children had been recovered, 56 children were located, and 40 arrests were made. The USMS referred 28 cases to law enforcement agencies for further investigation of crimes such as drugs and weapons, sex trafficking, and sex offender violations. Law enforcement reported allegations of trafficking in over 40 cases where the USMS provided assistance. Of the cases closed, 86 percent were endangered runaways, nearly 9 percent were family abductions, and 5 percent were considered otherwise missing. The youngest child recovered was six months old. Additionally, during the operation, 42 children were found outside the city where they went missing, and ten children were found outside of the United States in Mexico.

## AGENCY HIGHLIGHTS AND AWARDS

### AWARDS

DUSM Charles Bradley III received the 2023 International Association of Chiefs of Police **40 Under 40 Award**. This award is given to only 40 top rising leaders in the world, under the age of 40, who exemplify leadership, dedication, and service to their communities and the law enforcement profession.

Bradley currently serves as a Judicial Security Inspector (JSI), responsible for the safety and security of 35 federal judges and 14 federal facilities, including federal courthouses, in the Eastern District of Virginia.

“The level of excellence, dedication, and professionalism Deputy Bradley brings daily to his work and to the community, makes him an obvious choice for this award,” said USMS Director Ronald L. Davis, who attended the event. “He exemplifies what it means to be a Deputy Marshal, a leader, and role model.”

“JSI Bradley’s dedication to ensuring the safety of the federal judicial process in the Eastern District of Virginia and his desire to positively affect the communities in this district are a credit to himself and the US Marshals Service,” said Shannon Saylor, United States Marshal for the Eastern District of Virginia. “JSI Bradley is truly deserving of this award.”

Bradley regularly speaks to students at college campuses and high schools about pursuing a career in law enforcement, often acting as a mentor for them as they consider their options. In 2011, he created an internship program in his district, which brought a more structured and enriching professional learning experience for college students pursuing a career in criminal justice. Approximately 30 students have gone through the internship program, several of whom have gone on to begin careers in federal and local law enforcement.



The General Services Administration (GSA) and the Federal Interagency Committee for Aviation Policy (ICAP) recognized Mike Dudzinski with the 2022 GSA/ICAP **Federal Aviation Safety Award** on March 14, 2023. The ICAP, a federal aviation oversight committee chaired by GSA, annually recognizes the best in federal aviation based on operational program performance and aviation safety, training, and maintenance.



## **INVEST IN OUR WORKFORCE**

## **GOAL**

# **1**

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

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

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

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

## GOAL 1: INVEST IN OUR WORKFORCE

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### MISSION: PROFESSIONAL WORKFORCE

The USMS requires a professional workforce to accomplish its complex and varied missions. The workforce consists of approximately 5,600 employees, 72 percent of whom are law enforcement officers. Professional, administrative, and technical functions provide the necessary foundation to achieve USMS strategic goals and objectives, execute the mission, and manage the agency's diverse workforce. The agency continues to assess organizational and business structures, evaluate the workforce composition, and ensure the right people with the required skill sets are in the right positions.

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

**AUGMENTING ENTRY-LEVEL LAW ENFORCEMENT POSITIONS' SERIES AND GRADE LEVELS.** During FY 2023, the USMS emphasized gaining parity with its sister law enforcement agencies and improving its ability to compete with them for the same talent, while also retaining the agency's current talent. The USMS started the process of shifting its entry-level hiring for its law enforcement workforce to the criminal investigator series and at higher grade levels, seven and nine (compared to the previous grade levels of five and seven). This included converting the agency's current, eligible DUSM workforce to the criminal investigator series, which was completed in August of 2023. This change includes not only a pay increase but also makes them eligible to earn Law Enforcement Availability Pay.

**ESTABLISHING A NEW, CRITICAL OCCUPATION WITHIN THE AGENCY.** The USMS created the Federal Enforcement Officer position, grade levels five, seven, nine, and eleven. The USMS has long had separated functions of security and investigative operations which often compete for the agency's limited resources. One of the primary responsibilities of the USMS is the security and safety of federal courts and court personnel. In most offices, this responsibility is a daily function that often draws staff away from its investigative mission. The new Federal Enforcement Officer occupation will serve as a dedicated cadre, trained to provide court security, operate the cellblock, transport prisoners, and perform other related enforcement duties. In FY 2023, the USMS initiated the first phase of activating this workforce, which will continue to be implemented in districts over the next several years.

**PARTICIPATING ON A MENTAL HEALTH PANEL.** The USMS Behavioral Analysis Unit (BAU) participated in the second annual Federal Bureau of Investigation (FBI) Mental Health Practitioners Conference held at the FBI Academy in Quantico, Virginia, on July 31 and August 1, 2023. As part of a panel with professionals from the North Carolina State Bureau of Investigation and the U.S. Air Force Office of Special Investigations, BAU presented an overview of the USMS protective mission and discussed the role the USMS plays in threat assessment and management. The USMS also discussed its Threat Assessment and Management Team, presenting a brief history of the team, how it has changed, and the newly established multi-disciplinary, multi-agency approach used to manage and mitigate threats in coordination with our law enforcement partners at the FBI, the Federal Bureau of Prisons (BOP), the U.S. Capitol Police, the U.S. Secret Service (USSS), and the Supreme Court of the U.S. Police Department. The USMS also discussed challenges working with mental health practitioners in the community and the need for an open dialogue to jointly approach individuals with mental health issues who express concerning communications or behaviors. This helps the USMS better mitigate any potential threats to its protected persons.

**BOLSTERING JUDICIAL SECURITY BY ADDING AN ADDITIONAL PHYSICAL SECURITY POSITION TO EACH DISTRICT.** With funding for judicial security from Congress, each district received a new District Physical Security Specialist (DPSS) position to alleviate the shortage of judicial security personnel

## GOAL 1: INVEST IN OUR WORKFORCE

across the USMS. The USMS created and conducted the first DPSS orientation training in FY 2023 to educate and equip new staff with the knowledge to carry out agency's important judicial security mission. The training is a five-day overview of the USMS Judicial Security Division program offices and the products and services available to assist physical security endeavors in the districts. Students received specialized instruction on judicial security program areas, as well as tools and application management to best improve oversight and productivity within the districts. Each attendee gained a comprehensive understanding of their roles and responsibilities and had the opportunity to strengthen their relationships with the Judicial Security Division, field Judicial Security Unit elements, and other DPSS personnel.



**CONDUCTING TRAINING IN HARSH ALASKAN WEATHER.** From February 27 to March 3, 2023, the USMS capitalized on the unique training environment in the District of Alaska (D/AK) to hone several skills, along with testing new concepts and products, to enhance capabilities that support the agency while interacting with district personnel who deploy these skills six months out of the year.



## GOAL 1: INVEST IN OUR WORKFORCE

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The USMS used satellite radio and phone capabilities to test for significant gaps in coverage throughout the state where missions are frequently conducted. The agency established an austere incident command post to refine plans and project needs for future operations in similar unsupported environments.

The week culminated with a final exercise where the district plane simulated a hard landing in remote terrain with injured personnel and a fugitive. The USMS executed the rescue plan, alerted the newly established relationships with Department of Defense rescue assets, and deployed a team on snowmobiles. By identifying and learning from equipment and procedure shortfalls in the extreme environment, the USMS will ensure success in future operations.

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

**REDUCING TRAINING-RELATED INJURIES BY UTILIZING EVIDENCE-BASED TECHNIQUES.** During FY 2023, the agency's training academy focused on updating curriculum, policies, and procedures that would emphasize candidate readiness and wellness to reduce training-related injuries during the Basic Deputy United States Marshal Integrated (BDUSMI) program. Specific changes implemented during BDUSMI included increasing the number of training hours dedicated to lifestyle management; collaborating with Federal Law Enforcement Training Center (FLETC) partners to evaluate best practices and revise curriculum risk assessment procedures; resequencing of existing curriculum to allow for additional time to acclimate to southeast Georgia's climate and the training environment; and improving student injury documentation and notification procedures, among others.

Implementation of these changes resulted in a more than 70 percent reduction in the amount of candidate injury dismissals. The USMS realized the benefits of promoting enhanced operational performance, and physical and mental well-being to reduce risk for the agency. The USMS continues to build a robust wellness program for all employees (operational and administrative) beginning their first day on the job, extending throughout their career, and carrying them into a long and healthy retirement. Following the evident success of this program, FLETC requested a presentation covering the changes. To date, the USMS has presented best practices to over 120 FLETC partner agencies.

**ENHANCING SPECIALIZED DETENTION MANAGEMENT SKILLS IN THE DISTRICTS.** The USMS developed a nationwide detention management program to sustain risk mitigation methodologies, strategies, and practices to ensure safe, secure, and humane conditions of confinement. As a part of the program, the USMS developed a new national Detention Management Coordinator (DMC) program that places a trained DUSM in each of the 94 districts. In FY 2023, the USMS successfully piloted the DMC training program that was guided by the results of a knowledge gap survey. The USMS delivered the five-day course to 20 DUSMs, representing 12 districts. The comprehensive skills and knowledge-based training program focused on prisoner operations, detention planning, prisoner suicide prevention, prisoner medical management, contract guard management, prisoner investigation and intelligence collection as it relates to security threats, and prisoner budget management. The success of the pilot program confirmed the need for this training and provided the necessary course refinements to finalize the official program. Moreover, the development of the nationwide training program will ensure the DMCs have the necessary skills to effectively perform their duties.

**HOSTING THE USMS NATIONAL LEADERSHIP CONFERENCE (NLC).** From August 28 through September 1, the USMS held its 2023 NLC in the District of Columbia. The internal leadership conference was the first return to an in-person NLC since November 2018. The lifting of COVID-19 restrictions and resumption of normal operations allowed for a much-needed gathering to discuss the agency's priorities, goals, objectives, and other important topics.



The five-day NLC offered a platform for leaders to engage on critical DOJ and USMS initiatives, such as body worn cameras, officer safety training, emerging technologies, social media, and protection of democratic institutions. The conference also covered staffing, including the introduction of a new workforce analysis tool. The NLC also provided an opportunity to conduct briefings on key initiatives, challenges, and successes from divisions and district regional groups.

The 2023 NLC centered around enhancing communication and transparency, employee wellness and morale, and the management of existing resources under the current workload. It also provided newly assigned leaders the opportunity to train with current senior managers and exposure to current issues, tools, technologies, and processes unique to the agency.

**PROMOTING EMPLOYEE AND MANAGEMENT DEVELOPMENT BY CREATING DIVERSE TRAINING OPPORTUNITIES AND PROFESSIONAL ENGAGEMENT SESSIONS.** In February, the USMS held an Administrative Officer Conference, at the National Advocacy Center in South Carolina. The conference included topics on financial management, human resources, procurement management support, compliance, and other operational business processes. The financial management related sessions included:

- Budget Execution training that provided key principles of appropriations law; federal budget cycle, continuing resolution scenarios, and obligation recordation; overview of district workplans; usage of appropriate accounting elements, and more.
- Financial Systems Support training that emphasized on the comprehensive financial month-end review checklist, the U.S. Treasury's electronic invoicing application, Invoice Processing Platform (IPP), and online digital application (G-Invoicing) for Federal Program Agencies to manage their intragovernmental buy/sell transactions, and helpful instructions on how to run commonly used reports in the Marshals Accounting Report System.
- Financial Reporting and Business Integration Center training that provided a refresher course on the obligation review process, quarterly obligation certification, and accurate realization of accruals by using various supporting accrual calculation methodologies.

Financial oversight and accountability are critical for sound financial management and strong internal controls, which are essential in avoiding the cost of fraud, waste, abuse, or mismanagement in federal programs, saving taxpayer dollars, and obtaining a clean audit opinion. The USMS developed a core financial training catalog, with classes specified for agency leadership and accountable officers, and provided financial and travel compliance topics in Chief Development Program and Supervisory Leadership Development classes.

## GOAL 1: INVEST IN OUR WORKFORCE

The USMS provided training to approximately 166 employees on a financial management course, focusing on federal financial management processes. The course attendants developed a solid understanding of budgeting, accounting, performance management, the relationships among these functions, and how financial management components fit together in federal agencies.

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

**SUPPORTING USMS LAW ENFORCEMENT OFFICERS.** The law enforcement profession takes a toll on the lives of its professionals. While the exact number of law enforcement officer suicides are unknown, it is estimated that over the last several years, more officers have died by suicide than in the line of duty. In response to this, USMS leadership put additional focus on its employees' mental, physical, and emotional well-being. In FY 2023, the USMS BAU distributed the National Wellness Survey for Public Safety Personnel, developed in 2018 in conjunction with a group of first responders and psychologists, to USMS personnel and partners.

The survey is a robust, research-based effort to assess the impact of public safety work on individual well-being. It includes questions about exposure to various traumatic experiences, personal and professional life stressors, symptoms of well-being, and coping strategies to combat endorsed stressors. A total of 1,295 USMS personnel completed the survey (a 25 percent response rate). Operational personnel comprised 77 percent of the respondents, and administrative personnel made up the remaining 23 percent.

This survey was also sent to an additional 165 local, state, and federal agencies across 23 states and the District of Columbia. A total of 8,710 first responders completed the survey. One of the agencies who responded was the Fairfax County Police Department. The police department worked with The Virginia State Legislature and used the Wellness Survey findings to draft House Bill 1775. This bill amended the Virginia Workers' Compensation Act to extend coverage for Post-Traumatic Stress Disorder (PTSD), anxiety disorder, or depressive disorder incurred by law enforcement officers and firefighters. On February 15, 2023, the bill passed unanimously making Virginia the first state to include PTSD, depression, and anxiety as a compensable claim. The bill was signed by Governor Glenn Youngkin on March 22, 2023, and became effective July 1, 2023.



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

**IMPROVING BACKGROUND INVESTIGATIONS AND ADJUDICATIONS TIMELINESS.** The Director of National Intelligence, Security Executive Agent National Assessments Program (SNAP) provides oversight of government-wide personnel security processes for background investigations and adjudications for individuals eligible for access to classified information or in a national security sensitive position. In July 2021, SNAP initiated an assessment of the USMS's national security personnel vetting program and released its findings in January 2023, identifying a concern related to the timeliness of adjudications. The purpose of the assessment was to determine whether the performance goals and measures identified by Executive Orders, Performance Accountability Council (PAC), and the 2008 Suitability and Security Clearance Reform effort were being efficiently and effectively implemented and maintained.

The SNAP team identified multiple successes and made one finding regarding the periodic reinvestigation adjudication timeliness. A final review and report were issued in August 2023, showing that USMS had successfully addressed the finding and was commended on having a sound personnel security vetting program.

## GOAL 1: INVEST IN OUR WORKFORCE

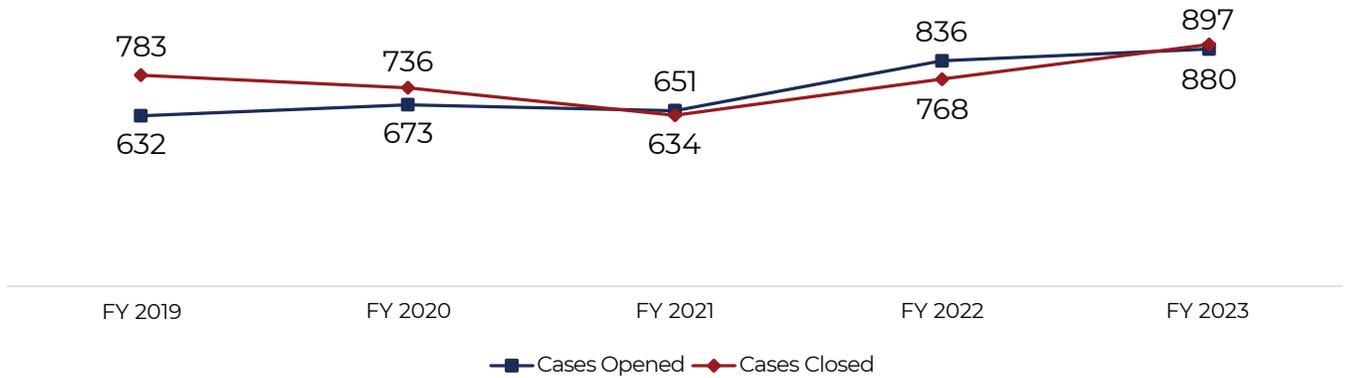
### MISSION: ACCOUNTABILITY AND INTEGRITY

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

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

MISSION PROGRAM DATA

Figure 1: Internal Affairs Caseload



The number of cases opened and closed during FY 2023 increased over the previous year, 5.3 percent and 16.8 percent respectively. The USMS closed more cases than were opened during the year, contributing to a slight reduction in backlog. The overall caseload increase is attributable to several cases having multiple subjects, as well as FY 2023 being the first full FY following COVID-19, where the USMS saw an uptick in intraoffice allegations. OPR-IA processes cases sent by USMS employees, contractors, and the public at large. Because of this, allegations fluctuate from year to year.

Figure 2: Compliance Review Assessment



The USMS conducted 23 onsite Compliance Inspections at 16 district offices, one division, and six sites within a division. Compliance Inspections ensure districts and divisions are following policies and procedures (for example, cellblock sweeps, procurement actions, and payments made within 30 days). The agency also conducted 11 Quality Assurance Inspections, ensuring districts and divisions completed corrective actions from previous inspections.



## STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

# GOAL 2

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

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

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

## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

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

**LAUNCHING A GAME-CHANGING WARRANT TECHNOLOGY.** The USMS developed and deployed one of the agency's most powerful investigative capabilities yet. The "Warrant-Based Investigations" capability in the agency's operational knowledge management system allows the USMS to serve as the central repository for all federal warrants. The agency built this module to facilitate the end-to-end functionality required to track wanted subjects with a federal warrant, create fugitive wanted posters, track informational leads on each subject, track the apprehension status of each subject, and track those subjects being detained by the USMS. For the first time ever, the USMS can manage and execute its warrants all within a single system and provide district, regional, and national views into all warrant operations. In addition, the system integrates with multiple FBI systems to ensure the two agencies stay operationally synchronized on the details of each subject warrant and arrest. The USMS released this capability on October 31, 2022.

Additionally, the USMS fielded an equally impressive "Non-Warrant-Based Investigations" capability in FY 2023. This technology solution provides a variety of planning, tracking, and reporting tools that allow district staff to effectively execute its day-to-day mission within all mission areas of non-warrant-based business. Throughout the year, the USMS deployed modules for the following programs: International Removals, Technical Operations Group, Financial Surveillance Unit, National Sex Offender and Targeting Center, Missing Children, International Leads, Foreign Fugitives, Organized Crime and Gangs, Organized Crime Drug Enforcement Task Force, and Asset Forfeiture Financial Investigations. These technology advancements have been overwhelmingly well-received by its users.

**IMPLEMENTING THE AGENCY'S FIRST EVER FUGITIVE OPERATIONS TRACKING APPLICATION.** The Enforcement Operations Application allows the USMS to have direct operational oversight into multiple agency fugitive apprehension operations and provides USMS personnel with an intuitive, easy-to-navigate mapping capability which allows users to view relevant data specific to their mission and geographic location. The application features the ability to view an interactive map at a national level and "drill down" to regional, state, district, county, and unique street address levels. It provides direct visibility into specific records and statistics for outstanding federal warrants, arrested subjects, warrants closed, seized firearms, seized ammunition, seized currency, seized vehicles, and seized narcotics.

Additionally, this system provides single-click access to detailed operational warrant-related data, including subject photographs, offenses, biographical data, and address locations. The USMS successfully utilized this application to support ONS I, II, and III. This capability served as the hub for real-time tracking of each ONS enforcement mission, which took place in cities with high crime rates throughout FY 2023 and contributed to the reduction of violent crime in those cities.

**DEPLOYING THE FUGITIVE OPERATIONS DASHBOARD.** This nationwide enforcement tool assists with pre-operational planning for large-scale enforcement missions for the purpose of increasing situational awareness and enhancing officer safety by allowing deputies to see other addresses in the area on the map that may have known, dangerous individuals. This customizable dashboard allows the field to interact with near real-time active and closed warrant data sourced directly from the agency's operational knowledge management system. It provides districts and divisions the ability to apply filters and interact with data in ways never-before seen within the USMS. Today there are over 70,000 active federal warrants accessible within the tool.

**MISSION: FUGITIVE APPREHENSION**

Fugitive apprehension is a keystone in the national effort to target violent crime by reducing the number of violent offenders in America’s communities. The USMS is the federal government’s primary agency for conducting fugitive investigations, which includes both domestic and transnational fugitive investigations. The USMS also supports the Organized Crime Drug Enforcement Task Forces (OCDEF) investigations which are overseen by the U.S. Attorney General (AG). The USMS serves as custodian of federal arrest warrants until execution or dismissal and maintains a federal fugitive caseload of approximately 50,000 each FY. In FY 2023, the USMS made 73,362 arrests and cleared an additional 20,053 fugitives. The USMS also has the statutory authority to enforce the Fugitive Felon Act and uses that authorization to assist state and local agencies with their fugitive missions, even in the absence of interstate or other extra jurisdictional flight.

**MISSION PROGRAM DATA**

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

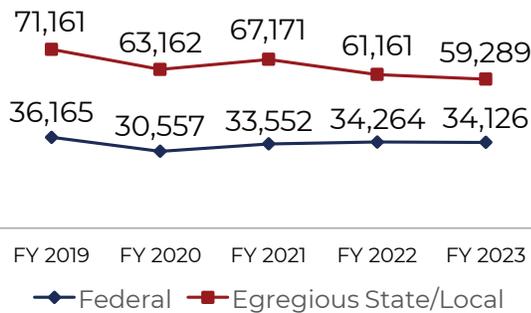


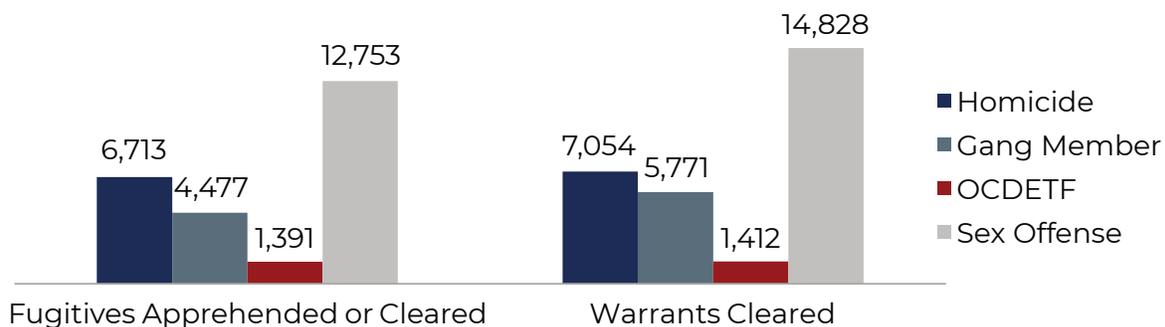
Table 1 – FY 2023 Violent Gang Fugitives Arrested/Cleared, by USMS Arrest, by Select Criminal Activity

Violent Gang Criminal Activity	No. of Arrests
Homicide	470
Robbery	333
Assault	717
Kidnapping	47
Sex Offense	31
Weapons Offense	990
Narcotics	668

Table 2 – USMS Seizures from Fugitive Investigations, FY 2019 - FY 2023

	Firearms	U.S. Currency (\$)	Vehicles	Narcotics (kg)
FY 2023	4,731	5,175,028	209	9,203.94
FY 2022	6,262	18,198,427	183	3,301.62
FY 2021	7,028	28,645,147	194	31,699.72
FY 2020	4,994	32,774,343	226	3,972.39
FY 2019	4,165	11,898,819	232	1,937.61

Figure 4 – FY 2023 Special Subtotals, USMS Federal and Egregious State and Local Fugitives Apprehended or Cleared



## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

**CURBING GUN VIOLENCE AND DISRUPTING VIOLENT CRIME.** In FY 2023, the USMS furthered its commitment to reduce violent crime by conducting 25 counter-gang initiatives nationwide. The USMS counter-gang operations, coined as Operation Triple Beam (OTB) and Operation Washout (OWO), provide immediate relief to communities suffering from surges of violent crime. Warrant-based arrests, as well as gathering and sharing street-level intelligence, supports larger-scale criminal investigations in collaboration with local, state, and federal partner agencies.

In FY 2023, OTB and OWO resulted in 2,799 arrests. Additionally, investigators seized 520 firearms, 350.91 kg of narcotics, and more than \$245,000 in U.S. currency.

**Southern District of Illinois:** OTB Piasa was a three-month collaboration between the USMS, Illinois State Police, Illinois Department of Corrections, and various other federal, state, and local agencies to combat gangs and violent crime in the East St. Louis, Illinois, area. OTB Piasa resulted in the arrest of 407 fugitives, and the seizure of 117 firearms, approximately 149 kg of narcotics, 13 vehicles, and \$47,023 in U.S. currency.

Among those arrested during the operation were Shavonte Samuels and Davion Meredith, who were wanted for shooting three victims in a public park in Centralia, Illinois. Samuels and Meredith were known members of the Mickey Cobra Nation street gang.

**Western District of Texas, Waco:** In May 2023, the USMS Lonestar Fugitive Task Force and Western District of Texas partnered with the McClennan County Sheriff's Office, Texas Department of Safety, Waco Police Department, and Killeen Police Department, as well as several federal agencies to conduct OWO 3.0, which concentrated on active gang members and violent offenders in Waco, Texas. A week-long effort, OWO 3.0 resulted in the arrest of 155 fugitives, and the seizure of 29 firearms, nearly 7.9 kg of narcotics, and \$11,232 in U.S. currency. Additionally, the USMS recovered one critically missing child.



**SUPPORTING OPERATION TRACK HAWK DOWN.** In April 2023, federal arrest warrants were issued for the targets of a multi-year OCDETF operation called Operation Track Hawk Down. The USMS was tasked to coordinate with the Drug Enforcement Agency on apprehension responsibilities regarding multiple targets within the greater Atlanta, Georgia, area. USMS Special Operations Group (SOG) members assisted in locating and arresting two fugitives in support of this operation. The targets had military experience and a violent history with firearms, fleeing and eluding, and drugs. Both search and arrest warrants were executed without incident.

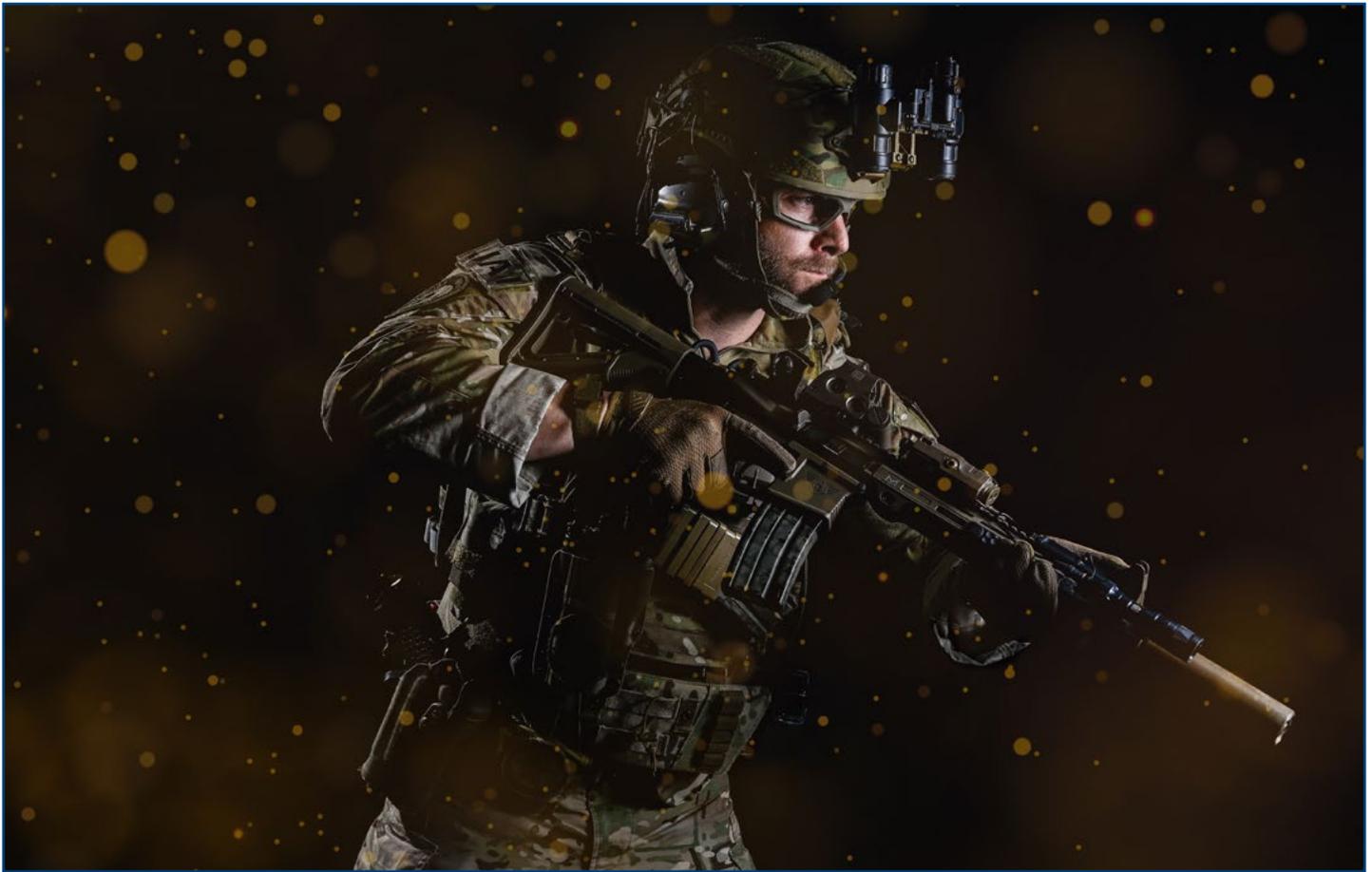
**ASSISTING STATE AND LOCAL PARTNERS CAPTURE A DANGEROUS ESCAPEE.** On July 6, 2023, Michael Burham escaped from the Warren County Jail in Warren, Pennsylvania, by using bed sheets tied together and shimmying down from a rooftop. He was being held on local kidnapping charges stemming from an incident in May 2023. Burham was also a suspect in a rape and homicide in Jamestown, New York. The USMS assisted local and state law enforcement with the investigation and manhunt. The Burham case was elevated to a Major Case and formally designated as a Rapidly Advancing Manhunt (RAM) event with a preauthorized reward of up to \$10,000. Multiple USMS districts and programs supported the joint law enforcement efforts in

## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

the rural part of Pennsylvania, with personnel and resources deployed from investigative and tactical operations divisions. For more than a week field operations and investigation were closely coordinated through a unified command post. When Burham was sighted by a local couple on July 15, 2023, USMS teams and other law enforcement deployed to the location together with the Pennsylvania State Police Special Emergency Response, canine, and tactical teams. USMS RAM personnel were checking the wood line along the perimeter when they encountered Burham and took him into custody without incident.



## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET



### HIGHLIGHTS: FY 2023 SIGNIFICANT ARRESTS

In December 2005, 58-year-old Brad Hater was arrested in Gwinnett County, Georgia, for attempting to meet a 9-year-old girl to engage in sexual activity. He was subsequently convicted of attempting to entice a minor to engage in sexual activity and, in May 2007, was sentenced to 108 months in prison. Hater was released from detention in September 2017 with the legal requirement to register as a sex offender and report to a supervising federal probation officer. On January 21, 2018, Hater stopped reporting to his probation officer, stopped registering as a sex offender, and went into hiding. The Domestic Investigations Branch (DIB) upgraded Hater to a Major Case and, in September 2022, investigators from the USMS Northern District of Georgia (N/GA) and DIB developed new investigative leads that put Hater in San Miguel de Allende, Mexico. On December 3, 2022, investigators from the N/GA, DIB, and USMS Mexico Foreign Field Office (MFFO) identified Hater's exact location and were present when Mexican authorities apprehended him. Hater has been returned to the United States to face additional charges, including failure to register as a sex offender.

### MISSION: INTERNATIONAL PARTNERSHIPS AND SUPPORT

In FY 2023, the USMS performed international enforcement activities in more than 66 percent of the world's nations through investigations and removal missions, despite having permanent foreign presence in only four countries. The USMS closed 1,487 transnational fugitive investigations requiring investigative coordination with 128 countries and territories. It also managed and executed 772 removal missions through coordination with 56 foreign nations.

#### ADVANCING USMS INTERESTS ABROAD:

**Operation Atlas:** Conducted throughout FY 2023, Operation Atlas was a joint endeavor between the USMS, International Criminal Police Organization (INTERPOL) General Secretariat, and U.S. National Central Bureau. This 12-month global partnership had four phases and focused on locating and apprehending Violent Transnational Fugitives (VTFs)—especially persons wanted to stand trial or for service of sentence for offenses including, but not limited to, homicide, crimes against children, kidnapping, sex offenses, robbery, and weapons. Operation Atlas resulted in the arrest/location of 804 VTFs, including the following wanted in the United States: Erick Acosta, wanted for murder and arrested in Colombia; Nanda Shivananjappa, wanted for child kidnapping and arrested in Canada; Jose Castro, wanted for child rape and arrested in El Salvador; Tye Stiger, wanted for child rape and child pornography and arrested in the Philippines; Paul Khoury, wanted for rape and arrested in Israel; and Nthenya Patrick, wanted for homicide and arrested in Germany.

**Bogotá, Colombia:** On February 23, 2023, the USMS Colombian Foreign Field Office (CFFO) participated in the opening ceremony of the Joint Homeland Security Interagency Unit (HSIU) task force office in the El Dorado International Airport in Bogotá, Colombia. The CFFO is an equal member of HSIU, along with other federal and host country agencies. The Bogotá airport is the second largest international airport in South America, and the hub for all international air cargo arriving in or transiting through Colombia. The HSIU's mission is to investigate violent fugitives, terrorism, drug trafficking, arms trafficking, human trafficking/smuggling, money laundering and bulk cash smuggling, child exploitation, mail fraud, and commercial fraud. This partnership improves the agency's ability to accomplish its missions.

**Bilateral meetings and courtesy visits:** In FY 2023, the USMS met with partners from around the globe, including the United Kingdom, Bahamas, Australia, Spain, Trinidad and Tobago, Grand Cayman, and Romania. On August 2, 2023, USMS Director Davis met with the Director of the Colombian National Police during his visit to the United States. The meeting provided an opportunity for General Salamanca to meet Director Davis and learn more about the USMS mission and the CFFO transnational fugitive mission and its successes. The CFFO is the only Foreign Field Office to have a national, fully vetted Fugitive Investigative Unit consisting of members from the Colombian National Police, Attorney General's Office, and Immigration. Director Davis and General Salamanca also discussed potential training that the USMS could assist the Colombian National Police within areas such as judicial security, asset forfeiture, and prison reform. Both agencies were pleased with the positive meeting and plan to work together regarding requests for future trainings and bilateral meetings.

#### STRENGTHENING LAW ENFORCEMENT AND INDUSTRY PARTNERSHIPS.

**Canada's 25 Most Wanted Arrests with USMS Assistance:** On January 27, 2023, Blake Charbonneau was arrested by Mexican Immigration in La Paz, Mexico. At the time of his arrest, Charbonneau was wanted for orchestrating a vast prostitution and human trafficking ring, responsible for various violent offenses including procuring and sexual assault spanning several years. It is believed that Charbonneau continued to control a prostitution ring while

## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

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a fugitive outside of Canada, which landed him on Canada's 25 Most Wanted. The USMS Office of Canadian Affairs worked with its partners in Mexico, who located and surveilled Charbonneau. Mexican Immigration Officials arrested Charbonneau on immigration violations in La Paz, Mexico.

On July 23, 2023, Malique Calloo was arrested in Detroit, Michigan, by the USMS. He was wanted by the Windsor Police Service in Windsor, Ontario, Canada, and was on Canada's 25 Most Wanted list. Calloo shot a man 15 times, killing him, after lying in wait at his residence. The victim was living with the mother of Calloo's child, and the couple was reportedly planning to move to the United States, which angered Calloo. Since inception in 2018, this case marked the USMS's fifth arrest of a fugitive on Canada's 25 Most Wanted.

**USMS Fugitive Investigative Unit & Trusted Vetted Unit capacity-building:** An essential aspect of the USMS's Office of International Operations (OIO) is its ability to develop, foster, and maintain investigate units of foreign law enforcement personnel in order to accomplish the USMS fugitive apprehension mission. In FY 2023, the USMS hosted training for its law enforcement partners in Argentina, Colombia, Dominican Republic, Ecuador, and Peru.

**Fugitive Investigative Concepts and Practices (FICAP) course:** In FY 2023, the USMS provided FICAP training to its law enforcement partners in Australia, Europe, the Middle East, and Mexico. These classes provided an overview of FICAP, pattern of life investigative concepts, interviewing, confidential source development, and a case study incorporating many of the investigative aspects of FICAP.

**International Drug Enforcement Conference:** In September 2023, the USMS attended the 37th International Drug Enforcement Conference in Montego Bay, Jamaica. The conference was established in 1983 to bring together high-ranking law enforcement leaders from around the world to discuss existing, evolving, and emerging threats and develop strategic plans to fight drug trafficking. It is the world's largest drug enforcement conference.

**Bureau of International Narcotics and Law Enforcement Affairs Conference:** From May 15 through 18, 2023, USMS personnel from OIO, BAU, and the SOIB—Missing Child Unit (MCU) presented best practices to its law enforcement colleagues from the Government of Mexico.

**Training for Marine Security Guard (MSG) Detachment:** The MSG assigned to the U.S. Embassy in Mexico City requested training from the USMS on Active Shooter/Structured Operations Training from September 8 through 11, 2023. The training assisted not only the Marines who currently work at the U.S. Embassy but also personnel from the U.S. Department of State, Bureau of Diplomatic Security's Regional Security Office.

**SUPPORTING A PRISONER EXCHANGE WITH THE RUSSIAN GOVERNMENT.** In December 2022, SOG was requested to support a high-profile international extradition. President Biden negotiated a prisoner exchange with Russia for Brittney Griner, a Women's National Basketball Association star and two-time Olympic gold medalist. The U.S. Department of State found Griner to be wrongfully detained despite her admitting to possessing cannabis oil in the form of vape canisters. SOG coordinated with multiple entities to facilitate the exchange, all with an immediate response time. Brittney Griner safely touched ground in the United States on December 10, 2022.

### HIGHLIGHTS: FY 2023 SIGNIFICANT INTERNATIONAL ARRESTS AND EXTRADITIONS

**Arrest of USMS 15 Most Wanted Fugitives:** On March 22, 2023, a complex multi-national, multi-component investigation resulted in the capture of 15 Most Wanted fugitives Edgar Casian-Garcia and Araceli Medina in Ixtapa, Jalisco, Mexico. The two fugitives were wanted in Franklin County, Washington, for first-degree murder, first-degree rape of a child, and first-degree assault of a child. The murder charge involved Casian-Garcia's young son. They fled with their five children whom law enforcement considered to be missing and endangered. The USMS Eastern District of Washington (E/WA) adopted both cases and requested elevation to the 15 Most Wanted program, which was approved with a reward of \$25,000 for each subject. The USMS deployed an Investigative Support Team to E/WA to surge support for the investigation who worked tirelessly with investigators from E/WA and Franklin County in support of their investigation. SOIB—MCU was also closely engaged in supporting the case as part of a national missing children recovery operation We Will Find You.

On March 22, 2023, USMS personnel assigned to the MFFO, along with agents from the Agencia de Investigación Criminal assigned to Oficinas Centrales Nacionales INTERPOL Mexico, arrested both Casian-Garcia and Medina in Ixtapa, and successfully located and recovered the five missing and endangered children. On March 30, 2023, all five children returned to the United States accompanied by SOIB-MCU personnel. The children are now in the care of family members.

**Extradition of Former President of Peru:** On April 23, 2023, the USMS extradited Alejandro Toledo Manrique, who had served as the President of Peru from 2001 to 2006. Toledo was wanted for fraud and money laundering offenses. Due to the high-profile nature of the case and the small window of opportunity to execute the extradition, DOJ Office of Internal Affairs requested that USMS OIO facilitate his surrender rather than relying on escorting officers from Peru. The surrender mission received significant national and international media attention and involved USMS personnel from multiple districts across the United States.

## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

### MISSION: PROTECTING AMERICA'S CHILDREN AND COMMUNITIES

The USMS is the lead federal agency responsible for the enforcement of the Adam Walsh Child Protection and Safety Act. In FY 2023, the collaborative efforts of the specialized units within the USMS, along with its federal, state, local, tribal, and territorial partners, strengthened its commitment to keeping children safe domestically and abroad through training and enforcement efforts, including operations and investigations.

MISSION PROGRAM DATA

Figure 5 – Noncompliant Sex Offender Investigations

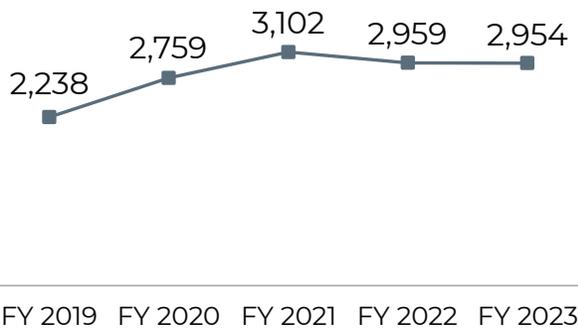
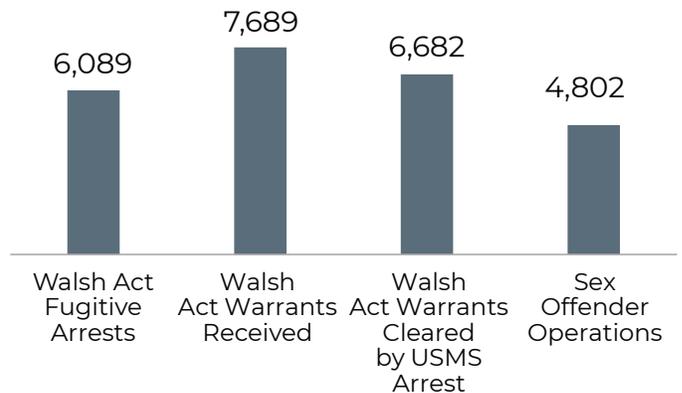


Figure 6 – Adam Walsh Child Protection and Safety Act (FY 2006-2023)



In conjunction with its federal, state, local, tribal, and territorial law enforcement partners, in FY 2023, the USMS led more than 300 sex offender operations. During these operations, the USMS assisted law enforcement partners with 53,042 sex offender compliance checks.

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

##### IMPLEMENTING USMS RESPONSIBILITIES UNDER THE INTERNATIONAL MEGAN'S LAW (IML).

In FY 2023 the USMS received, processed, and directed more than 3,800 international travel notifications received from state and jurisdictional sex offender registries to INTERPOL, a 25 percent increase over FY 2022. Additionally, in FY 2023, the USMS opened 193 investigations for federal sex offender registration violations, traveling internationally without providing a required notification, representing an increase of 8 percent over FY 2022. The USMS processed more than 266 cruise notifications from the U.S. Coast Guard, highlighting the continued cooperation between the two agencies.

##### INCREASING USMS OUTREACH AND INITIATIVES RELATED TO MISSING, ENDANGERED, OR ABDUCTED CHILDREN.

The USMS and the NCMEC have continued to strengthen their partnership through the expansion of the Operation Pick-Up initiative, resulting in 21 missing child cases received through NCMEC requests for USMS assistance. In FY 2023, the USMS conducted a total of 21 missing child operations across the United States and provided outreach to promote its program capabilities at ten conferences at the local, state, and federal levels.

**RECOVERING MISSING CHILDREN.** Since the inception of the Missing Child Program in 2015, there have been 3,248 cases in which the USMS has contributed to the location or recovery of a missing child. Of the missing children recovered from July 2015 to September 2023, 61 percent were recovered within seven days of USMS assistance being provided in the case. Since 2015, the USMS

## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

has directly contributed to the location or recovery of a missing child in 68 percent of the missing child cases supported by the agency. In FY 2023, the USMS contributed to the location or recovery of 495 missing and endangered children, a 15 percent increase compared to FY 2022. The USMS assisted in resolving 10 missing child investigations in which the child was located outside of the United States.



### HIGHLIGHTS: FY 2023 ADAM WALSH ACT INVESTIGATIONS AND CONVICTIONS

**United States v. Stephen Espalin (Southern District of Florida):** On April 6, 2023, in Miami, Florida, Stephen Espalin was sentenced to 27 months in federal prison followed by 10 years of supervised release for failing to register as a sex offender in violation of the Sex Offender Registration and Notification Act (SORNA). Espalin is a habitual sex offender with convictions dating back to 1976. Several convictions were for offenses committed against a minor. In 2000, Espalin received his first conviction for failure to register as a sex offender. He continued this pattern of behavior and received convictions in 2007 and again in 2011. In 2011, Espalin was convicted in federal court in the S/FL for making threats against the President of the United States and sentenced to 51 months in federal prison. When he was released from federal confinement in Miami in 2016, he fled the state. Espalin later moved to Washington and knowingly failed to register as a sex offender until his arrest on June 1, 2022.

**United States v. James Mark Bishop (Northern District of Texas):** On November 4, 2022, James Bishop was sentenced to 120 months in federal prison for failing to register as a sex offender in violation of SORNA. Bishop is required to register based on his 2007 child pornography conviction. This original case occurred while Bishop was working as a Sheriff's Deputy in Oklahoma and centered around an incident involving him sexually assaulting a family member and filming the interactions. Bishop last registered in Tulia, Texas, in August of 2020. Bishop then absconded and was added to the Texas Department of Public Safety's Texas Top 10 Most Wanted. Additionally, on July 28, 2021, the Tulia Police Department issued two felony warrants for Bishop's arrest for continuous sexual assault of a child and indecency with a child. The fugitive investigation conducted by the USMS N/TX revealed that Bishop was possibly living in Oregon and requested assistance. On March 28, 2022, USMS personnel from the District of Oregon apprehended Bishop at a rural communal youth camp near Lakecreek, Oregon.

**United States v. Tavokious Tye (Western District of New York):** On February 21, 2023, in Rochester, New York, Tavokious Tye pleaded guilty to a violation of 18 U.S.C. § 2250(a), failure to register as a sex offender. Tye was originally convicted of rape in March 2017 in Fulton County, Georgia, and served one year of incarceration. Tye has a criminal history that includes include assault on a police officer, resisting arrest, aggravated domestic assault, rape, forcible robbery, and burglary. Tye knowingly and intentionally failed to report upon his release from Alvin S. Glenn Detention Center in South Carolina, and his whereabouts were unknown since October 19, 2020. Information was developed indicating that Tye was living in Rochester, New York, with a woman who had several daughters at the residence. On October 28, 2022, Tye was arrested leaving this address in Rochester. On August 23, 2023, Tye was sentenced to 24 months confinement and five years of supervised release.

### HIGHLIGHTS: FY 2023 USMS MISSING CHILD OPERATIONS

**Operation Lost and Found:** From October 3 to November 10, 2022, the USMS District of Colorado conducted an operation in collaboration with the Arapahoe County Department of Human Services, Adams County Children and Youth Services, Colorado Bureau of Investigation, Homeland Security Investigations (HSI), and multiple local law enforcement agencies. The operation focused on missing children that were identified by law enforcement or social service agencies as suspected victims of crimes of violence, or where factors were identified that indicated an elevated risk to the missing child. At the conclusion of the operation, five children were recovered, six children were located, and one arrest was made.

**Operation Reclaim and Rebuild:** From January 22-28, 2023, the USMS Central District of California Missing Child Unit, Los Angeles Police Department, Los Angeles County Human Trafficking Task Force, Los Angeles District Attorney's Office, Los Angeles Department of Children and Family Services, and Los Angeles County Juvenile Probation Office worked in collaboration to investigate approximately 45 endangered missing children. HSI provided analytical support by identifying possible current addresses to locate the missing children. During the week-long operation, one child was located, and two children were recovered.

**Operation Hawaii Missing Child Operation, Big Island and Oahu:** From July 18 to 28, 2023, the USMS District of Hawaii (D/HI) conducted operations on the islands of Hawaii and Oahu in collaboration with the Kona Police Department, Hilo Police Department, the Honolulu Police Department and the Missing Child Clearing House for the Hawaii AG's office. The operations focused on the location and recovery of critically missing children at high risk for assault and sexual exploitation. The Hawaii AG's office, Missing Child Center, identified 20 critically missing and endangered children on both the island of Hawaii and the island of Oahu. Collaborative efforts resulted in the recovery of three missing and endangered children.

## GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

### HIGHLIGHTS: FY 2023 USMS MISSING CHILD RECOVERIES

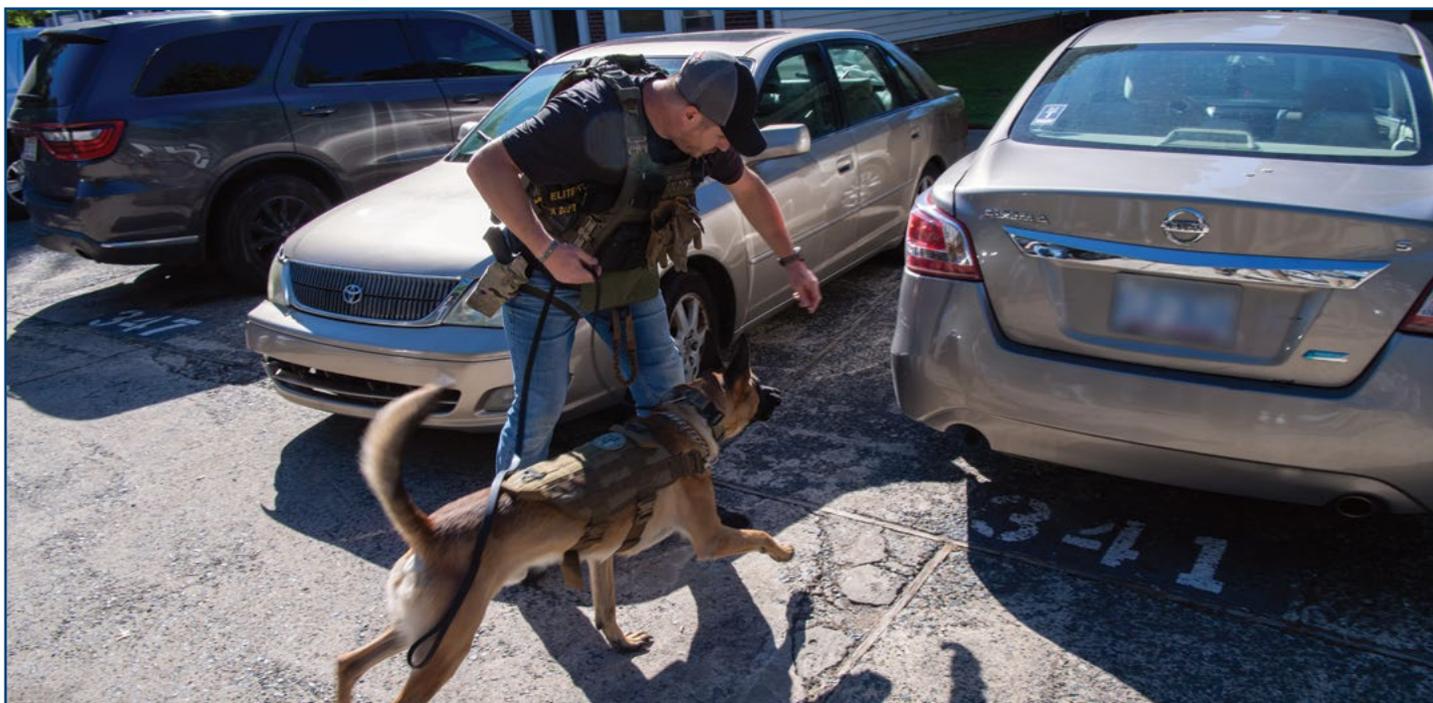
On January 7, 2023, the USMS recovered a missing and endangered child on Lee Highway in Bristol, Virginia. On the previous day, a minor female was reported missing and endangered to the Washington County Sheriff's Office. The Washington County Department of Social Services reported that she had run away from their custody after being placed in foster care and classified her as endangered due to her current use of methamphetamine. At the time of her flight, the 14-year-old minor, who was believed to be intoxicated with methamphetamine, had reportedly run into the woods despite the extremely cold temperatures. The juvenile was turned over to social services and foster care custody, as well as emergency medical services. The sheriff's office was also alerted and responded, as the minor articulated she had been sexually assaulted by an adult male in the area where she was located.

On January 12, 2023, two missing and endangered children, ages 6 and 15, were recovered at a hotel in Warwick, Rhode Island. On December 24, 2022, both minors were reported as missing children by the Coventry Police Department. On January 5, 2023, the USMS received a request for assistance in locating and recovering the missing children. During their investigation, the police department had discovered that the children had not been in school for approximately one year, were in bad physical health, and possibly living in the mother's vehicle or various hotels. On January 12, 2023, information was developed indicating that the children were possibly staying at an Extended Stay Hotel in Warwick. Later that day, members of the USMS Rhode Island Violent Fugitive Task Force and the Warwick Police Department safely located the children in the lobby of the hotel with their mother.

On April 8, 2023, a missing and endangered child was recovered in Coachella, California. On January 24, 2023, the District of Arizona (D/AZ) Wanted Violent Offender Task Force, Phoenix Division, was asked by the Arizona Goodyear Police Department to assist in locating a one-year-old child and apprehending her abductor, Ana Catalina, on an outstanding kidnapping warrant. On January 30, 2023, Catalina was arrested, and a search warrant of the apartment was executed by the USMS Southeast Regional Fugitive Task Force (RFTF) in South Carolina. The child was not located, and Catalina stated she gave the baby to her sister at an unknown location in Arizona. On April 2, 2023, information was developed indicating that a woman named Shemica Davis may have the child. Davis has a criminal history including drug convictions and has been suspected to be involved in trafficking and prostitution. On April 8, 2023, the USMS learned Davis was possibly in Coachella. Out of concern for the child, USMS personnel alerted the California Riverside County Sheriff's Office of the child's potential location at a truck stop in Coachella. Sheriff's Deputies located Davis and child in the showers at the truck stop. Davis provided false names for herself and the baby. She informed law enforcement that she was the biological mother of the child. The child was subsequently recovered and taken to the substation where transport was arranged with the Arizona Department of Child Safety.

On July 25, 2023, investigators from the D/AZ and SOIB traveled to Montana and successfully located a missing and endangered child. The autistic 18-year-old had been missing since 2019 when she was 14 years old. The investigators believed that the child may be a victim of sex trafficking and other crimes. The child was found in a remote area of Montana near the Canadian border, where she was living with a 37-year-old man who is being investigated by the Glendale Police Department and Federal Bureau of Investigation for sex trafficking. This missing child case received a substantial amount of media attention.

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



# SAFEGUARD AGAINST SECURITY THREATS AND ENSURE SAFETY THROUGH INNOVATION

# GOAL 3

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

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

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

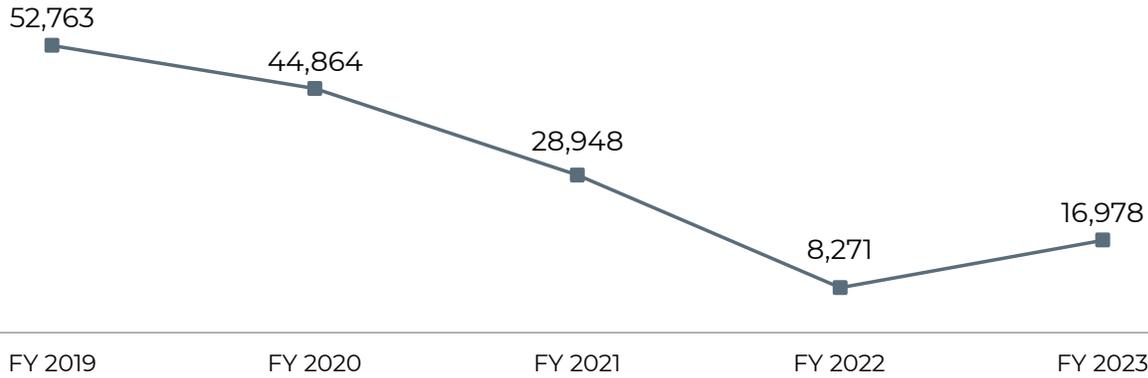
### GOAL 3: SAFEGUARD AGAINST SECURITY THREATS AND ENSURE SAFETY THROUGH INNOVATION

## MISSION: LAW ENFORCEMENT PERSONNEL SAFETY

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

MISSION PROGRAM DATA

Figure 7 – Special Operational Hours Dedicated to High-Threat and Emergency Situations



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

Table 3 - FY 2023 USMS Officer Safety Training

USMS Courses	USMS	Non-USMS	Total Trained
Body Worn Camera Basic User Course	1,734	-	1,734
Body Worn Camera Management Responsibilities Course	252	-	252
Tactical Training Officer Instructor Course	31	-	31
Tactical Training Officer Sustainment Training	23	-	23
Less-than-Lethal Impact Munition Instructor Training Class	12	-	12
Less-than-Lethal Instructor Training Program	44	-	44
High-Risk Fugitive Apprehension - Tactics and Fundamentals	120	60	180
High-Risk Fugitive Apprehension - Vehicle Operations	67	142	209
High-Risk Fugitive Apprehension - Human Performance	95	35	130
<b>Total</b>	<b>2,378</b>	<b>237</b>	<b>2,615</b>

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

**INSTITUTING ADVANCED TRAINING FOR USMS AND PARTNER OFFICERS.** The USMS partnered with the Office of Community Oriented Policing Services to offer its evidence-based Officer Safety Training-Human Performance (OST-HP) course to 23 state and local law enforcement officers from across the United States. The OST-HP course, a hybrid of the agency's High-Risk Fugitive Apprehension Training taken by DUSMs and TFOs, immersed these non-USMS task force law enforcement officers into real-world scenarios. The training is designed to improve law enforcement officers' overall performance and decision-making during stressful encounters, ultimately decreasing the number of use-of-force situations and increasing the probability of successful non-violent outcomes.



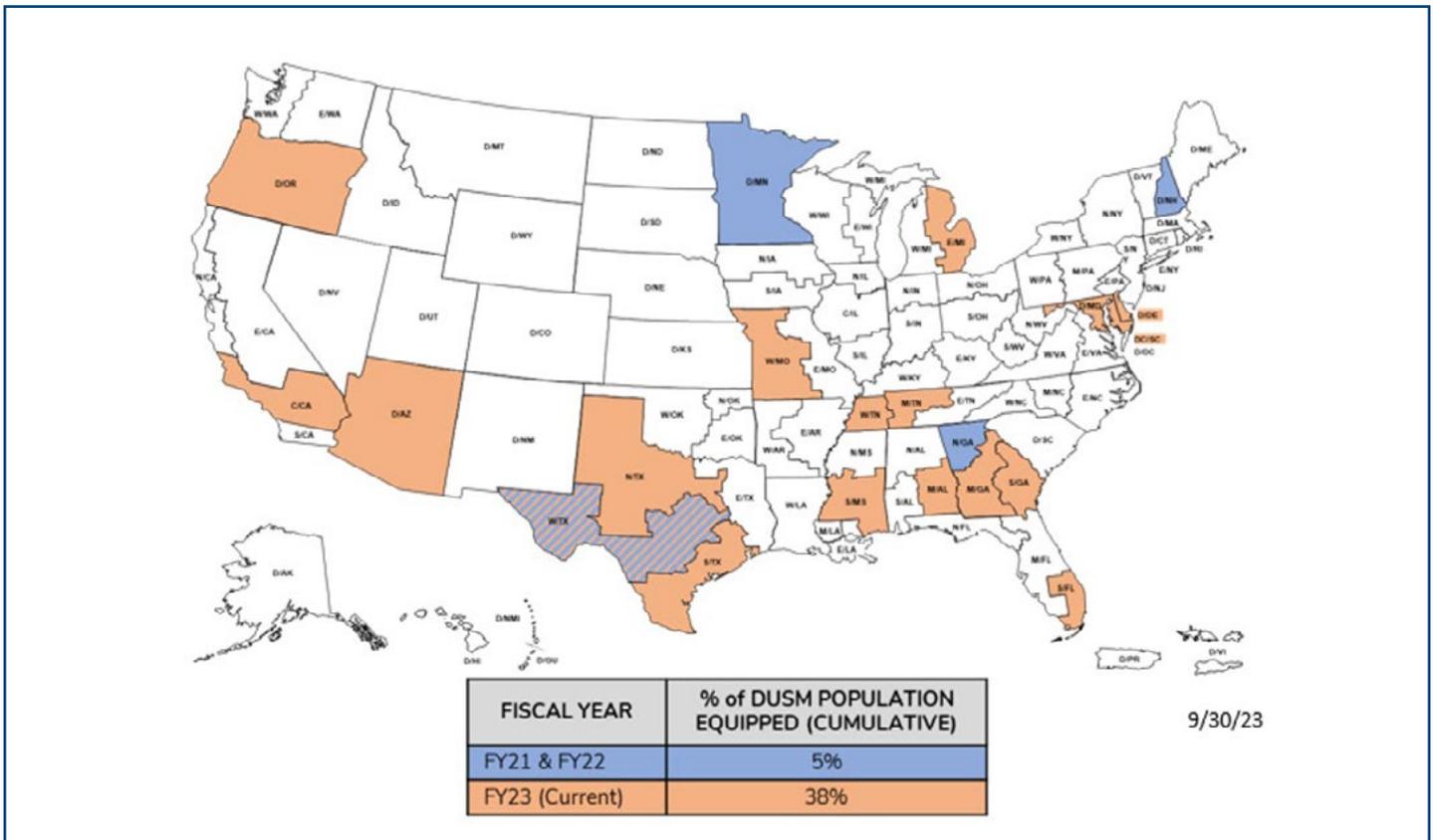
The participants expressed appreciation for the opportunity to participate in this training, of which they normally would not have access. One of the attendees stated, "It was so great that I was left wanting even more. The best training course in my 27 years in law enforcement." The USMS is committed to making officer safety training a priority that benefits law enforcement and the communities they serve and looks forward to providing more of these courses in the future.

**BROADENING THE SOG PROGRAM.** In February 2023, the USMS SOG officially expanded its full-time staff after welcoming 14 individuals to their detachments in Springfield, Virginia, and Tomball, Texas. These additions are part of an ongoing SOG expansion plan that aims to provide comprehensive tactical, medical, and specialty support to USMS districts and divisions nationwide. Upon completion of this phase of expansion, Springfield and Tomball locations will each have 15 full-time operational staff members. Expanding SOG's geographical footprint will improve response times to critical incidents, while simultaneously increasing the availability of full-time personnel to staff key violence-reduction initiatives.

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**ACCOMPLISHING DOJ'S GOAL OF IMPLEMENTING BODY-WORN CAMERAS (BWCs) FOR 38 PERCENT OF DUSMs TRAINED AND EQUIPPED BY THE END OF FY 2023.** In April 2021, the DOJ required officers employed by DOJ law enforcement components to utilize BWCs while serving arrest warrants, conducting other planned arrest operations, and executing search or seizure warrants and orders.

State and local law enforcement TFOs play a vital role in helping the USMS accomplish its various missions. The BWC Program trains TFOs across the country on USMS protocols for the use of BWCs and onboards them into the USMS program. Previously, the USMS only conducted this training in person which required an extensive amount of travel for team members. Beginning FY 2023, the USMS made this training available online via a pre-recorded video, allowing for more TFO agencies to train in less time. This flexibility produced significant cost savings of over \$100,000 per year through reduced travel costs. This improved efficiency not only conserves agency resources, but also helps the program provide training to more TFO partner agencies to help build trust with the community members they serve.



**EXPANDING USMS WELLNESS PROGRAMS.** The USMS prioritizes mental health and wellbeing. A happy, healthy workforce is good for employees and their family members, as well as for the entire agency. Putting mental health at the forefront, the USMS allocated more resources to behavioral health promotion, prevention, and intervention services. This positive step forward can help reduce or eliminate risk factors, halt onset, and minimize the prevalence of mental illness within the organization. Additionally, the USMS is placing more emphasis on crisis management than ever before. In fact, during the past year it expanded all three of its national crisis services program areas: the Critical Incident Response Team (CIRT), the Employee Assistance Program (EAP), and the Employee Resiliency Program (ERP).

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The CIRT delivers peer services, preventative education, and other group or individual interventions to avert or mitigate negative psychological and physical effects from exposure to traumatic incidents. In FY 2023, the CIRT recruited and trained an additional 24 peer support members in Critical Incident Stress Management to meet the ever-increasing demands for support and training within the USMS. The CIRT has continued to provide guidance related to training, recruitment, and selection procedures in support of the U.S. Capitol Police (USCP) Wellness and Peer Support Program implementation. In FY 2023, the USCP and USMS trained collaboratively on multiple occasions and provided peer support services to USCP officers who engaged in providing testimony during the Oath Keepers Trial in District of Columbia Superior Court.

The EAP provides professional, confidential assistance to help restore or maintain employee performance at a satisfactory level. One service that EAP provides is to help federal employees struggling with drug and alcohol abuse to overcome their addiction. To address substance abuse within the USMS, EAP started to build a framework for a Substance Abuse Program during FY 2023 to meet the specific needs of USMS personnel.

The ERP currently administers the Work-Life Program and provides suicide prevention education, tips for resiliency in the workforce, and emotional survival training to USMS personnel. The USMS is dedicated to raising awareness about suicide prevention and mental health issues that are affecting our personnel. The agency conducts suicide prevention education at the basic deputy academy and again during each phase of employee advancement, including Supervisory Leadership Development and Chiefs Leadership Development. Throughout FY 2023, USMS leadership has published information and videos regarding EAP, suicide prevention, and employee wellness. Additionally, the agency's crisis services personnel have partnered with district and division leadership to strengthen mental health and suicide prevention services in ways that fit the unique needs of their employees and their family members. The USMS is currently re-designing the ERP, via a multidisciplinary working group, to identify agency gaps and subsequently align and enhance wellness services currently offered by the agency.

**ASSISTING USMS PARTNERS WITH MEDICAL KITS AND TRAINING.** After a Gary Police Department officer was injured on duty and forced to improvise his own tourniquet, the USMS assisted its task force partner with the procurement of 160 medical kits and provided training on how to use the kits that will now be clipped to their vest or belt. Todd L. Nukes, U.S. Marshal for the Northern District of Indiana, said the USMS is proud to partner with Gary Police. "These kits contain lifesaving essentials that can be utilized for both officers and members of the general public, as dictated by circumstance," Nukes said. "Certainly, with any traumatic event, time is critical. As a result, having these first aid kits will allow officers to deliver immediate medical interventions with the goal of increasing survival rates."



**SUPPORTING CUSTOMS AND BORDER PROTECTION (CBP).** The AG directed the USMS to support the Department of Homeland Security (DHS) CBP with Southwest Border operations as part of a DHS and USMS 60-day Memorandum of Agreement. From January 7 to March 10, 2023, the USMS dedicated 120 personnel to provide relief to the CBP. These DUSMs provided crucial services to help with their mission at the Southwest border, including flight and facilities security.

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**EXPANDING THE CANINE PROGRAM.** The USMS welcomed two new Tactical Canine (TK9) teams, giving the agency a total of five such teams for mission support. The Capital Area RFTF and Pacific Southwest RFTF now have TK9 resources that are specifically trained to conduct USMS missions in accordance with agency policies and procedures. TK9 teams increase the safety of the public and mitigate risks to both law enforcement and suspects during field operations.



In May 2023, two DUSMs and their respective canines graduated from Bureau of Alcohol, Tobacco, Firearms, and Explosives-Explosives Detection Canine (EK9) course. As a result, the USMS had 22 EK9 teams at the end of FY 2023. EK9s are trained to detect over 19,000 different types of explosives, including firearms and spent shell casings. The two new EK9 teams will be a valuable resource for the USMS mission as they serve in the District of Colorado and the Northern District of Illinois.

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**MEETING THE EXTRAORDINARY DEMAND FOR PUBLIC SAFETY AND SECURITY PRIOR TO, DURING, AND IN THE AFTERMATH OF NATURAL DISASTERS.** The USMS supports the Federal Emergency Management Agency's (FEMA's) Emergency Support Function #13 (ESF#13), a mechanism for coordinating law enforcement support to organizations overwhelmed or incapacitated by a disaster or national-level event. ESF#13 capabilities support incident management requirements including, but not limited to, force and critical infrastructure protection, security planning and technical assistance, technology support, and general law enforcement assistance in both pre-incident and post-incident situations. USMS DUSMs make up Quick Response Teams (QRTs) that support federal force protection requests and work under a FEMA mission assignment overseen by the agency's ESF#13 Incident Management Team (IMT).

**Hurricane Ian:** On September 28, 2022, and leading into the start of FY 2023, Hurricane Ian, a Category 4 storm, made landfall on the southwestern coast of Florida and, as a result, FEMA activated ESF#13. In the wake of this devastation, the USMS deployed personnel from around the nation and deputized 148 law enforcement officers in support of the mission.



The USMS also deployed a Mobile Command Vehicle, including operators and collateral duty staff as support for this two-week mission, that acted as the main incident command post in Fort Myers, Florida. Due to mass power outages and storm damage, there was little to no cellular coverage available. The USMS coordinated with AT&T to provide cellular coverage for rescue and recovery efforts, deployed a communications trailer, and issued radios to members of the USMS IMT and the Texas A&M task force, providing portable radio coverage over the entire area of operation. Additionally, the USMS provided mobile security and asset tracking for more than 150 medical professionals, incident management personnel, and Department of Health and Human Services (HHS) health emergency experts.

**Typhoon Mawar:** On May 22, 2023, Typhoon Mawar, a Category 5 Super Typhoon, affected the northern side of the island of Guam. Several USMS entities took action to support the island and its USMS district. The Governor of Guam requested assistance from the HHS Administration for Strategic Preparedness and Response (ASPR) to support disaster relief efforts, and ASPR

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subsequently requested the support of the USMS. In response, the USMS immediately deployed personnel to Guam.

With boots on the ground, the USMS met with the members of the ASPR, ESF#13 team members from other supporting agencies, and FEMA representatives to determine security needs. They conducted security assessments of multiple sites, including two hospitals that sustained major damage to their power and water sources.

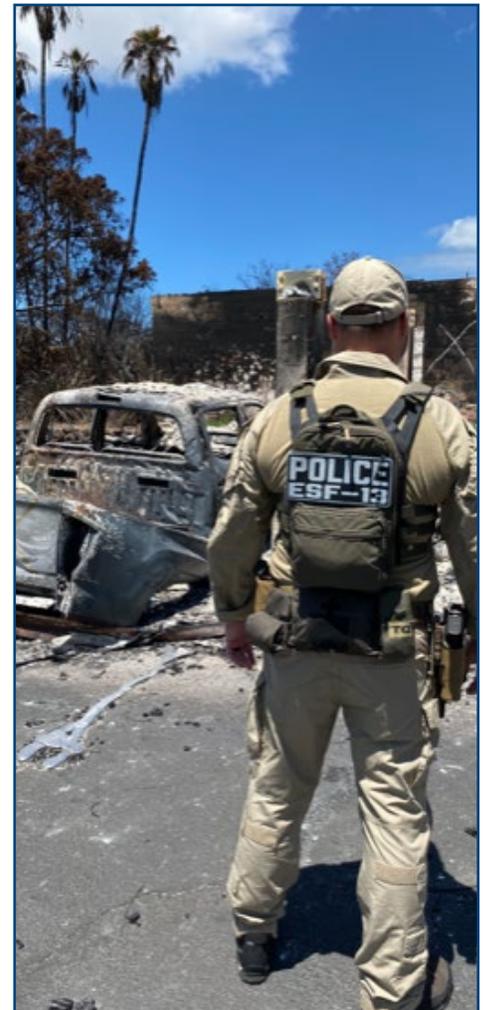
The USMS also provided force protection to the disaster medical team working alongside local healthcare workers at the Guam Regional Medical City. During off hours, they volunteered support to the USMS District of Guam and any personnel affected by the storm. Additionally, the USMS deployed FirstNet phones and satellite phones to the affected district, allowing USMS personnel to maintain lifelines as the communication infrastructure was significantly reduced during the first week post-impact.

**Maui Wildfires:** Starting on August 8, 2023, Hawaii's Maui communities were ravaged by several large-scale, deadly wildfires. The fires led to a significant number of fatalities, as well as impacts on the power grid, communications systems, and the loss of structures. The USMS deployed ESF#13 personnel as part of the national relief effort.

USMS personnel worked closely with the Maui Police Department and other supporting organizations to provide visible law enforcement coverage, supplies to affected communities, incident command for various other support operations, and satellite radios and phones. USMS QRT personnel paired up with Maui officers to work in restricted zones and provided wellness checks, building clearing, securing affected areas, traffic control, and residential checks.

The USMS also provided onsite security for a mobile morgue that contained necessary equipment for search and recovery, victim identification, DNA, fingerprints, photography, full-body x-ray, digital dental exam, and pathology. Additionally, the USMS coordinated force protection needs for HHS/ASPR's Disaster Mortuary Operational Response Team and Family Assistance Center/Victims Identification Center personnel and conducted multiple site security assessments at various parts of the island.

During the weeks on the ground, the USMS continued to have direct involvement in other crucial areas of the operation, including supporting President Biden's visit; briefing HHS/ASPR personnel on areas that would be impacted due to motorcade and site visits; providing a security detail for Assistant Secretary of Preparedness and Response Dawn O'Connell; liaising with HHS Secretary Xavier Becerra's security detail; and assisting IMT personnel evacuate from the Victims Identification Center operational area due to spreading brush fires in Ka'anapali. The USMS ensured all personnel were safely and quickly relocated.



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### MISSION: JUDICIAL PROTECTION AND COURTHOUSE SECURITY

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

MISSION PROGRAM DATA

Figure 8 – Inappropriate Communications/Threats to Protected Persons



Figure 9 – Threats Investigated

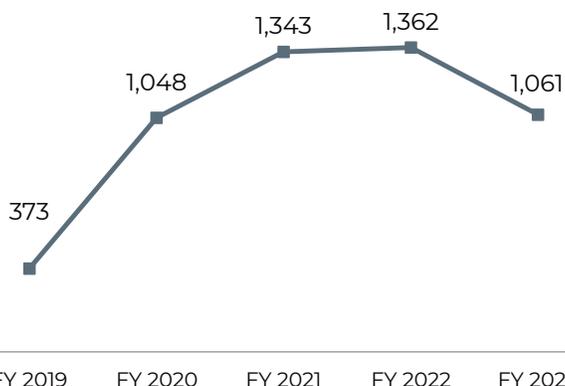


Figure 9: FY 2019 data excludes some investigations. While the number of threats investigated decreased, the number of federal judges identified as targets more than doubled in the last three years.

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

**ENHANCING THE COURT SECURITY OFFICER (CSO) PROGRAM.** The USMS and the Administrative Office of the United States Courts (AOUSC) established a new staffing methodology which increases transparency and clarity on CSO staffing level requirements. The USMS implemented new solicitation requirements and technical evaluation methodologies which proved instrumental in awarding a total of \$1.86 billion in CSO contracts for seven federal judicial circuits. Streamlining the nationwide program from multiple requirements into a homogeneous contract requirement increased efficiencies in the management of the CSO program and allowed the USMS to increase focus on contract compliance and expansion of a more robust quality control function.

**ACHIEVING THE HIGHEST ENROLLMENT IN THE HOME INTRUSION DETECTION SYSTEMS (HIDS) PROGRAM SINCE ITS 2005 INCEPTION.** In FY 2023, USMS physical security experts worked with judges to choose a home security vendor, design the system, and ensure it meets USMS security standards. The program, revamped in FY 2022, provides a greater variety of options for federal judges' home security systems, having transitioned from one national vendor to a reimbursable, open choice system. The updated HIDS program allows judges to select from a wider variety

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of security installation options, including doorbell cameras, portable arming and disarming devices, and additional exterior cameras. Joint efforts from the USMS and AOUSC have led to the highest level of security of the federal judiciary in the history of the program.

**ESCALATING THREAT MANAGEMENT.** FY 2023 saw the creation of the Judicial Threat Operations Center (JTOC) which became the central hub for the USMS to track and monitor protective investigations, significant incidents involving USMS protected persons and spaces, protection details, international judicial travel, high-threat trials, judicial conferences, and protective intelligence. In response to threat activity, serious incidents, or notable events related to judicial security, the JTOC coordinates and leads protective response, investigative operations, and related intelligence activities.

**EXPANDING THE COUNTER-UNMANNED AERIAL SYSTEMS (C-UAS) PROGRAM.** In response to the availability of drones, their increasing appearance in threat investigations, and the clear utility implied by the technology, the USMS has expanded efforts to fully implement the C-UAS program in FY 2023. Initially conceived in FY 2020, the program has grown to involve extensive outreach to internal and external partners. The agency works with the DOJ and other law enforcement components to research and identify countermeasures, as well as develop USMS policy and standard operating procedures. The C-UAS program provides guidance to districts regarding regulations, interviewing drone pilots, and procedures for seizing drones. Additionally, the program provides resources to assist with the deployment of C-UAS technology for missions where a drone threat is identified.

**SHARING BEST PRACTICES WITH LOCAL PARTNERS.** From May 31 through June 1, 2023, the USMS collaborated with the Denver Fire Department to pilot the USMS Protectee Vehicle Extrication and Fire Evacuation Program. Over the course of 12 hours, personnel worked in small teams to learn and utilize various tactics, techniques, and procedures in the following areas: forcible entry, vehicle extrication, self and team fire evacuation, and fire department ladder evacuation. Senior inspectors put their new skills to the test by performing vehicle extrication on a USMS fully armored vehicle with sledgehammers, forcible entry tools, hammer drills, reciprocating saws, and cutter/spreader combination tools. This training addressed the reality of protective operations regarding contingency planning. Personnel enhanced individual and team decision-making capabilities while developing a more thorough understanding of the dangers of motorcade operations and fire-related emergencies.

**ESTABLISHING AN AROUND-THE-CLOCK PROTECTIVE OPERATIONS COMMAND CENTER.** In FY 2023 USMS created the Protective Operations Command Center as a one-stop shop for collecting and disseminating information about protective missions. All logistics for fully operational protective details flow through the unified command centers. It enhances the oversight responsibility and mitigates all risks to the justices, special counsels, and judges.

**BOLSTERING SECURITY INFRASTRUCTURE AND FORTIFYING THE USMS'S COMMITMENT TO PROTECT THE JUDICIARY.** In FY 2023, the USMS commissioned over 200 physical security projects with a total value of over \$90 million. These projects were dedicated to upgrading the physical security systems in judicial facilities across all 12 judicial circuits. The impact of these efforts directly contributes to the safety and security of judicial facilities nationwide. The upgraded physical security systems provide a robust defense against potential threats, including unauthorized access, vandalism, and other security breaches. Implementing these state-of-the-art security measures ensures the protection of all individuals who enter and work within these institutions.

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**ENHANCING PROTECTIVE OPERATIONS AND PROTECTING THE SUPREME COURT OF THE UNITED STATES (SCOTUS).** The USMS operates an around-the-clock Protective Operations Command Center (POCC) to function as a one-stop shop for the collection, aggregation, analysis, and dissemination of information regarding USMS protective operations globally with the capability to blend all necessary functions together under one unified command structure. The POCC coordinates with and tracks all USMS Protective Service Details, but specifically has the oversight function of, and executes all planning and operations associated with, the SCOTUS Detail. The SCOTUS Detail is staffed by a minimum of 48 personnel on a daily basis.

Historically, the USMS has served to assist the Supreme Court Police Department (SCPD) with security for SCOTUS during travel and where SCPD has no assets. Since the release of the *Dobbs v. Jackson Women’s Health Organization* draft opinion on May 2, 2022, and following the decision on June 24, 2022, the USMS has assisted the Supreme Court Police in providing security at the residences of 11 current and former Supreme Court Justices. Since December 2022, the USMS has provided universal residential security at the Supreme Court Justices’ residences. The Marshal of the Supreme Court requested this coverage extend through FY 2024.

Throughout FY 2023, the USMS mobilized 1,265 operational and administrative personnel for at least one rotation each for the SCOTUS residential protective mission, drawing from 93 of the 94 federal judicial circuits. In addition, the USMS assisted with 132 protective missions outside the National Capital Region, deploying over 400 DUSMs to provide security for domestic and international travel and other residences of 11 current and retired justices.



**PROTECTING JUDGES, DIGNITARIES, AND OTHER OFFICIALS.** The USMS responded to threats to federal judges involved in the cases against former President Donald Trump and provided protective details for U.S. District Court Judges.

Additionally, the agency provided a protection detail for Special Prosecutor Jack Smith, who was residing in the Netherlands. The USMS utilized all assets and capabilities to respond immediately to provide protection outside the continental United States.

The USMS also provided protective details for a Special Counsel and a Former National Institute of Allergy and Infectious Diseases Director, as well as dignitary protection details for high-level authorities visiting from Colombia, Italy, Mexico, Peru, and the INTERPOL Secretary General.

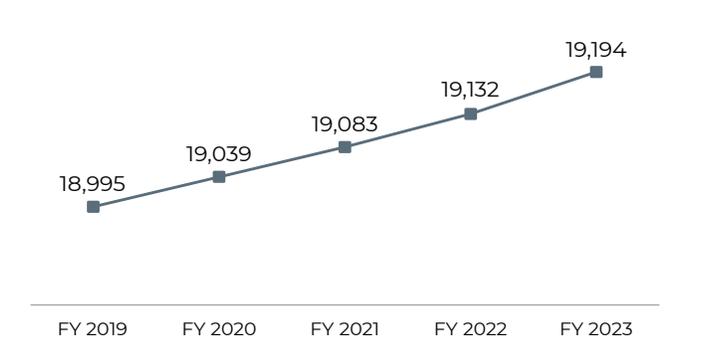
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### MISSION: WITNESS PROTECTION

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

#### MISSION PROGRAM DATA

Figure 10 – Total Number of Witness Security Program Participants



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

**REDUCING VIOLENT CRIME THROUGH WITNESS PROTECTION.** The AG disseminated directions in May 2021 regarding the reduction of violent crime. The USMS has a prominent role in arresting violent criminals, and the Witness Security Program is an essential part of accomplishing that mission. The Program specifically contributes to the reduction of violent crime by providing for the security, health, and safety of witnesses to allow them to testify against violent criminals, removing them from vulnerable communities.

Through meetings and presentations, the USMS raised awareness among state and federal agencies about the services and processes of the Witness Security Program. In discussions with the Federal Bureau of Investigation, the Drug Enforcement Administration, Assistant United States Attorneys, the BOP, and the Office of Enforcement Operations, the USMS reviewed the purpose and scope of the Program. As a result of these outreach efforts, the USMS expanded communication and cooperation between agencies and showed investigators and prosecutors how to leverage the Witness Security Program to reduce violent crime.

**EXCHANGING BEST PRACTICES WITH INTERNATIONAL PARTNERS.** The Witness Security Program receives worldwide recognition for its success in protecting witnesses and value in dismantling criminal organizations. Since the Program's creation over 50 years ago, other countries have created witness protection programs based on the U.S. model, and many have developed innovative approaches to address their needs and challenges.

The Witness Security Program shared best practices and insights on protection with international partners to include Europol and Italy's Protection System of Collaborators and Witnesses of Justice. In January 2023, a senior protection specialist met with representatives from Italy's Protection System of Collaborators and Witnesses of Justice to share best practices and insights on protection and Program success factors. In June 2023, the Program leadership attended a Europol conference in the Netherlands, where Europol partners shared information and trends regarding information and data security. These efforts proved beneficial for the USMS and its international partners through improved communication and cooperation.

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## 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. The Justice Prisoner and Alien Transportation System (JPATS) manages the coordination, scheduling, and secure handling of prisoners in federal custody, transporting them to detention facilities, courts, and correctional institutions across the 94 judicial districts through a network of aircraft, cars, vans, and buses.

MISSION PROGRAM DATA

Figure 11 – Requests to Transport Prisoners by Air or Ground

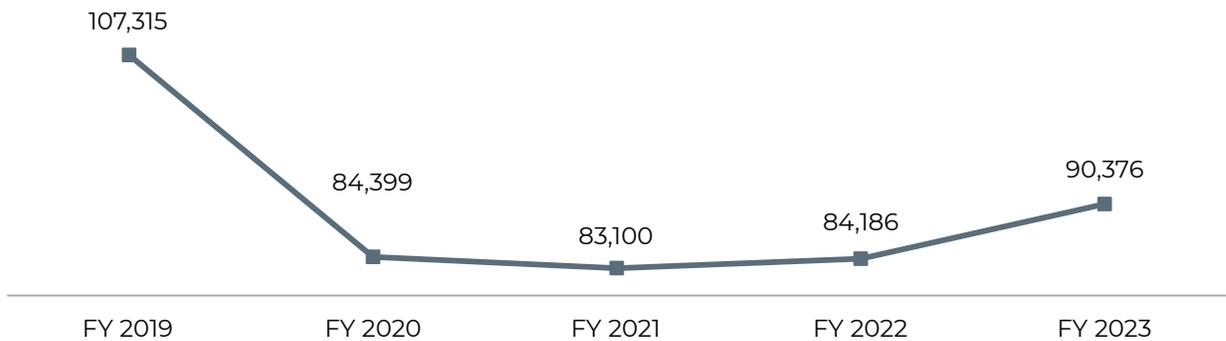
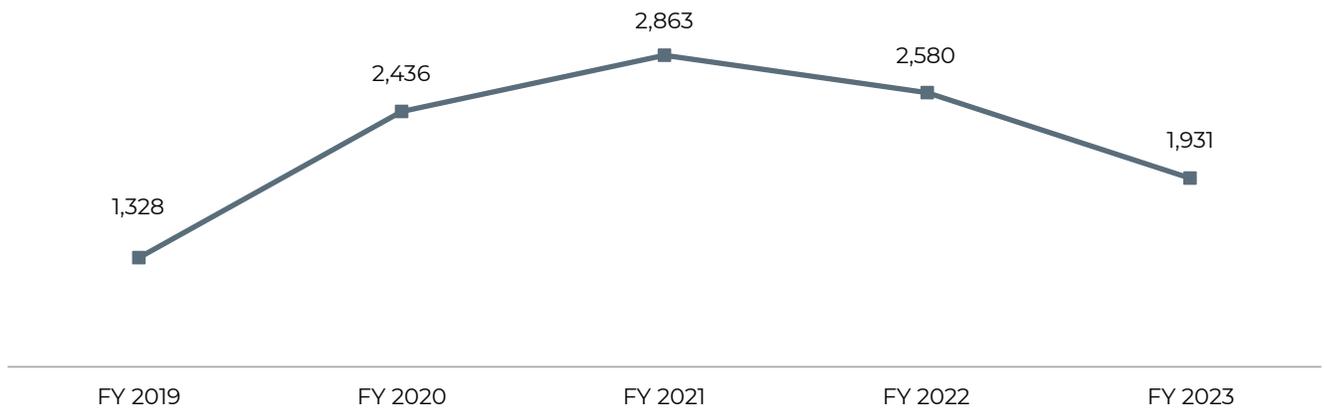


Figure 12 – Transportation Unit Costs (in Dollars)



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

**LIFTING LINGERING COVID-19 RESTRICTIONS.** Shortly after the COVID-19 pandemic began, the BOP and the USMS separated their prisoner movements on JPATS aircraft and BOP buses. On December 5, 2022, JPATS resumed blending flights resulting in a 50 percent increase in prisoners moved per flight hour. Additionally, on July 1, 2023, the USMS discontinued large-scale COVID-19 viral testing of USMS prisoners, to include the pre-transport testing requirement for JPATS

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manifested trips. Facilities continue to screen for symptoms and follow CDC, state and local health department, and USMS guidelines.

**DEACTIVATING PRIVATE FACILITIES.** The USMS supported the deactivation of BOP private contract facilities across the nation, in support of the 2021 Presidential Executive Order (EO) 14006 to eliminate the use of privately operated criminal detention facilities. In addition to scheduling all movement (ground and air), JPATS has provided airlifts, when required, as the BOP transferred over 14,100 prisoners to other institutions. The last deactivation was completed on November 17, 2022, out of McCrae, Georgia, where JPATS transported 1,220 inmates to other BOP facilities (548 by air and 672 by ground transportation).

**ACCOMPLISHING THE SINGLE LARGEST TRANSFER OF FUNCTION ACTIVITY IN USMS HISTORY.** In FY 2022, the USMS initiated a basing analysis of its operational flight hub in Las Vegas, Nevada, to assess the impacts and opportunities caused by EO 14006 which led to the non-renewal of the privately operated Nevada Southern Detention Facility contract. A working group assessed a myriad of factors, including historical prisoner demand and availability of holdover facilities. This analysis identified Kansas City, Missouri, as the best location for the JPATS large aircraft to facilitate the network. The USMS obtained approval from the JPATS Executive Committee to relocate the operational site and aircraft to Kansas City. This massive effort required expertise across the agency to address Congressional concerns, negotiate with the Union, obtain office, hangar, and aircraft ramp leases, and execute a myriad of nonroutine personnel actions. In collaboration with the GSA, the USMS completed the relocation and Transfer of Function on September 24, 2023.

**DIGITIZING PRISONER MOVEMENT PACKETS.** The USMS deployed the electronic Movement Packet (MPAC) to its districts, USMS Intergovernmental Agreement (IGA) facilities, and BOP institutions. This mobile application is expected to reduce the amount of paper—roughly one million pages per year—and workload of staff who are required to manually print, copy, and assemble required paperwork for every prisoner movement.

The application allows transport officers to access medical and security information while enroute and provides biometric identification of prisoners on the transport vehicle using facial recognition. While every prisoner moved is predetermined and known, the facial recognition feature assists transport officers with quick retrieval of electronic documents and provides automated verification of prisoner movements back to the system of record.



Throughout FY 2023, the JPATS provided training to BOP, USMS, and IGA medical staff on using MPAC. Now, USMS districts, IGA facilities, and BOP institutions who are involved in prisoner transport can centrally access USMS and BOP prisoner documents directly in MPAC.

**SHARING BEST PRACTICES AND LESSONS LEARNED WITH OTHER AVIATION EXPERTS.** In lieu of simulator sessions normally held in the Dallas area, JPATS dispatchers completed online virtual training with other aviation companies and aviation departments within companies (Textron Aviation, Hewlett Packard Enterprise, and American Express). Learning of aviation issues from other organizations, hearing what they do and why they do it, benefits the agency by applying those lessons learned. The USMS also offered lessons learned and alternative support methods,

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

such as performing functions when systems are down for transmitting flight plans and performance data, getting information to crews and other support entities such as the Federal Aviation Administration.

Additionally, the USMS participated in collaborative sessions with BOP liaisons who walked through onsite systems while discussing their expectations and required procedures, including specific tasks that JPATS schedulers perform. The JPATS pilot corps expressed its gratitude to have group discussions covering security and maintenance challenges as well as an in-depth review of Boeing notices and manuals effecting flight conduct of USMS B737 aircraft. Other presentations from the National Aeronautics and Space Administration and Scaled Analytics expanded focus on recent lessons learned from noted safety experts.

**UPGRADING CLOSED-CIRCUIT CAMERA AND ACCESS SYSTEMS.** The USMS replaced aged cameras, building access systems, and defective equipment at its Oklahoma hangar. The new, cutting-edge products will further enhance the safety and security of USMS personnel and assets.

**OPERATING AN EXCEPTIONAL AVIATION SAFETY PROGRAM.** JPATS successfully recertified Stage 3 compliance during the International Standard for Business Aircraft Operations (IS-BAO) audit in November 2022. 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. JPATS embarked on its inaugural IS-BAO audit in 2015, attaining Stage 1 certification. Over time, JPATS advanced through a Stage 2 and two Stage 3 audits (initial and recertification), culminating in the most recent IS-BAO Stage 3 audit. Benchmarked for possessing federal aviation's most thorough and comprehensive Safety Management System, JPATS is frequently requested to assist the Interagency Committee for Aviation Policy with audits of other agencies.



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

## MISSION: PRISONER OPERATIONS, DETENTION, AND CARE

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

MISSION PROGRAM DATA

Figure 13 – Average Daily Prisoner Population

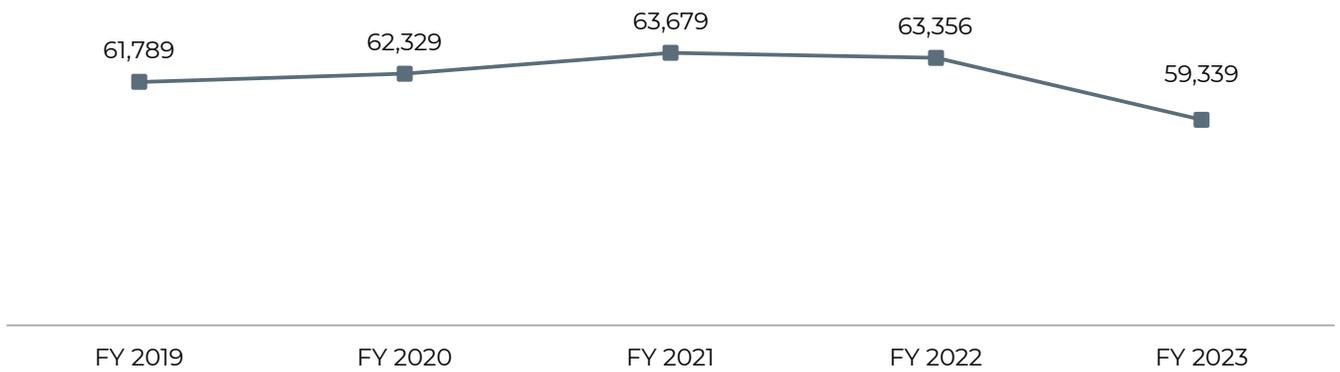


Figure 14 – Per Day Detention Costs (in Dollars)

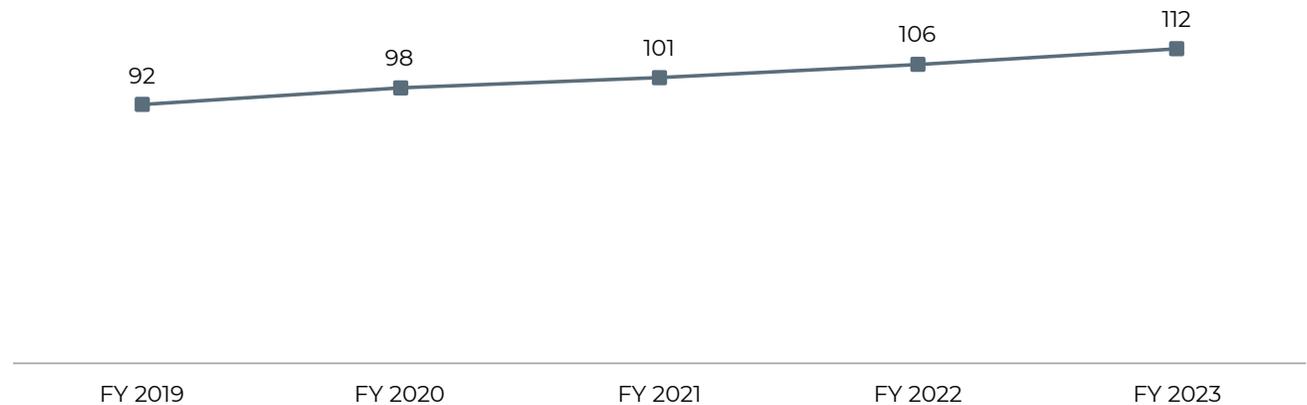


Figure 15 – Prisoners Produced for Required Events



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

MISSION PROGRAM DATA

Table 4: Prisoners Received: By Offense

Performance Measure	FY 2022	FY 2023
Total	98,749	97,630
Immigration	22,191	23,151
Weapons	8,397	7,724
Drugs	18,910	17,290
Other	6,169	49,465

**MANAGING THE FEDERAL DETENTION POPULATION.** The USMS continued its management of the population of federal prisoners remanded to its custody pending adjudication of a criminal offense. During FY 2023, the USMS received into its custody a total of 97,630 prisoners. Of those prisoners released from custody during FY 2023, they were held in USMS custody an average of 231 days prior to final release or the transfer to the BOP to serve an imposed sentence.

Throughout FY 2023, the USMS was responsible for an average daily population of approximately 59,339 prisoners. Daily, these prisoners were housed in 995 federal, state, local, and privately-operated detention facilities located near federal district courts throughout the United States. The USMS completed more than 501,456 prisoner productions, primarily transferring prisoners from the detention facilities where they were housed to a federal courthouse for routine court proceedings or attorney meetings.

**MITIGATING PRISONER SUICIDES.** When the USMS receives a prisoner into its custody, it assumes responsibility for the safe, secure, and humane housing of that prisoner in a detention facility. Recognizing suicide is the second leading cause of death in prisons, the USMS undertook several initiatives in FY 2023 to mitigate suicides in contracted and IGA detention facilities. As part of its outreach efforts, the USMS established a full-time liaison position with the National Sheriff’s Association (NSA) to facilitate collaboration for common concerns in U.S. jails, including prisoner suicides. Working with the NSA liaison, the USMS developed a document entitled, Best Practices for Mitigating Prisoner Suicide, that describes USMS best practices for treating prisoner mental health conditions; managing prisoner suicidal thoughts and behaviors; and limiting access to lethal means to mitigate the risk of a prisoner committing suicide. Additionally, the USMS developed a comprehensive online training course for all USMS operational personnel to complete annually. This course dispels suicide myths and emphasizes early detection and alerts, as well as the importance of human interaction.

The USMS also established an Incident Review and Response Team (IRT) comprised of detention subject matter experts to review and respond to USMS prisoner attempted suicides and suicides. In FY 2023, the IRT conducted 14 comprehensive facility reviews where a prisoner committed suicide. The efficacy of these initiatives and IRT reviews were reflected in the second lowest suicide rate in the past 13 years. Of the 154,456 USMS prisoners housed in a detention facility during FY 2023, 14 died by suicide.

**OPTIMIZING DETENTION BEDSPACE.** Facing a budgetary shortfall, the USMS identified regional limitations that challenged the districts’ abilities to maximize the utilization of no-cost Federal BOP Bedspace (FedBeds). These limitations included a lack of local or regional prisoner census; geographical burdens limiting local districts to effectively house USMS prisoner populations near the charging district; limited FedBeds due to pandemic contingency operations; facility structural renovations; and BOP staff shortages. To mitigate these limitations and ensure available FedBeds were fully utilized, the

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

USMS began moving sentenced prisoners to BOP facilities while prisoners awaited designation, thereby precluding per diem costs of the hubs where the USMS typically moved prisoners that were in-transit to their designated facilities. Concurrently, the USMS rerouted prisoner aircraft transportation routes and BOP bus routes to maximize the utilization of FedBeds while in-transit to their final destinations. This initiative alone saved \$12.7 million in air travel costs in FY 2023. The USMS then combined multiple district populations into geographically advantageous private detention bedspace to take advantage of less costly ground transportation transfer points. Finally, the USMS conducted an in-depth operational analysis of FedBed utilization that resulted in the BOP providing additional no-cost bedspace for USMS prisoners. In FY 2023, these housing initiatives saved the USMS \$12.6 million.

**BRIDGING THE GAP BETWEEN ADMINISTRATIVE AND OPERATIONAL FUNCTIONS OF DETENTION MANAGEMENT.** The USMS held its annual Detention Contract Monitor (DCM) and DMC workshop the week of July 9, 2023, in Austin, Texas. The workshop brought in industry detention experts to provide training on topics such as Prison Rape Elimination Act, prisoner suicides, contraband investigations, and prisoner mental health issues. District and off-site employees were also introduced to the new IRT process implemented to respond to USMS prisoner suicides, escapes, homicides, suspicious deaths (e.g., drug overdose), attempted suicides, and attempted escapes. The workshop also allowed the DCMs and DMCs to discuss and familiarize themselves with the new federal programs and initiatives they can proffer to our detention facility partners and better assist their detention mission. In response to feedback from the DCMs and DMCs, the USMS initiated a new Frequently Asked Questions internal webpage as a resource for employees to find answers and resources regarding detention management matters to improve the USMS's oversight of the detention mission.

**MODERNIZING PRISONER MEDICAL CARE AND MANAGEMENT.** The USMS prisoner population generated over 200,000 medical requests in FY 2023. To ensure the delivery of fiscally prudent, evidence-based healthcare, the USMS procured and implemented a Clinical Decision Support System (CDSS) tool. This tool utilizes research-based data to determine if specialty medical testing and interventions are necessary and beneficial to the overall wellbeing of the treated population. More specifically, the CDSS tool improves the healthcare provided to prisoners by enhancing medical decisions with targeted clinical knowledge, patient information, and other health information. The implementation of CDSS enhanced the goal of providing community standards of medicine within the correctional environment while simultaneously decreasing both the fiscal burden and medicolegal risks to the USMS. During the first three months of use for cardiac care, the USMS recognized a 14 percent cost savings compared to the same time frame of the previous fiscal year.





## ENHANCE THE BUSINESS ENVIRONMENT

# GOAL 4

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

## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

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



**MIGRATING TO THE CLOUD AND BOLSTERING CYBERSECURITY.** The USMS made significant progress in the multi-year effort to transition all IT services out of the DOJ’s “brick and mortar” data centers to the cloud by September 2024. In January, the USMS increased the cloud environment to support mission critical applications and services, on-going development efforts, and geographic separation and redundancy across the country. On-going efforts during the year saw the agency’s migration of 41 mission critical applications, administrative support systems, and core IT services into the cloud, leaving 28 percent to be completed in early FY 2024.

In July, the USMS deployed a cloud-based virtual desktop solution to support development and testing activities. This initiative reduced the application development computer server footprint by 85 percent. Users have provided positive feedback regarding the enhanced user experience. The agency can also leverage this solution to provide additional functionality and capabilities beyond application development in the future, such as allowing USMS users to access workstations and applications from a remote location within the enterprise network.

**REDUCING RISKS OF CYBERSECURITY.** The USMS responded to a mandate from the DOJ to move to a whitelist approach for mobile applications available on USMS mobile devices by June 1, 2023. To meet this requirement, the USMS validated users’ need for more than 500 mobile applications that were then migrated to the agency’s internal enterprise application store. The USMS application store includes built-in internal security features and tools—not available in public stores—to prevent malware, intrusion, and malicious activities. This effort has improved user trust and application protection against malware and embedded bugs, reduced risk of data breach, vulnerability, and financial losses, enhanced policy compliance, and provided access to internal security features and tools.

**IMPLEMENTING AN AGENCYWIDE RECORDS FILE PLAN.** The records file plan complies with Office of Management and Budget (OMB) and National Archives and Records Administration mandates to transition to electronic records and the updated DOJ policy regarding electronic mail and messaging records retention. These directives require all federal

agencies to fully facilitate electronic records as possible. The USMS formed a project team to review all records created, received, and used by the agency, and researched their corresponding disposition schedules. The team then created an updated USMS file plan.

**IMPROVING OVERSIGHT AND COMPLIANCE OF ANNUAL PROPERTY INVENTORY.** The annual physical inventory maintains accountability of government property. In preparation for the annual inventory, the USMS conducted training for 175 Property Custodians and Property Officers, a 51 percent increase from FY 2022 and established a preparatory checklist, helping the agency achieve a 93 percent compliance rating, a 45 percent increase in participation from FY 2022.

**IMPROVING RADIO COMMUNICATION AT THE FLETC.** In April 2023, the USMS executed a much-needed radio system repair of the agency's antenna system, at the 170-foot mark on the tower, to enhance its communications in and around the FLETC. The system upgrade and complete antenna replacement increased previous coverage threefold, including enhanced in-building communications.



## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

### MISSION: FINANCIAL MANAGEMENT MODERNIZATION AND COMPLIANCE

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

**MODERNIZING THE PAYMENT PROCESS.** The USMS piloted the U.S. Treasury's IPP, which provides an electronic invoicing solution to make payments for goods or services procured from commercial vendors. This change was mandated by the OMB in 2018. The USMS became the first DOJ component to pilot the new system functionalities and continues to work with federal entities and commercial vendors to optimize system functionalities, interfaces, and processes.

The agency transitioned all USMS program offices to IPP in FY 2023 and continues to collaborate and enroll new program offices and vendors. The USMS provided training to over 548 participants; processed 7,286 IPP Payment documents; and utilized IPP for 2,705 procurement contracts. Eliminating the need to manually enter invoices into the Unified Financial Management System (UFMS) has led to significant savings.

**STREAMLINING INTERNATIONAL PAYMENTS.** In FY 2023, the agency collaborated with U.S. Treasury and implemented the International Treasury Services (ITS) platform, ITS.gov, which enables federal agencies to issue foreign currency payments via direct deposit, wire transfer, or draft to recipients, and issue international U.S. dollar wire transfer payments without a corresponding U.S. financial institution. The application allows payments to be made in 140 currencies in more than 200 countries. ITS can support payments in either foreign currency or U.S. dollars, depending on the needs of the agency, and supports both one-time and recurring payments.

Previously, USMS issued international payments using a time-consuming manual process requiring multiple communications with ITS to confirm proper completion of forms prior to a payment being issued. This former practice would span several weeks from start to finish, and with the annual number of payments rising from an average of 10 per year to more than 50 last year, USMS sought to streamline the process by gaining direct access to ITS.gov, to directly enter and approve international payments.

In addition to shortening the overall payment process, direct access to ITS.gov gives USMS greater control over the timing of international payments and provides improved research capabilities for identifying the correct method/coding for making payments. The USMS also created user training materials and provided training sessions prior to the deployment of ITS.gov in January 2023. Since ITS.gov went live, the USMS has successfully processed over 98 international payments totaling approximately \$25.6 million.

**ITS.gov provides many benefits, including but not limited to:**

- **Expedition in payment settlement**
- **Lowest costs for sending international payments**
- **Latest enhanced security technology, such as two factor authentication, to safeguard information**
- **Facilitation of applicable international payments to fact witness**
- **Flexible reporting capabilities**
- **User access to payment information and issues**
- **No fees associated in using ITS.gov**

## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

### **AUTOMATING MANUAL PROCESSES RESULTED IN CUTTING COSTS AND SIGNIFICANT HOURS AND PROMOTED KNOWLEDGE-SHARING ACROSS THE ORGANIZATION.**

The USMS continued to leverage UiPath, a Robotic Process Automation (RPA) product, to streamline operations and reduce the need for manual procedures, in accordance with the OMB memorandum, Shifting from Low-Value to High-Value Work. The RPA configures computer software to automate routine human actions within digital systems. In FY 2023, the USMS configured RPAs to:

- Automate a data normalization process on an existing application that produces a financial business analytic dashboard, reducing the amount of time spent doing data preparation to two hours. Prior to this development, the agency would spend two days each month normalizing data from multiple systems to produce the dashboard.
- Reduce the need to manually enter the procurement obligation requisition and the additional data elements and requisition information to create the contract obligation or modification into UFMS. Each of these steps would take 30 minutes to complete. By using RPA for a portion of this process, the USMS saves about 2,245 hours of work in a year.
- Create a bot that uses a Marshals Accounting Reports System report in conjunction with Pay.gov collections data from U.S. Treasury's Collection Information Repository to gather seized cash, money judgment, and sales proceeds data. This new bot then enters the consolidated data into the UFMS on a daily basis, serving as a "sister bot" to the Justice Management Division Consolidated Asset Tracking System bot implemented last year.

**AUTOMATING INTRAGOVERNMENTAL TRANSACTIONS.** G-Invoicing is the U.S. Treasury's online digital application and long-term solution for federal program agencies to manage their intragovernmental buy/sell transactions. G-Invoicing went live at the start of FY 2023. Since then, the USMS has continued leveraging automatic system integrations between the UFMS and G-Invoicing to create and enhance operational efficiencies across the agency, reducing hours spent reconciling and manually processing buy/sell transactions in UFMS and performing reclassifications on accounting elements. This automation resulted in the agency brokering over 62 reimbursable agreements via G-Invoicing, with over 1,700 automated transactions (i.e., payments, billings, and collections) totaling over \$145 million with more than 27 different federal trading partners.

**INTEGRATING USMS BUDGETARY DATA INTO THE OMB'S BUDGETING SYSTEM.** The USMS added a new system feature to one of its existing financial applications to help the agency automatically integrate the USMS financial data into the OMB's budgetary reporting system, MAX A-11, to remain in compliance with the Digital Accountability and Transparency Act of 2014 (DATA Act). The DATA Act aims to make information on federal expenditures easily accessible and transparent, allowing the public visibility on how the government spends tax dollars. The integration has enabled the USMS to produce all necessary reports, especially those that OMB requires for current and prior fiscal months, while being scalable to meet current and future requirements. Overall, this enhancement has centralized financial data, reduced manual data transformation, and saved the agency 220 hours per FY.

**IDENTIFYING FINANCIAL TECHNOLOGY SOLUTIONS TO ADDRESS CURRENT CAPABILITY GAPS.** To streamline the paper check deposit process, the USMS is establishing a pilot program to implement a new mobile application, FedRevCollect, developed by the U.S. Treasury to provide government agencies with a free, convenient, simple, and secure way to electronically collect and deposit checks.

## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

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Over the past year, the USMS identified the pilot program offices, conducted multiple meetings with U.S. Treasury to discuss the pilot implementation, necessary setup, and deposit scenarios. The pilot consisted of two USMS district offices and four targeted deposit scenarios (e.g., asset forfeiture cash currency seized, money judgments forfeited, service of process, and receipts returned to U.S. Treasury). When fully implemented, FedRevCollect will provide the USMS with the following benefits: decreased possibility of lost or stolen checks; less exposure of citizens' personally identifiable information; reduced exception processing (amount verification and duplicate transaction detection); faster time from point of collection to U.S. Treasury (next-business-day settlement); removed friction in data entry process; and reduced handling and overhead costs.

**AUTOMATING JUDICIAL SECURITY INVOICE PROCESSING TO IMPROVE EFFICIENCY.** The USMS created a new application, Invoice Tracker, to streamline management and tracking of invoices received by its judicial security division. The application automatically ingests new invoices from the financial system, assigns unique identifiers, and allows analysts to assign the invoices to the proper approvers for payment processing. Additionally, the application sends automated notifications, tracks the invoices through every step of the process, and archives all documents per federal regulations. Users can sort and display information in a dashboard to help ensure invoices are processed in a timely manner.

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

**LEVERAGING DATA ANALYTICS TO MAXIMIZE DATA AS AN ASSET.** The USMS made significant progress developing a tool, District Profile Report (DPR), that will aid the districts in identifying potential financial issues and improving financial performance. This dynamic and interactive tool is composed of nine financial and travel performance metrics and provides monthly and historical status on key budgetary details and financial measurements. It also offers visual analytics, data download capabilities, and drillable options to display transactional data. Once fully implemented, the DPR will be extremely useful to system end-users, allowing them to readily identify high-risk areas and potential issues, which will lead to timely remediations. Additionally, the DPR will increase each district management's understanding of the financial requirements, performance progress, and actions to take to improve financial management and performance oversight.

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

**IMPROVING STEWARDSHIP OF FINANCIAL RESOURCES.** The USMS continued to provide financial management guidance, conducted multiple obligation reviews at many levels nationwide, and held monthly and quarterly meetings with program offices to increase financial compliance and to ensure timely and accurate balances were reported in the financial system. In FY 2023, the USMS reviewed and updated the comprehensive financial management Month-End Review Checklist and mandated the checklist to be completed and signed each month by program offices leadership, to uphold proper financial management practices and prevent control deficiencies. The USMS provided training on the new requirement to over 500 participants in six separate trainings, outlining the new procedures related to the Month-End Review Checklist.

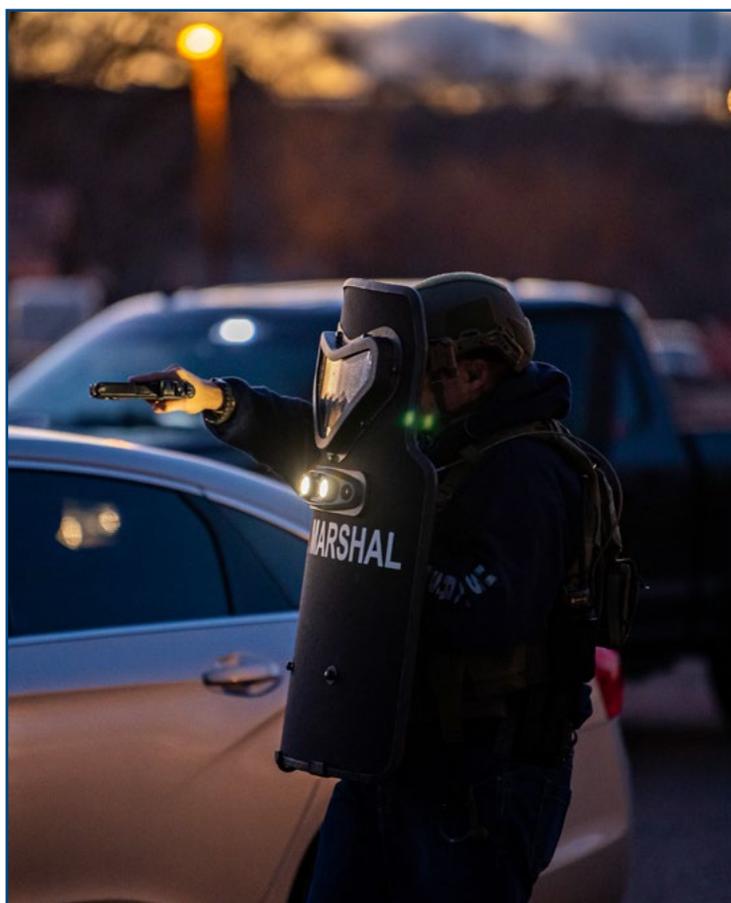
**SECURING FUNDS NEEDED TO ACCOMPLISH THE AGENCY'S MISSIONS.** The USMS successfully obtained additional resources to carry out its missions to continue the implementation of the BWC Program. The FY 2023 Enacted Budget approved 16 new positions and \$12.96

## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

million for the continued implementation of the BWC Program. With this new funding and through the dedication of BWC Program members, partners, and stakeholders, the USMS was able to reach the DOJ's goal of 38 percent of the DUSMs trained and equipped by the end of FY 2023. In addition, the USMS requested funding for the full implementation of the BWC Program, which the DOJ and the OMB both approved to be presented in the FY 2024 President's Budget request.

The USMS obtained a 7.9 percent increase in the Salaries and Expenses Appropriation, which allowed the agency to successfully carry out its missions, such as the agency's hiring and diversity initiatives to create the National Recruitment and Strategic Outreach Branch, that would enable the agency to reach out more effectively to prospective candidates.

The FY 2023 Enacted budget approved 12 positions and \$1.4 million for the creation of this new branch, which will provide the agency with the following benefits: One, increased ability to track metrics and use them to ensure the USMS's recruiting investment is effective and reaching the proper audience of the highest caliber applicants; two, increased communication with applicants throughout recruitment and hiring to ensure a more cost-efficient process as unsuitable candidates would opt-out earlier, allowing the qualified and motivated candidates to move forward; three, increased ability to reach a larger, more diverse, targeted audience of possible applicants; four, improved digital promotional materials and frequently asked questions about the hiring process that will reduce the volume of applicant questions directed at the staff, allowing those personnel to dedicate more time and resources to other agency objectives; and five, dedicated focus on recruitment of DUSMs, ensuring a ready pool of talent is available to fill USMS law enforcement openings.



## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

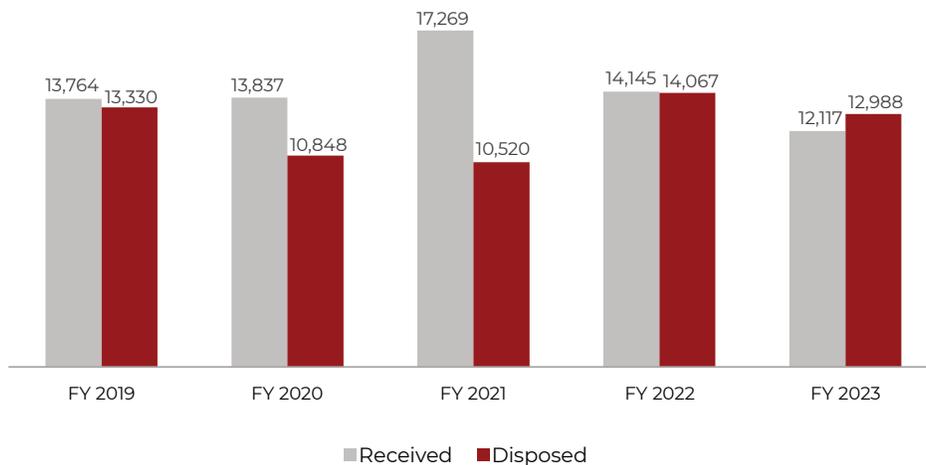
### MISSION: ASSET FORFEITURE PROGRAM



The DOJ Asset Forfeiture Program (AFP) plays a critical role in disrupting and dismantling illegal enterprises, depriving criminals of the proceeds of illegal activity, deterring crime, and restoring property to victims. The USMS is the primary custodial agency of the AFP. In addition to core fiduciary responsibilities associated with the management and disposition of assets valued in the billions of dollars, the USMS also provides vital support to U.S. Attorney's Offices (USAOs) and investigative agencies by assisting with pre-seizure planning and financial investigations. As a world leader in asset management and asset disposal, the USMS AFP also receives requests for technical assistance from countries around the world. These requests range from assessing a country's AFP to assisting with the restraint of property, both foreign and domestic. In FY 2023, the USMS received 12,117 assets and disposed of 12,988 assets.

MISSION PROGRAM DATA

Figure 16 – Assets Received and Disposed of by the USMS



## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

**IMPROVING THE EQUITABLE SHARING PROCESS WITH STATE AND LOCAL PARTNERS.** Beginning in FY 2023, USMS began a targeted outreach initiative to encourage state and local law enforcement agencies to register and update agency information with the General Services Administration's System for Award Management (SAM.gov). This initiative was based on OMB's revised 2020 *Guidance for Grants and Agreements* and the DOJ determination that required recipients of equitable sharing payments to adhere to the new SAM.gov and Universal Identifier standards.

These efforts led to an increase in compliance by state and local agencies with the number of updated SAM.gov vendor forms increasing by more than 54 percent. Additionally, the amount of unpaid equitable sharing requests reduced by nearly 70 percent from \$23.2 million in FY 2022 to \$7 million this fiscal year. The number of pending payments also decreased from 742 to 249.

**CONDUCTING FORFEITURE FINANCIAL INVESTIGATIONS.** In FY 2023, the USMS identified \$84 million in assets targeted for forfeiture, contributed to the investigative efforts of \$59 million dollars in assets subject to forfeiture, and assisted USAOs in defeating third-party claims against \$5.2 million in assets. Additionally, the USMS collected more than \$2.5 million in money judgment cases through cash payments, established payment plans, or identified assets.

**SUPPORTING ANIMAL SEIZURE AND REHABILITATION EFFORTS.** Throughout the United States, the USMS actively manages multiple national animal contracts to provide care for more than 1,000 dogs rescued from dogfighting operations, with services ranging from kenneling and veterinarian care to oversight of adoption and disposal services. In 2023, the USMS supported the largest-ever dog seizure in the District of South Carolina, seizing 275 dogs in one day during a large-scale search and seizure warrant operation throughout Anderson, Camden, and Rock Hill, South Carolina. The operation targeted a large dogfighting conspiracy within the state and aimed to dismantle an annual event known as the "Carolina Classic." In addition to the dogs, approximately \$40,000 in U.S. currency and 30 firearms were seized during the operation.

The USMS developed an outreach campaign utilizing social media platforms such as Twitter, Facebook, and Instagram to highlight dogs available for adoption, with plans to expand the media campaign to increase public awareness on adoptable dogs.



## GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

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**SUPPORTING INTERNATIONAL PARTNERS.** The USMS international asset forfeiture caseload includes 71 active cases involving 37 countries. The agency partners with a growing number of countries focusing on the impactful use of forfeiture. The USMS participated in virtual and in-person information sessions throughout the year, with over 400 attendees from countries in Europe, Asia, South America, and the Caribbean. These sessions serve to educate international partners on the agency's role in asset forfeiture and provide a meaningful environment to foster collaboration.

**REFUNDING VICTIMS OF CRIME AND MAKING PAYMENTS TO FORFEITURE PARTNERS.** In FY 2023, the USMS issued 1,915 payments totaling \$278.34 million to victims who suffered a direct loss caused by the offenses underlying the forfeiture actions. This included \$38.13 million in payments to the victims of the Western Union case. The USMS also processed 29,476 equitable sharing payments worth \$606.80 million to approximately 2,936 domestic, federal, and international law enforcement partners.

**United States v. Georgescu et al:** In July 2019, the USMS began working with the Department of Health and Human Services' Office of Inspector General in the investigation of Tache and Natalia Georgescu, owners and operators of Lowry Medical Supply, Incorporated, in Nashville, Tennessee, charged with conspiracy to commit healthcare fraud and paying illegal kickbacks. The charging documents allege that the Georgescus paid illegal kickbacks and bribes to medical professionals in exchange for Medicare beneficiary referrals for orthotic back, shoulder, wrist, and knee braces that were medically unnecessary; some of which were sent to elderly patients and those suffering from dementia without their knowledge or permission. The Georgescus then billed Medicare for the cost of the orthotic braces.

The USAO prosecuted and sought forfeiture in the amount of \$4.17 million, which represents the value of proceeds obtained from the illegal conduct between August 2018 and April 2019. Tache Georgescu pleaded guilty to all counts in August 2022, and sentencing has been scheduled for February 2024. The USMS was integral to the financial investigation, assisting federal prosecutors with seeking restraint and forfeiture for assets valued at over \$3.6 million, accounting for 86 percent of the total fraud loss.

**United States v. Lawrence Rudolph:** In August 2021, the USMS started working with the FBI and USAO in the investigation of Lawrence Rudolph, a Pennsylvania dentist charged with murdering his wife while on an African safari in Zambia in October 2016. Rudolph was convicted in August 2022, and one year later, in August 2023, was sentenced to life in prison, along with a concurrent sentence of 20 years for defrauding multiple life insurance companies. Rudolph was also ordered to pay about \$4.88 million in restitution, a fine of \$2 million, and a \$200 special assessment. Additionally, he was also ordered to forfeit assets obtained as a result of his crime.

At his trial, evidence proved that Rudolph shot his wife, making it look like an accident, and then upon his return to the United States, filed fraudulent claims on nine separate life insurance policies issued by seven different companies to obtain approximately \$4.88 million.

The USMS not only assisted in tracing assets but was integral to the successful prosecution of the case, highlighting evidence of Rudolph's efforts to move the life insurance money into other financial accounts that were later used to purchase luxury vehicles and properties in Arizona and Pennsylvania.

**GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT**



## ENACTED RESOURCES BY USMS STRATEGIC GOAL

### FY 2021-FY 2023 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)	2021 Enacted			2022 Enacted			2023 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	440	425	131,300	538	452	166,372	568	540	175,278
Fugitive Apprehension	533	515	149,695	533	519	157,486	569	506	177,068
Prisoner Security and Transportation	275	251	71,808	275	251	74,607	277	253	77,631
Protection of Witnesses	65	61	16,510	65	62	17,118	66	60	17,979
Tactical Operations	46	42	18,169	46	43	18,751	48	42	19,703
Total Enacted - S&E	1,359	1,294	387,482	1,457	1,327	434,334	1,528	1,401	467,659
Reimbursable FTE		194			197			196	
Total Enacted with Reimbursable FTE - S&E	1,359	1,488	387,482	1,457	1,524	434,334	1,528	1,597	467,659

Note: Represents S&E administrative resources only

#### GOAL 2:

STRATEGIC GOAL 2 Fugitive Apprehension (S&E)	2021 Enacted			2022 Enacted			2023 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Fugitive Apprehension	1,556	1,371	423,099	1,556	1,403	459,751	1,615	1,437	502,573
Total Enacted - S&E	1,556	1,371	423,099	1,556	1,403	459,751	1,615	1,437	502,573
Reimbursable FTE		109			86			85	
Total Enacted with Reimbursable FTE - S&E	1,556	1,480	423,099	1,556	1,489	459,751	1,615	1,522	502,573

Note: Represents S&E operational resources only

## ENACTED RESOURCES BY USMS STRATEGIC GOAL

### GOAL 3:

STRATEGIC GOAL 3	2021 Enacted			2022 Enacted			2023 Enacted		
Judicial and Courthouse Security (S&E)									
Prisoner Security & Transportation (S&E)									
Protection of Witnesses (S&E)									
Tactical Operations (S&E)									
Detention Services (FPD)									
Construction									
Justice Prisoner and Transportation System (JPATS)									
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	1,282	1,209	382,562	1,282	1,222	396,449	1,351	1,286	416,902
Prisoner Security and Transportation	737	710	192,446	737	680	199,945	742	676	207,950
Protection of Witnesses	184	175	46,735	184	167	48,458	185	169	50,395
Tactical Operations	126	121	49,766	126	115	51,363	145	126	59,521
<b>Total Enacted - S&amp;E</b>	<b>2,329</b>	<b>2,215</b>	<b>671,509</b>	<b>2,329</b>	<b>2,184</b>	<b>696,214</b>	<b>2,423</b>	<b>2,257</b>	<b>734,768</b>
Reimbursable FTE		55			37			60	
<b>Total Enacted with Reimbursable FTE - S&amp;E</b>	<b>2,329</b>	<b>2,270</b>	<b>671,509</b>	<b>2,329</b>	<b>2,221</b>	<b>696,214</b>	<b>2,423</b>	<b>2,317</b>	<b>734,768</b>
Detention Services	33	25	2,171,609	42	25	2,123,015	42	29	2,129,789
Construction			15,000			15,000			18,000
<b>Grand Total Enacted - S&amp;E, FPD, and Construction</b>	<b>2,362</b>	<b>2,295</b>	<b>2,858,118</b>	<b>2,371</b>	<b>2,246</b>	<b>2,834,229</b>	<b>2,465</b>	<b>2,346</b>	<b>2,882,557</b>
JPATS	123	112	66,019	123	113	70,651	123	113	68,739
Total Operating (President's Budget) Level - JPATS	123	112	66,019	123	113	70,651	123	113	68,739
Actual Operating Level - JPATS	123	96	74,436	123	96	58,091	123	98	56,979
Note: Represents S&E operational resources only , FPD appropriation, Construction, and JPATS Revolving Fund									

## GLOSSARY OF ACRONYMS

ACRONYM	DESCRIPTION
AFP	Asset Forfeiture Program
AG	Attorney General
AOUSC	Administrative Office of the United States Courts
ASPR	Administration for Strategic Preparedness and Response
BAU	Behavioral Analysis Unit
BDUSMI	Basic Deputy United States Marshal Integrated
BOP	Federal Bureau of Prisons
BWC	Body-Worn Camera
C-UAS	Counter-Unmanned Aerial Systems
CBP	Customs and Border Protection
CDSS	Clinical Decision Support System
CFFO	Colombian Foreign Field Office
CIRT	Critical Incident Response Team
CSO	Court Security Officer
D/	District of (e.g., D/AK = District of Alaska [USMS district])
DAG	Deputy Attorney General
DATA Act	Digital Accountability and Transparency Act
DCM	Detention Contract Monitor
DHS	Department of Homeland Security
DIB	Domestic Investigations Branch
DMC	Detention Management Coordinator
DOJ	Department of Justice
DOS	Department of State
DPR	District Profile Report
DPSS	District Physical Security Specialist
DUSM	Deputy U.S. Marshal
E/	Eastern District of (e.g., E/WA = Eastern District of Washington [USMS District])
EAP	Employee Assistance Program
EK9	Explosives Detection Canine
EO	Executive Order
ERP	Employee Resiliency Program
ESF#13	Emergency Support Function #13
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency

ACRONYM	DESCRIPTION
FICAP	Fugitive Investigative Concepts and Practices
FLETC	Federal Law Enforcement Training Center
FY	Fiscal Year
GSA	General Services Administration
HHS	Department of Health and Human Services
HIDS	Home Intrusion Detection System
HSI	Homeland Security Investigations
HSIU	Homeland Security Interagency Unit
ICAP	Interagency Committee for Aviation Policy
IGA	Intergovernmental Agreement
IML	International Megan's Law
IMT	Incident Management Team
INTERPOL	International Criminal Police Organization
IPP	Invoice Processing Platform
IRT	Incident Review and Response Team
IS-BAO	International Standard for Business Aircraft Operations
ITS	International Treasury Services
JPATS	Justice Prisoner and Alien Transportation System
JTOC	Judicial Threat Operations Center
KG	Kilograms
MCU	Missing Child Unit
MFFO	Mexico Foreign Field Office
MPAC	Movement Packet
MSG	Marine Security Guard
MMIP	Missing and Murdered Indigenous Persons
N/	Northern District of (e.g., N/GA = Northern District of Georgia [USMS District])
NCMEC	National Center for Missing and Exploited Children
NLC	National Leadership Conference
NSA	National Sherriff's Association
OCDEF	Organized Crime Drug Enforcement Task Force
OIO	Office of International Operations
OMB	Office of Management and Budget
ONS	Operation North Star
OST-HP	Officer Safety Training-Human Performance
OTB	Operation Triple Beam

## APPENDIX

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ACRONYM	DESCRIPTION
OWO	Operation Washout
PTSD	Post-Traumatic Stress Disorder
QRT	Quick Response Team
RAM	Rapidly Advancing Manhunt
RFTF	Regional Fugitive Task Force
RPA	Robotic Process Automation
S/	Southern District of (e.g., S/FL = Southern District of Florida [USMS District])
SNAP	Security Executive Agent National Assessments Program
SOG	Special Operations Group
SOIB	Sex Offender Investigations Branch
SORNA	Sex Offender Registration and Notification Act
TK9	Tactical Canine
TFO	Task Force Officer
UFMS	Unified Financial Management System
USAO	United States Attorney's Office
USCP	United States Capitol Police
USMS	United States Marshals Service
USSS	United States Secret Service
VTF	Violent Transnational Fugitive
W/	Western District of (e.g., W/TX = Western District of Texas [USMS District])

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