



United States Marshals Service FY 2019 Annual Report

JUSTICE  INTEGRITY  SERVICE



PROTECTING AMERICA'S FEDERAL JUDICIAL PROCESS SINCE 1789

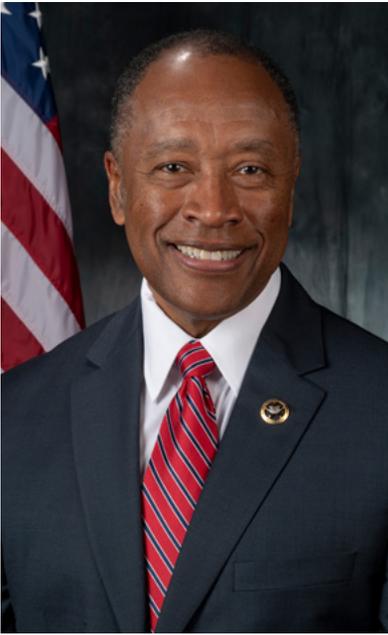
The United States Marshals Service [USMS] is the nation's first and most versatile federal law enforcement agency, involved in virtually every federal law enforcement initiative. The USMS is a force of approximately 5,230 deputies and business professionals who protect the federal judiciary, apprehend federal fugitives, transport and house prisoners, locate and recover missing children, enforce sex offender compliance, operate the Witness Security Program, and manage and sell seized assets acquired by criminals through illegal activities.

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

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

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





In 2019, the United States Marshals Service (USMS) celebrated 230 years of serving and protecting this beautifully diverse country. While the agency has transformed over the years, the primary USMS mission has remained the same: to protect, defend, and enforce the American justice system. It is my greatest honor and privilege to stand with and for the men and women of this legendary agency.

I am proud to present the United States Marshals Service FY 2019 Annual Report. This report provides an in-depth look at our many accomplishments and highlights the great successes of this agency over the past fiscal year. This year's annual report aligns with the four strategic goals in the new 2020-2024 Strategic Plan, which include our commitments to increase investment in our workforce, to strengthen investigations across the mission set, to safeguard against security threats and ensure safety through innovation, and to enhance our business environment.

Our unique position in the justice system allows us to serve our nation and impact countless lives at the federal, state, and local level. This past fiscal year, I witnessed the very hard work and dedication required to accomplish our various missions. We have kept our sacred charge to protect the judiciary and uphold the rule of law. Our devoted team of operational and administrative professionals continues to work diligently to reduce violent crime in the most vulnerable communities. Our agency remains the best of the best at developing and fostering seamless and

effective partnerships with our federal, state, and local law enforcement cohorts. Along with our partners, we brought thousands of fugitives, gang members, sex offenders, and other criminals to justice.

Last year, we also implemented excepted service hiring authority and full-performance level at grade 13. These initiatives are transforming our agency into an even more capable law enforcement agency of the highest caliber. Through tremendous effort, we have increased law enforcement training classes. These efforts will bear exceptional fruit and bring needed relief to our offices all around the country.

Every member of our agency played a vital role in last year's accomplishments, and the same will be true as we move into the future. We will face many challenges, and we will meet them with the same tenacity that fills our history.

I look forward to the next fiscal year as we continue to further develop our leaders, address staffing shortages, expand training opportunities for all, and engage in innovative problem solving necessary for even greater future success.

A handwritten signature in black ink that reads "Donald W. Washington". The signature is written in a cursive, flowing style.

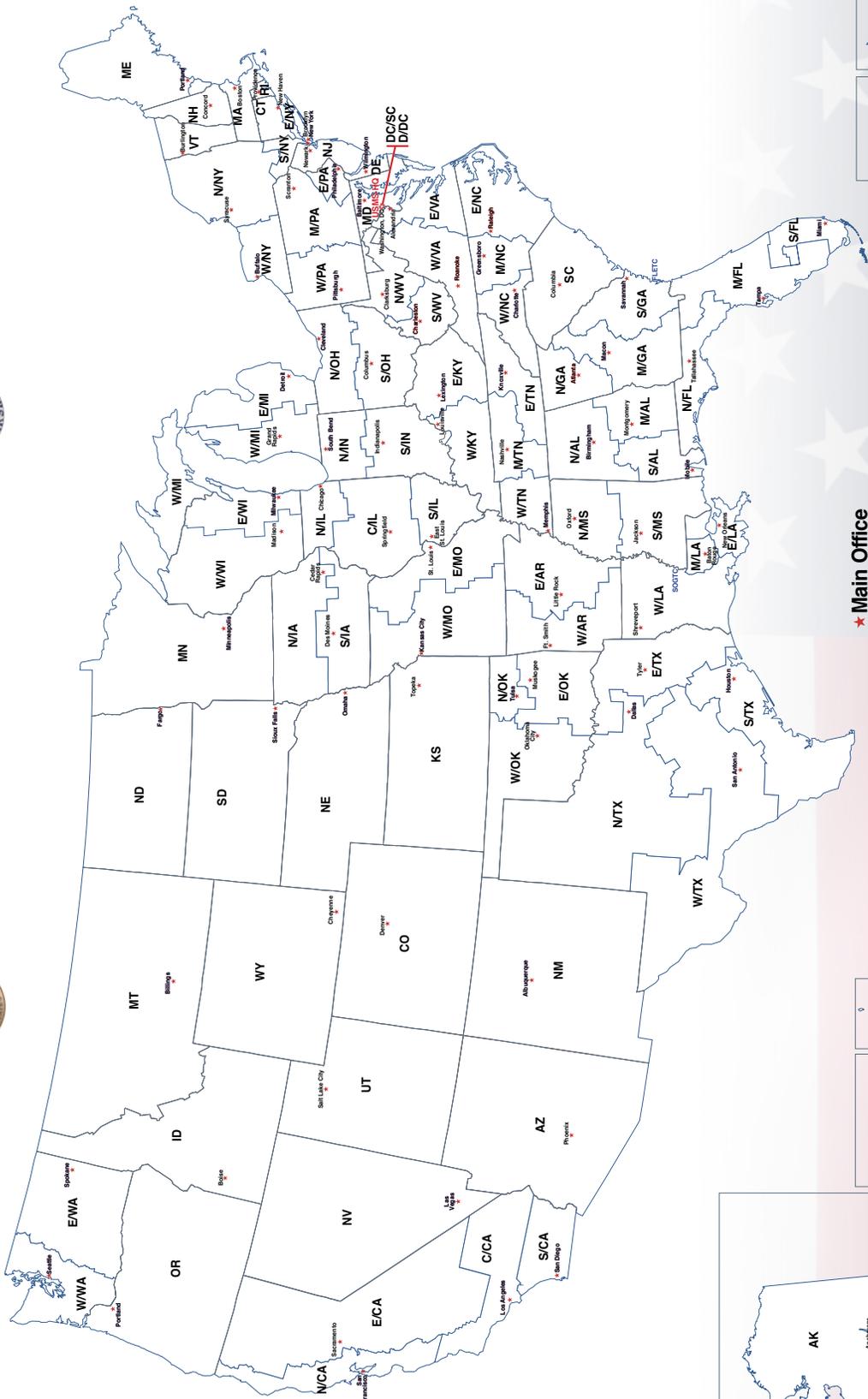
Donald W. Washington

Director, United States Marshals Service

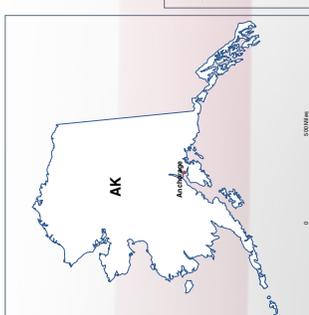
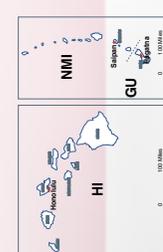
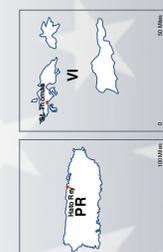
ABOUT THE UNITED STATES MARSHALS SERVICE	INSIDE FRONT COVER
MESSAGE FROM THE DIRECTOR	I
TABLE OF CONTENTS	II
DISTRICT MAP INSERT	1
MISSION VISION ORGANIZATIONAL STRUCTURE	2
AGENCY HIGHLIGHTS	3
STRENGTHENING THE USMS LAW ENFORCEMENT MISSION	3
AWARD-WINNING U.S. MARSHALS SERVICE PROGRAMS AND PERSONNEL	5
GOAL 1: INVEST IN OUR WORKFORCE	7
MISSION: PROFESSIONAL WORKFORCE	8
STRATEGIC OBJECTIVE: DEVELOP THE WORKFORCE BASED ON IDENTIFICATION OF EMERGING AND MISSION CRITICAL COMPETENCIES	8
STRATEGIC OBJECTIVE: PROVIDE VALUE-ADDED TRAINING FOR ALL	9
STRATEGIC OBJECTIVE: BUILD AN ORGANIZATIONAL CULTURE THAT ATTRACTS AND RETAINS TOP TALENT	10
STRATEGIC OBJECTIVE: IDENTIFY OPPORTUNITIES FOR AUTOMATION TO INCREASE THE EFFICIENCY OF THE WORKFORCE	10
STRATEGIC OBJECTIVE: STRENGTHEN PRODUCTIVITY, ACCOUNTABILITY, AND COMPLIANCE BY REFINING MANAGEMENT PRACTICES	11
MISSION: ACCOUNTABILITY AND INTEGRITY	12
GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET	15
MISSION: FUGITIVE APPREHENSION	16
MISSION: INTERNATIONAL PARTNERSHIPS AND SUPPORT	20
MISSION: PROTECTING AMERICA'S CHILDREN AND COMMUNITIES	21
STRATEGIC OBJECTIVE: PROTECT CHILDREN AND COMMUNITIES THROUGH THE RIGOROUS INVESTIGATION AND ARREST OF NONCOMPLIANT SEX OFFENDERS	21
GOAL 3: SAFEGUARD AGAINST SECURITY THREATS AND ENSURE SAFETY THROUGH INNOVATION	23
MISSION: LAW ENFORCEMENT PERSONNEL SAFETY	24
STRATEGIC OBJECTIVE: MITIGATE OFFICER SAFETY RISK ACROSS ALL MISSION AREAS	24
MISSION: JUDICIAL PROTECTION AND COURTHOUSE SECURITY	26
STRATEGIC OBJECTIVE: IDENTIFY, DETER, AND PREVENT HARM TO PROTECTED PERSONS THROUGH FORWARD-LOOKING, RISK-BASED APPROACHES TO PROTECTION AND INTELLIGENCE	26
STRATEGIC OBJECTIVE: PROMOTE INTELLIGENCE SHARING AND COLLABORATION	28
MISSION: WITNESS PROTECTION	29
STRATEGIC OBJECTIVE: STRENGTHEN THE AGENCY'S ABILITY TO PROTECT SENSITIVE AND VITAL INFORMATION, TECHNOLOGY, AND INFRASTRUCTURE AGAINST THREATS	29
MISSION: PRISONER TRANSPORT	31
STRATEGIC OBJECTIVE: DELIVER SECURE, MODERN, AND EFFICIENT PRISONER DETENTION AND TRANSPORTATION OPERATIONS	31
MISSION: PRISONER OPERATIONS, DETENTION, AND CARE	33
GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT	37
MISSION: FINANCIAL MANAGEMENT MODERNIZATION AND COMPLIANCE	38
STRATEGIC OBJECTIVE: MODERNIZE BUSINESS PROCESSES AND TECHNOLOGY INFRASTRUCTURE	38
STRATEGIC OBJECTIVE: PROMOTE EVIDENCE-BASED, DATA-DRIVEN DECISION-MAKING	39
MISSION: ASSET FORFEITURE PROGRAM	42
FY 2017-FY 2019 ENACTED RESOURCES BY USMS STRATEGIC GOAL	45
ACRONYM LIST	47



U.S. Marshals Service Districts



★ Main Office



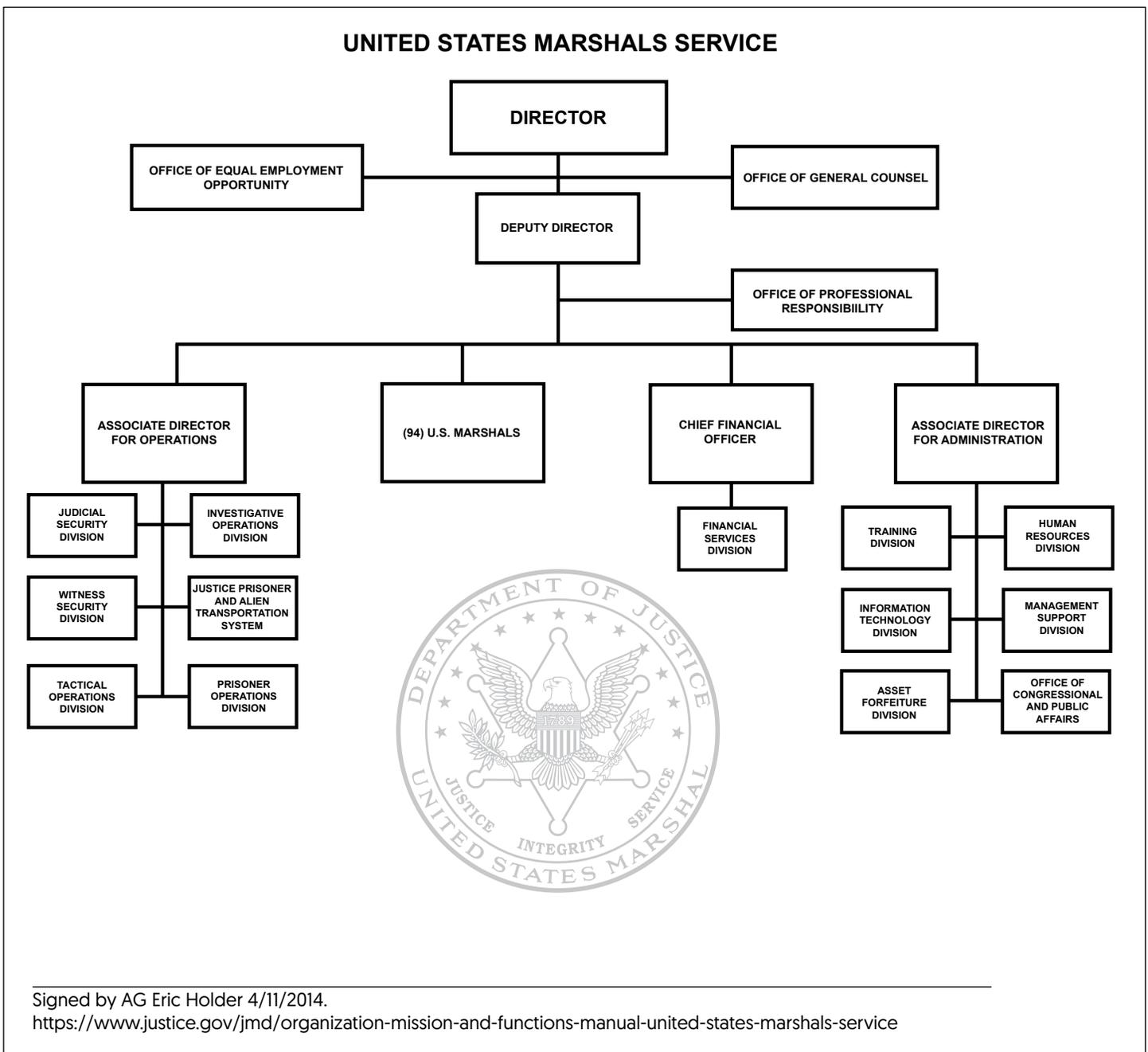
Mission

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



STRENGTHENING THE USMS LAW ENFORCEMENT MISSION

Reducing Violent Crime. One of the top priorities for the Department of Justice in 2019 was to reduce crime in America by focusing on the most violent criminals, taking down violent gang networks, prioritizing public safety, and supporting state, local, and tribal law enforcement partners. A key initiative of the Department to help achieve this goal is Project Safe Neighborhoods (PSN). PSN began in 2002 under President George W. Bush, continued under President Barack Obama, and was reinvigorated in 2017 under President Donald Trump. In February 2019, President Trump explained at the Major County Sheriffs and Cities Chiefs Association and Joint Conference, “The cornerstone of our strategy is revitalizing one of the most effective crime reduction initiatives in history—Project Safe Neighborhoods. This program brings together law enforcement, community groups, and local leaders to get the most violent offenders in the most dangerous areas off our streets and put them behind bars as quickly and easily as possible.” USMS-led counter-gang operations are fundamental components of the PSN initiative, focused on reducing violent crime and making communities safer. Through the USMS’s long-standing partnerships with state, local, tribal, and federal agencies, Operations Triple Beam (OTB) and Washout (OWO) provide communities with immediate relief from gang-perpetuated violence through fugitive targeting and seizing criminal organizations’ centers of gravity, such as firearms, narcotics, and illicit currency. U.S. Attorney General William Barr praised the collaborative efforts, “It packs a powerful punch by combining advanced data with local leadership, further reducing violence in communities across the country and improving overall public safety.” In Fiscal Year (FY) 2019 alone, the USMS led 28 counter-gang operations, such as OTB and OWO, in 25 Districts. These successful operations resulted in the seizure of 713 firearms, over \$1.7 million in U.S. currency, and over 107 kilograms of narcotics.

Persevering through a government shutdown. The record-breaking 35-day lapse in appropriations was unquestionably difficult for many agencies, personnel, and their families as they dealt with the uncertainty of their finances while continuing to maintain necessary operations with limited personnel. Despite these challenges, USMS personnel stayed focused on the mission and kept our communities, protectees, and prisoners safe from harm. The agency refers to this commitment as The Marshals Way. USMS employees also maximized ways to limit the impact of the government shutdown on local communities, the agency, and its partners. For example, the agency worked with the DOJ to identify unique solutions to bolster state and local jails to continue supporting the mission.

For the first time in the history of the Federal Law Enforcement Training Center (FLETC) and the USMS, the Criminal Investigator Training Program (CITP) continued training through a federal government shutdown, allowing two classes of deputy candidates to graduate on time. Historically, all scheduled CITP and Basic Deputy U.S. Marshal (BDUSM) training would have ceased during a federal government shutdown, necessitating the costly out-processing of all students, returning them to their home of record, and subsequently returning them to FLETC after the shutdown ended and new training schedules were completed.

However, the USMS and FLETC officials worked together to establish a contingency plan and seek necessary approvals to properly categorize this extremely mission-essential training. The USMS authorized the continuation of CITP and BDUSM classes, allowing the new deputy candidates to continue training, graduate, and report to their new districts. This initiative not only significantly benefited the agency by mitigating a delay in filling critical roles in the districts, but also saved the agency money by not having to arrange travel to send the participants home and back again when training could resume.

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**STRENGTHENING THE USMS LAW ENFORCEMENT MISSION
(continued)**



El Chapo Trial. After more than two decades of destroying American lives with drugs and extreme violence, Joaquín Archivaldo Guzmán Loera was brought to justice. Loera, also known as “El Chapo” and “El Rapido,” was sentenced to life in prison plus 30 years consecutive and fined \$12.6 billion in forfeiture. “The U.S. Marshals Service was tasked with ensuring the integrity of the judicial process in this case,” said Acting U.S. Marshal for the Eastern District of New York [E/NY] Bryan Mullee. “It was paramount that all participants in the case could operate without undue influence or fear in a secure environment, and we accomplished that. On behalf of the U.S. Marshals Service in the Eastern District of New York, I would like to express my gratitude to all of our law enforcement partners who worked tirelessly in support of our mission, most notably, the incredibly talented men and women of the NYPD, the Federal Protective Service [FPS], the 24th Civil Support Team of the New York National Guard, and the Federal Bureau of Prisons [BOP].” U.S. Attorney Richard P. Donoghue had this to say about the continuing organized crime syndicate known as the Sinaloa Cartel, “We cannot undo the violence,

misery, and devastation inflicted on countless individuals and communities [...] but we can ensure that he spends every minute of every day in prison. The same fate awaits those who would take his place.*”

In January of 2017, Guzmán was delivered to the USMS E/NY to face charges in federal court. Since his arrival in E/NY, the USMS was responsible for the safety and security of all participants in the trial including the judge, prosecutors, witnesses, the jurors, the defendant, and the general public. The USMS tasked the Special Operations Group [SOG] with the responsibility of handling all movements to and from his multiple court proceedings. SOG, in conjunction with NYPD Emergency Services Unit and E/NY, provided a high-risk heavy motorcade and tactical security for the courthouse during the trial.

* Source: <https://www.justice.gov/opa/pr/joaquin-el-chapo-guzman-sinaloa-cartel-leader-sentenced-life-prison-plus-30-years>

AWARD-WINNING U.S. MARSHALS SERVICE PROGRAMS AND PERSONNEL



U.S. Attorney General's Awards. The Attorney General's 67th Annual Awards Ceremony took place on Wednesday, October 23, 2019, at a concert hall in Washington, D.C. The USMS received awards in three categories. Two of the three winning nominations were group nominations submitted by a U.S. Attorney. Supervisory Deputy U.S. Marshal [SDUSM] Kevin Neal in the District of Massachusetts [D/MA] received the Attorney General's [AG's] Distinguished Service Award. He was included in a group nomination of 14 nominees submitted by Andrew Lelling, U.S. Attorney, D/MA, for their work in prosecuting members of Mara Salvatrucha [MS-13].

SDUSM Henry E. Geberth III of the U.S. Marshals Investigative Operations Division received the AG's Award for Fraud Prevention. He was included in a group nomination of 15 nominees submitted by Christopher Myers, U.S. Attorney in the District of North Dakota, for their work in Operation Hard Copy to combat fraud against the elderly and most vulnerable. The

District of Arizona's Wanted Violent Offender Task Force 15-member team received the AG's Award for Exceptional Heroism for their actions during the apprehension of an armed fugitive. Deputy U.S. Marshal Chase White of Arizona was fatally shot by the fugitive during the apprehension. This team included Deputy U.S. Marshals: Chase White [Posthumously], Christopher Shuman, Benjamin Peterson, Kevin Governor, Michael Adams, Ricardo Manriquez, Steven Slawiak, Nicholas Bahen, and SDUSM Jose Valenzuela, Jr., District of Arizona.

Federal 100 Awards. Chief Technology Officer [CTO] Christine Finnelle, selected as one of the 2019 Federal 100, was honored at the 30th annual ceremony on March 28, 2019, at the Grand Hyatt in Washington, D.C. The Federal 100 is the most prestigious award in the federal IT industry, celebrating those transforming government and improving its ability to deliver on critical missions. CTO Finnelle was responsible for moving the USMS to a more mobile, cloud-based IT

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AWARD-WINNING U.S. MARSHALS SERVICE PROGRAMS AND PERSONNEL (continued)

structure, allowing users to access critical information anywhere, at any time, in a cost-effective manner.

Federal Aviation Program of the Year.

In 2019, Justice Prisoner and Alien Transportation System (JPATS) was recognized by the General Services Administration and the Interagency Committee for Aviation Policy (ICAP) as the Best Federal Small Aviation Program of the Year. JPATS employees Bobby Russell and Luke Pingrey were also recognized for their outstanding performance in aviation as Aviation Manager of the Year and Aviation Support Professional of the Year, respectively.

Top Cop Awards



The U.S. Marshals Service is proud to have 13 deputies and supervisory deputies recognized by the National Association of Police Organizations, who hosted their 26th Annual TOP COPS® awards ceremony on Sunday, May 12, 2019, in Washington, D.C.

The Honorable Mentions representing the federal category recognized deputies based out of the USMS Arizona district and included SDUSM Shane Livingstone, DUSM Benjamin Peterson, DUSM Ricardo Manriquez, DUSM Michael Adams, SDUSM Jose Valenzuela, Jr., DUSM Christopher Shuman, DUSM Kevin Governor, and DUSM Nicholas Bahen along with four local officers and a special agent for their courage under gunfire during the dangerous apprehension of a violent criminal.

The Honorable Mentions representing the state of Oklahoma recognized six local task force officers, along with SDUSM Callen Stephens, DUSM Jermaine Vaughn, and DUSM Travis Sutterfield, for their bravery during a sustained engagement under gunfire while capturing a dangerous fugitive.

The Honorable Mentions representing the state of Pennsylvania consisted of six local task force officers, one patrol agent, and DUSM Phillip Lewis for the courage displayed during the arrest of a fugitive wanted for terroristic threats with a weapon and associated with an unknown suspect who may have been wanted for attempted homicide. DUSM Christopher Hill was fatally shot during the apprehension.

The USMS launched into the social media scene Monday, March 18, 2019 with its first official USMS Twitter presence.



@usmarshalsHQ

United States Marshals Service Eastern District of California



The USMS workforce is the agency's most valuable resource. The purpose of this goal is to determine the human resource needs of the agency; manage the background investigation program; recruit and employ a culturally diverse workforce; provide for the health, safety, and well-being of the workforce; provide opportunities for career advancement, continuing education, and skills development; and promote employee participation in setting the goals, objectives, and business practices of the agency. The agency's commitment is to ensure that its workforce has the right mix of competence, capacity, and empowerment to be successful. Identifying future skill requirements and forecasting the demand is difficult for federal agencies. The USMS will identify core competencies for personnel and will develop comprehensive training plans to mitigate skill gaps, enhance employee developmental opportunities, boost morale, and improve talent retention. Ultimately, the USMS aims to lead by example through prioritizing its human capital and training needs in the same way it exemplifies its law enforcement programs through protection and investigation.

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

- Develop the Workforce Based on Identification of Emerging and Mission Critical Competencies
- Provide Value-Added Training for All
- Build an Organizational Culture that Attracts and Retains Top Talent
- Identify Opportunities for Automation to Increase the Efficiency of the Workforce
- Strengthen Productivity, Accountability, and Compliance by Refining Management Practices

MISSION: PROFESSIONAL WORKFORCE

The USMS requires a professional workforce to accomplish its complex and varied missions. The workforce consists of approximately 5,200 employees, 70 percent of whom are law enforcement. Professional, administrative, and technical functions provide the necessary foundation to achieve USMS strategic goals and objectives, execute the mission, and manage a 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.

MISSION PROGRAM DATA

Table 1 – FY 2019 USMS Training Conducted

Training Class	Number of Classes	Number of Students
U.S. Marshals Introductory Training	3	79
Chiefs Development Program	5	85
Supervisory Leadership Training	5	152
Adjunct Instructor Training	9	177
Leadership Through Understanding Human Behavior	5	104
Public Affairs Officer Training	1	24
Total	28	621



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

Focusing on Professional Development. Leadership development is a top priority for the agency. In FY 2019, the USMS implemented a new instructor-led leadership training course in addition to providing more opportunities for professional development. The new leadership course promotes effective communication throughout the USMS and provides training on the “DISC,” Motivators, and Emotional Intelligence Model for both operational and administrative employees. This course provides students with the knowledge and skills to be effective leaders by giving students the tools and insight needed to develop a better understanding of themselves and how their interpersonal dynamics, strengths, weaknesses, and roles within workgroups and teams may affect the outcome of a mission. Students learn how to adapt as leaders to different behavioral types to capitalize on their strengths and their team members’ strengths through effective communication.

The “DISC,” Motivators, and Emotional Intelligence training are a part of the Chiefs Development Program and Supervisory Leadership Development, whereby participants can increase management and leadership skills. The agency also held these courses at the 2019 USMS National Management Conference to ensure that all leadership, including the U.S. Marshals, received the training. Additionally, the attendees at the Administrative Officers Conference received an introduction to “DISC,” Motivators, and Emotional Intelligence. The USMS aims to provide this training to all employees, as effective communication is a mission critical competency and key to the continued success of the agency.

The USMS implemented a three-day course to facilitate leadership training to more employees and USMS teams. The agency offered this course, Leadership through Understanding Human Behavior-Marshals, throughout various locations in the U.S. to reach as many employees as possible.

Strategic Objective: Provide Value-Added Training for All

Leveraging Distance Learning. The USMS leveraged the advanced capabilities of the learning management system, LearnUSMS, to develop more courses and increase instructor-led scheduled offerings by 67 percent over FY 2018. Clear communication regarding upcoming training and more course offerings led to a 15 percent increase in the total number of USMS employees who completed training events. An example of this leverage is the updated Supervisory Leadership Development program, which is now offered partially online and partially in-person; users must complete the online portion before attending the in-person course, guaranteeing that all attendees are starting with the same knowledge base. The USMS also focused on improving LearnUSMS quality control, customer service, and user experience, resulting in an incredible 60 percent decrease in reported user problems.

Training Enforcement Officers. In FY 2019, the USMS piloted a revised training program for its Aviation Enforcement Officers and Detention Enforcement Officers before they complete job-specific training. The Enforcement Officer Training Program (EOTP) provides basic enforcement officer training, covering officer safety, use of force, basic tactics, defensive tactics, and firearms. In July and August of 2019, the USMS conducted the 20-day pilot EOTP class, with 20 students receiving full certification as Enforcement Officers.

A Supervisory Aviation Enforcement Officer prepares to depart on a JPATS aircraft after transporting a high-profile prisoner to a Bureau of Prisons facility to begin serving his life sentence.



Informing court security personnel. The first line of defense for judicial security are the contracted security officers known as Court Security Officers (CSOs), and the lynchpin relationship for the CSO program is the USMS Judicial Security Inspector (JSI) and CSO District Supervisor. It is paramount to the \$400 million program that these two positions have the same understanding of the contract and expectations. To that end, the Judicial Security Division (JSD) conducted the first-ever joint training for JSIs and the CSO district supervisors in September of 2019. The training covered contract and programmatic changes and new initiatives to provide greater security to the judiciary and the judicial process. Over the course of five sessions, the USMS instructed all CSO district supervisors and at least one JSI from every district.

Expanding leadership and management development. The USMS has continued to promote employee and management development by creating diverse training opportunities and professional engagement sessions. In FY 2019, the USMS organized and hosted a national Administrative Officers (AO) conference in Saint Louis, Missouri. Training on various administrative topics, including financial management, human resources, procurement, as well as operational program areas, was provided to representatives from the 94 district offices. The AO conference was a resounding success. According to the participants, the materials presented and the relationships formed were very beneficial. Moreover, the AOs eagerly embraced having these national conferences on an on-going schedule to facilitate their development and succession planning.



Additionally, the USMS conducted classroom training for the agency's Contracting Officer Representatives. This training program incorporates hands-on practical exercises and activities that are tailored to the specific USMS contracts that the individuals are assigned to help administer. This successful program integrates training materials, networking, and exercises for the best outcomes. Moreover, the USMS developed and deployed the first face-to-face district warrant holder training at its Procurement Austin Processing Center (APC) in April of 2019, which over 30 agency warrant-holders attended. This program allowed district warrant holders to receive focused training on simplified acquisitions and associated procurement-related topics, incorporating lectures, games, and open discussion opportunities that resulted in a robust training experience for all participants.

Developing teams for natural disaster preparedness and response. The Strategic National Stockpile Security Operations (SNSO) and Health and Human Services/Assistant Secretary for Preparedness and Response identified training and exercise plans for a multi-year comprehensive program. In support of this mission, the USMS implemented an advanced readiness training for direct intervention to an active shooter/threat event and conducted this training for SNSO site security officers at six sites throughout the country. The SNSO program established six deployment teams for response activities and developed a standard alert notification and warning order that is now used for all deployments and activations.

Strategic Objective: Build an Organizational Culture that Attracts and Retains Top Talent

Implementing Excepted Service Hiring Authority. Over the past year, the USMS worked together to implement the Excepted Service Hiring Authority, which was granted in FY 2018. To achieve this, the USMS organized its 94 districts by region and segmented them into five recruiting "waves" throughout the year. The recruiting initiative included developing recruitment materials (e.g., questionnaires and training materials), identifying and training district recruitment officers, developing customized strategic outreach plans to help improve the diversity of the applicant pool, hosting nationwide informational sessions, conducting interviews, assessing applicants, and ultimately issuing tentative offer letters. This approach was successful, and as of September, the agency hosted more than 130 information sessions across its 94 district offices, reaching nearly 4,000 candidates. The applicant pool currently reflects 17 percent female applicants, which far exceeds traditional recruiting methods and is almost twice the 2017 on-board percentage. Additionally, this effort produced tentative offers to nearly 250 candidates in the recruiting wave that includes the Southwest Border districts, a high-need hiring location.

Implementing Full-Performance Level-Grade 13. Parity and advancement of a professional workforce continued to be a highpoint in FY 2019, with the implementation of the full-performance level (FPL) at a grade 13 for Criminal Investigators across the workforce. The FPL-13 initiative not only addresses career growth for increased operational demands within the agency, but also maximizes the flexibility and versatility of the USMS workforce and puts the agency's operational positions on a commensurate grade level with law enforcement peers. This boost in grade provides a key advantage to help attract and retain the agency's law enforcement professionals.

The USMS achieved this FPL-13 effort through the cooperation and dedication of a cross-functional agency team. Team members worked tirelessly to receive approval to implement this change. Within three short months after approval was granted in July 2019, the USMS developed an agency-wide implementation strategy, created a streamlined, automated process to manage the implementation of these efforts, and advertised, filled, and processed the promotion of over 1,600 employees.

Additionally, to reinforce the new workforce structure, more than 300 Supervisory DUSM positions were upgraded, competed for, and filled. With only a short amount of time to implement this change while FY 2019 funds were still available, the agency pulled together to make it happen. This achievement will have an enduring positive impact on the USMS workforce structure and helps position the agency to be more agile and able to carry out its mission.

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

Modernizing merit promotion. The agency continues to offer resources for operational Merit Promotion applicants to help them understand both what is required of them in the promotion process and where they stand in comparison to their peers. For example, in summer 2019, the USMS offered the Merit Promotion Exam, which tests the candidate's knowledge of USMS policies and job-related writing skills. The agency provided candidates with ample resources, to include advanced notice of the exam dates and links to not only the study materials, but also a table showing what percentage of exam questions came from each chapter in the policy manual, to help prioritize study time. Along with the launch of the new GS-1811-14 competency assessment, the merit promotion team provided an entire web landing page of candidate resources, including the definition of the competencies evaluated by the assessment, an explanation of how scoring works and how it is used to generate best-qualified certificates, a briefing package to help candidates understand the assessment process, and a candidate checklist to use when applying for promotion. Additionally, for the first time, the team provided assessment score statistics for both GS-13 and 14 assessment participants, to help them gauge their performance on the competency assessment in relation to their peers.

Expanding the reach of hardship reassignments. During FY 2019, the USMS established the Hardship Review Board to allow both administrative and law enforcement employees to request consideration for a hardship reassignment. The agency put these additional human resource flexibilities in place to help retain valuable employees who need to change the geographic location of their duties to remain with the agency. These programs help reinforce the value the USMS places on the contributions of individual employees and the importance of retention.

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

The USMS identified a need to centralize the functions of dealing with employee misconduct and performance issues to provide better service to USMS managers and employees. A project team met weekly to oversee the transition. The team developed a project plan and task list to help transition the staff, duties, files, and financial resources to the Human Resource Division. The agency addressed logistical issues, such as space and equipment requirements and systems access. The official transfer of the discipline program occurred on April 15, 2019.

MISSION: ACCOUNTABILITY AND INTEGRITY

Accountability and integrity of agency programs, personnel, and financial activities are top agency concerns. Through the collective efforts of the Office of Professional Responsibility’s (OPR’s) Internal Affairs (IA) and the USMS Employee and Labor Relations Branch, 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 OPR Compliance Review ensures compliance with USMS and DOJ policies and procedures.

MISSION PROGRAM DATA

Figure 1 Internal Affairs Caseload

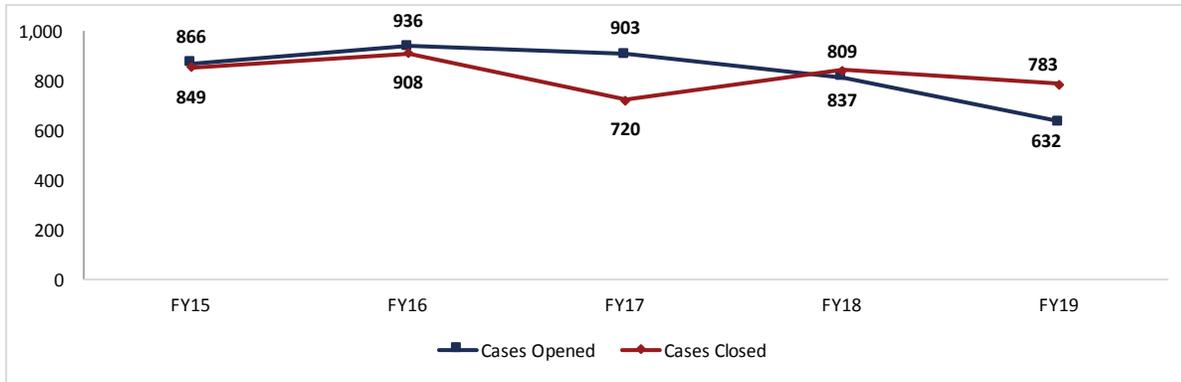
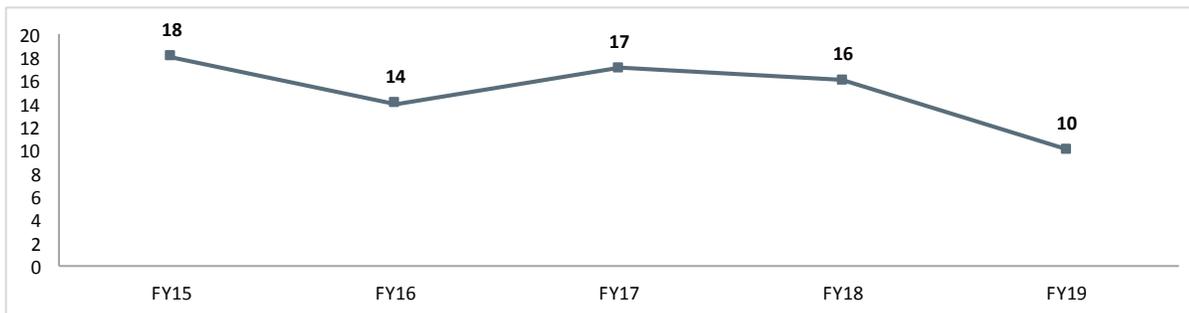


Figure 2 Compliance Review Assessments



Reducing active internal-case backlog to its lowest since 2015. During FY 2019, active cases reduced from 696 at the start of the year to 301 by September 30, 2019. The average caseload per inspector also decreased from an average of 37 to 18..

This dramatic reduction is due in part to enhanced visualization of aging cases by risk level and reviewing, updating, and creating additional standard operating procedures to ensure consistency and quality in all aspects of the mission. Another major contributing factor to the reduction was the implementation of a new triage process, immediately addressing complaints by prioritizing those posing the most risk to the agency while expediting minor matters through the intake process and into the hands of the appropriate district or division management for attention. Additionally, a reorganization contributed to the reduction of the case backlog.

In 2019, the agency grouped inspectors into five functional teams, four of which are based upon geographical location, aligned and clustered with federal judicial circuits. This grouping allows for the natural development of esprit de corps with the inspectors and supporting administrative staff working together, reduces travel costs, and fosters relationship building with district or division managers. By requiring fewer

signatures on the referrals, districts and divisions can quickly address referred misconduct issues rather than waiting weeks to address the issue. The district or division can quickly work most cases that result in a 14-day suspension or less. Furthermore, the DOJ's Office of the Inspector General has verified the type of cases that qualify for district and division referrals to remove uncertainty from case assignments.

PREVENTING MISCONDUCT

To get in front of possible misconduct, the USMS developed:

- Integrity Bulletin, an online newsletter
- District training to educate employees and stem misconduct
- District IA overview presentations showing the current trends involving misconduct and current policy
- District Regional Group Presentation
- Live interactive Adobe Connect "Misconduct & Discipline Information" sessions
- Mandatory "Avoiding Misconduct" training on LearnUSMS



GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

The USMS must manage its investigative resources and invest in strategies to achieve the greatest programmatic gain to enhance public protection. The integrated efforts of USMS investigators, analysts, and administrative professionals allow the USMS to execute the investigative missions across fugitive, protective, criminal, financial, prisoner, and internal affairs effectively. External partnerships with other federal, state, local, tribal, and international law enforcement entities further enhance this synergy and are essential to achieving the mission. The agency's goal to strengthen and expand the USMS investigative skill set also includes equipping the USMS workforce with the latest technology, tools, and training.

To achieve the agency's goal of strengthening investigations across the mission set, the USMS developed the following objectives in FY 2019:

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

MISSION: FUGITIVE APPREHENSION

Fugitive apprehension is a principal USMS mission and has the greatest opportunity to improve public safety by reducing the number of violent offenders in America’s communities. As the federal government’s primary agency for conducting fugitive investigations, the fugitive apprehension mission consists of both domestic and international fugitive investigations, including fugitive extraditions and technical operations such as the Organized Crime Drug Enforcement Task Forces (OCDETF) overseen by the attorney general. The USMS has the authority to enforce the Fugitive Felon Act and may assist state and local agencies with their fugitive missions, even in the absence of interstate or other extra jurisdictional flight. Through interagency fugitive task forces, international operations, information-sharing programs, and close cooperation with other federal, state, local, tribal, and territorial law enforcement agencies, the USMS facilitates the timely apprehension of dangerous fugitives and helps preserve the integrity of the criminal justice system. The USMS serves as the custodian of all federal arrest warrants until execution or dismissal and maintains a federal fugitive caseload of approximately 50,000 each fiscal year. Over the last decade, the USMS has apprehended or cleared more than 375,000 federal fugitives, including 36,165 in FY 2019.

MISSION PROGRAM DATA

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

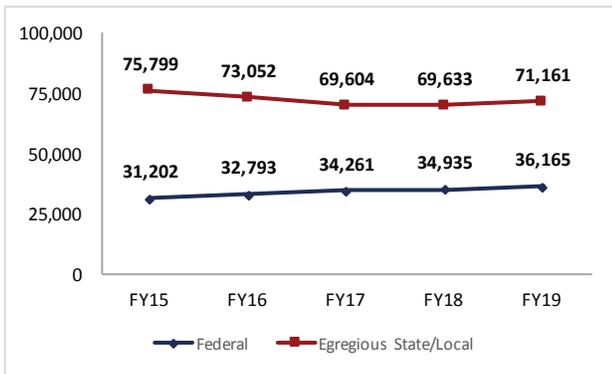
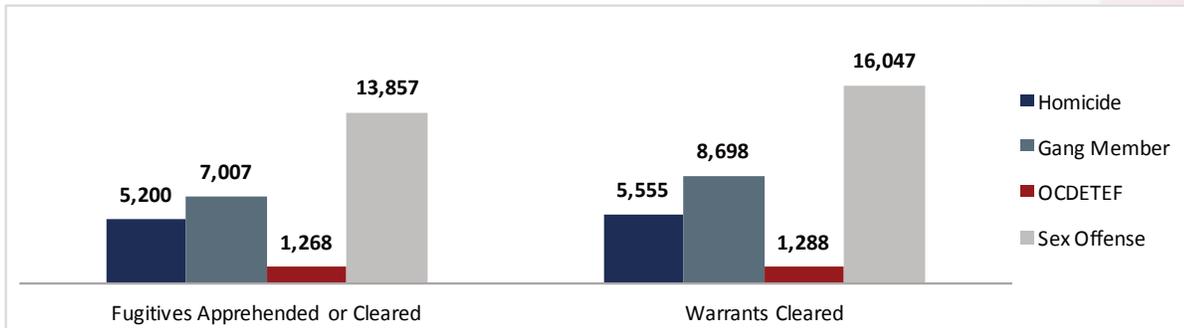


Table 2 – FY 2019 Violent Gang Fugitives Arrested/Cleared, by USMS arrest, by Select Criminal Activity

Criminal Activity	No. of arrests
Homicide	484
Robbery	589
Assault	969
Kidnapping	76
Sex offense	184
Weapons offense	1,448
Narcotics	1,520
Total	5,268

Figure 4 – FY2019 Special Subtotals, USMS Federal and Egregious State and Local Fugitives Apprehended or Cleared



Note: OCDETF stands for Organized Crime Drug Enforcement Task Force

Table 3 – USMS Seizures from Fugitive Investigations, FY 2015 - FY 2019

	Firearms	U.S. Currency (\$)	Vehicles	Narcotics (kg)
FY19	4,165	11,898,819	232	1,937.61
FY18	4,008	10,325,515	185	3,314.00
FY17	3,743	10,054,918	156	1,050.18
FY16	3,563	5,602,294	119	7,802.38
FY15	2,971	18,270,249	133	1,996.93

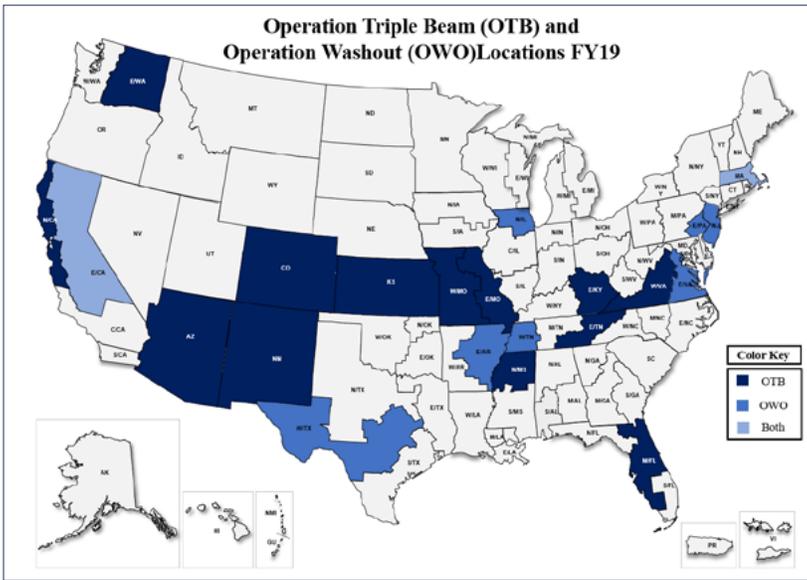
Strategic Objective: Expand Investigative Capabilities through a Combination of Technology and Strategic Partnerships

Utilizing advanced strategic and tactical intelligence functions. In FY 2019, the USMS procured two fixed-wing aircraft that will increase and strengthen overall investigative operations support. The USMS now has the capability to conduct real-time aerial intelligence, surveillance, and reconnaissance. The utilization of aircraft in investigative missions saved the USMS valuable personnel hours that otherwise would have been spent on ground-based logistics and multi-day travel, thereby vastly enhancing the efficiency of apprehending actively evasive fugitives. The USMS conducted 446 domestic and international aviation missions in FY 2019, which aided in the capture of violent fugitives and drug traffickers, to include multiple 15 Most Wanted cases.

Increasing investigative capability and efficiency using investigative technology. In FY 2019, the USMS developed a small-scale pilot program to provide an Unmanned Aircraft Systems (UAS) technology capability to the agency. UAS provides public safety agencies with a cost-effective force multiplier that adds flexibility to mission support, provides real-time situational awareness, enhances officer safety, and yields life-saving benefits. The pilot program included the development of the first USMS UAS Training Course and certification of 19 UAS operators to deploy the USMS UAS in support of fugitive and investigative operations. The agency and DOJ closely monitor the program to assess its ability to provide mission oversight and enhance officer safety and security.



Investing in Gang Enforcement infrastructure. The USMS Gang Enforcement mission is to provide communities with immediate relief from violent, gang-related crime through the strategic targeting of fugitive gang members and the organizations that harbor them. The agency's mobile counter-gang models known as OTB and OWO are the primary contributors to achieving this mission. These operations can also serve as an effective enhancement to the OCDETF as a result of evidence seized and intelligence developed concerning larger criminal enterprises during the course of an operation. In FY 2019, in direct support of the DOJ's Project Safe Neighborhoods Initiative and the National Public Safety Partnership, USMS-led gang enforcement initiatives resulted in approximately 4,400 arrests and the seizure of more than 700 illegal firearms.



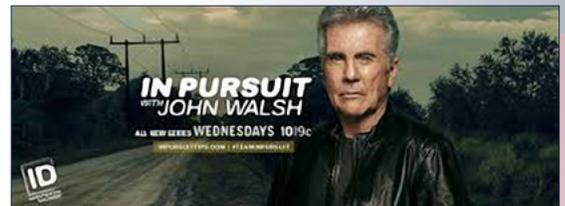
- Following OTB Salinas, the city saw an 88 percent decrease in homicides and a 60 percent decrease in violence.
- Following OTB Wichita, the city had its first drop in violent crime in over five years, including a 30 percent reduction in homicides, a 29 percent reduction in robberies, and a 40 percent reduction in shootings.

Increasing capacity to combat violent crime

Escape Response Plan: In FY 2019, the USMS created the Escape Response Plan, a pre-planning tool designed to assist investigators when a prisoner escapes from physical custody. The first 72 hours following a prisoner escape is crucial, requiring skilled

and sustained law enforcement and administrative support. The systematic response plan establishes best practices to streamline pre-planning, administrative, investigative, operational, and post-apprehension responsibilities. The USMS will disseminate a guide and quick-reference checklists to USMS field offices, helping improve response capabilities at the local level.

Media Partnerships: Profiling USMS fugitives through media partnerships continues to be successful. The inaugural season of In Pursuit with John Walsh aired on the cable television network Investigation Discovery on January 16, 2019. In total, Season 1 highlighted 28 USMS fugitive cases over 12 episodes. Each episode featured four fugitive profiles and two missing children spotlights. The agency established a dedicated call center at the National Center for Missing and Exploited Children (NCMEC) to vet tips received by phone, email, and through the Investigation Discovery website and facilitate the dissemination of tips to appropriate USMS field offices. In FY 2019, the USMS captured four featured fugitives, including a 15 Most Wanted fugitive, as a result of information received at the NCMEC call center after being aired. USMS criminal investigators and analysts continue to actively investigate the hundreds of tips received during live shows and reruns throughout the year.



International 15 Most Wanted Arrests: The USMS Mexico Foreign Field Office coordinated the apprehension and removal of two of the agency’s highest-profile 15 Most Wanted fugitives in Mexico. On February 6, 2019, the government of Mexico arrested Luis Frias. Frias was wanted by the Blackwell Police Department in Oklahoma for the August 2013 murder of his ex-wife, a former Blackwell Police Officer, whom he stabbed 41 times in front of her children. The case received national media attention. Mexican Immigration officials deported Frias to the U.S. Upon his return to the U.S., Frias was arrested and placed in the handcuffs his ex-wife carried when she was a police officer.

On August 4, 2019, the Government of Mexico arrested Peter Chadwick. Chadwick was wanted by the Newport Beach Police Department in California for the murder of his wife in 2012. The national television program 48 Hours featured the case. The case received other significant media attention as well due to his wealthy financial status and claim that a gardener killed his wife. Mexican immigration officials deported Chadwick to the U.S. where he taken into custody.

MISSION: INTERNATIONAL PARTNERSHIPS AND SUPPORT

The USMS equips operational personnel with critical tactical communication capabilities, including equipment that is interoperable with its partners. The USMS also ensures that procedures, systems, and resources, such as adequately trained personnel, are in place to allow for rapid response to national emergencies, crises involving homeland security, special assignments, and security missions.

Global Partnerships: In FY 2019, the USMS entered into several new bilateral and multilateral partnerships around the globe. Working with the United Nations Office on Drugs and Crime, the USMS provided fugitive investigations familiarization to several east African nations. At the request of the Department of State, the USMS and government of Thailand began collaborating on a long-term initiative to enhance the host nation's judicial security and fugitive enforcement operations. Through enhanced program outreach and targeted liaison efforts, the USMS saw increased enforcement cooperation from Argentina, Cambodia, Croatia, Ecuador, Indonesia, Ireland, Kenya, Kosovo, Laos, Qatar, Serbia, Spain, the United Kingdom, and Vietnam. Additionally, the USMS partnered with the European Network of Fugitive Active Search Teams to increase information-sharing and develop best practices for international cooperation.

Mérida, Mexico Initiative: In the spirit of international cooperation, the USMS established the Mérida Initiative and successfully met or exceeded all Interagency Agreement requirements, having trained 122 Mexican officials. Training courses for FY 2019 included two Advanced Fugitive Investigation Seminars for the Mexican Advanced Special Operations Unit in Yucatán, Mexico and three Advanced Fugitive Investigation Seminars for the Mexican Advanced Special Operations Unit in Puebla, Mexico. The TD team also completed a USMS training manual on "Fugitive Investigation," which was approved by the Government of Mexico.

Plan Colombia Initiative: The USMS training program in Colombia closed in August 2019 as it was determined that, through "train-the-trainer" programs, the USMS had completed its mission there. The USMS accomplished all pending training objectives by providing their last technical assistance to the Colombian government in Prisoner Operations Fundamentals to 25 law enforcement officers from Brazil, Colombia, and Peru. This training was intended to develop a cadre of Colombian instructors who could sustain the training program, further develop a Colombian course curriculum in prisoner operations and detention, and obtain a national certification of the course for future implementation in the country. The instruction provided a basic course on prisoner handling, which included lectures, demonstrations, laboratories, and practical evaluations in report writing, prisoner handling, search and restraint, prisoner movement, warrior mindset, operational planning, tactical medical response, defensive tactics, arrest techniques, use of force, simulated and actual firearms instruction, transport tactics and techniques, and mock prisoner handling practical exercises.

MISSION: PROTECTING AMERICA'S CHILDREN AND COMMUNITIES

The USMS is designated as the lead agency to investigate violations of the Adam Walsh Child Protection and Safety Act and given the mandate to assist state, local, tribal, and territorial jurisdictions in locating and apprehending noncompliant sex offenders. As such, the USMS has taken an aggressive approach toward protecting communities from violent sex offenders and child predators by partnering with other federal, state, local, tribal, and territorial law enforcement authorities involved in the regulatory process of registration.

In FY 2019, the USMS led 408 sex offender operations in conjunction with federal, state, local, tribal, and territorial law enforcement partners, a 6.5 percent increase over FY 2018. During these operations, the USMS assisted law enforcement partners with 63,386 compliance checks, or approximately 6.9 percent of the entire public sex offender registry, which stands at approximately 917,771 registrants [source: NCMEC, December 4, 2018]. The number of compliance checks is up 17 percent over FY 2018.

MISSION PROGRAM DATA

Figure 5 – Non-Compliant Sex Offender Investigations

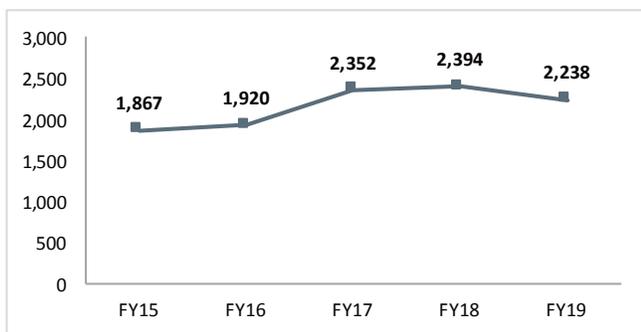
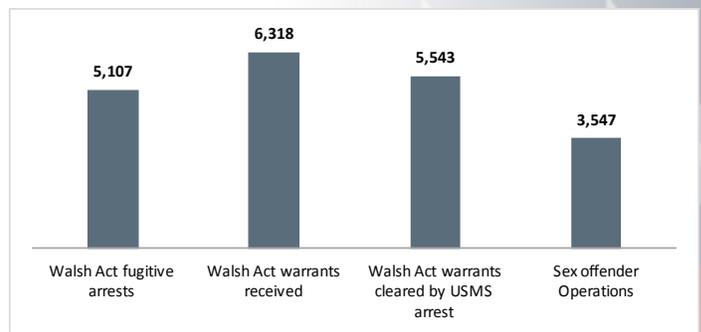


Figure 6 – Adam Walsh Child Protection and Safety Act activities [FY 2006-2019]



Strategic Objective: Protect Children and Communities through the Rigorous Investigation and Arrest of Noncompliant Sex Offenders

The execution of new, expanded, and existing federal mandates remains a challenge for the federal government. The USMS will continue to be resourceful in its implementation of new and expanded authorities related to sex offenders, including identifying personnel and funding requirements, executing authorities with limited resources, developing the mechanisms whereby USMS investigations can implement the authority, and effectively communicating the mission. The USMS is dedicated to continuous process improvement to ensure efficient, effective execution.

Implementing USMS responsibilities under the International Megan’s Law. In FY 2019, the USMS received, processed, and directed more than 2,000 international travel notifications received from state and jurisdictional sex offender registries to International Criminal Police Organization (INTERPOL), roughly the same amount as FY 2018. Additionally, the USMS vetted the current sex offender registration status of more than 3,400 sex offenders who traveled internationally, approximately 26 percent more than FY 2018. As a direct result of this vetting process, the USMS opened more than 170 investigations for federal sex offender registration violations, traveling internationally without providing notification. In September 2019, members of the USMS attended the first-ever International Committee of Sex Offender Registries meeting in Ottawa, Canada, to combat sexual victimization of minors on a global level. Attendees came from Australia, Canada, New Zealand, Sweden, the United Kingdom, and the U.S.

Increasing USMS investigations, outreach, and initiatives related to missing, endangered, or abducted children. In FY 2019, the USMS recovered 275 critically missing children, a 38 percent average annual increase since 2015. The USMS recovered nine children internationally. The USMS hosted three specialized training courses specific to the investigation and recovery of critically missing children, as well as led six missing child operations working

collaboratively with its federal, state, and local partners. As a direct result of these relentless efforts, in September 2019, the USMS recovered its 1,500th Critically Missing Child since 2005 when the agency began recording this metric.

International Cold Case Missing Child Recovery: The USMS located and arrested Canadian citizen Allan Mann, Jr. based on an international abduction warrant from Canada. On August 22, 2019, Mann pleaded guilty in the District of Connecticut Federal Court to a false statement offense related to his living in the U.S. under an assumed name for approximately 30 years. As alleged in court documents, Mann abducted his 21-month-old son on June 24, 1987, during a court-ordered visit in Toronto, Canada. After entering the U.S., Mann changed his name, his son's name, acquired counterfeit birth certificates, and eventually applied for and received various government assistance. Mann accepted a plea agreement to plead guilty to one count of making a false statement and pay restitution of \$18,512.05 to the Medicaid program and \$34,744 to HUD. Authorities issued an immigration detainer, and Mann faces removal proceedings at the conclusion of his sentence. Canadian authorities have advised the U.S. Government that Canada will seek to extradite Mann based on his outstanding warrant for abduction.

U.S. Virgin Islands: The USMS strengthened the partnerships between federal and local law enforcement agencies in the U.S. Virgin Islands (USVI). In July 2019, the USMS conducted Operation Loophole, a sex offender compliance operation that had the multifaceted focus of training, enforcing, and reassessing federal and local law enforcement agencies involved with the registration, reporting, and enforcement of sex offender registration in USVI. The USMS briefed U.S. Customs and Border Protection officers on the applicable laws to assist with sex offender compliance. The initiative was well-received and solidified the relationship between the USMS and territorial law enforcement, resulting in a unified approach to holding noncompliant sex offenders accountable in USVI. Approximately 40 registered sex offenders are being assessed for potential violations as a result of this USMS-led operation.

Guam: In August 2019, the USMS partnered with authorities in the District of Guam to conduct Operation Deviant Guard. Investigators spent one week in Guam and one week in Saipan to conduct compliance checks of registered sex offenders and enforce warrants. Participants included the Judiciary of Guam Marshals, Guam Probation Office, U.S. Immigration and Customs Enforcement, and probation officers from the Northern Marianas Islands who traveled to Saipan to participate in the operation. The operation verified the residences of 159 registered sex offenders, 12 of whom were found to be noncompliant. The operation also resulted in the arrest of 18 individuals for various felony offenses, including one federal failure to register violation.

1,500TH MISSING CHILD RECOVERY

In September 2019, the USMS recovered its 1500th missing child. The Johnston County Sheriff's Office requested assistance from the USMS to lead an effort to locate a 15-year-old girl who was last seen on August 30, 2019, in Johnston County, North Carolina. The girl was believed to be in the company of an adult male and at risk of violent crime. Less than 24 hours after the request for assistance, USMS investigators located and recovered the missing child without incident. Based on information developed during the investigation and after recovery, USMS investigators believe the child could have been a child sex trafficking victim had she not been rescued. USMS investigators provided this information to local law enforcement for further investigation of other potential offenses related to the investigation and recovery. With emphasis on continual process improvement, the agency grows more efficient; it took less time to recover the last 1000 children than it did the first 500.



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

The USMS is responsible for providing a safe and secure business environment in support of the rule of law. To accomplish this, the agency must be continuously engaged in risk, threat, and vulnerability assessments. These efforts will result in tailored, intelligence-driven protection that identifies and mitigates threats and vulnerabilities before enemies to the judicial process can exploit them. The agency will characterize success in this goal by a consistent and principled approach to addressing security matters and the effective prioritization of resources according to risk. This prioritization will occur across protective operations and security programs, with demonstrable impacts in vulnerability mitigation and threat prevention and deterrence that minimize the occurrence of incidents that could result in disruption to the judicial process or loss of life. This goal looks specifically at best practices, innovation, intelligence, and increased collaboration within and outside of the USMS to improve how it keeps people and places safe every day.

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

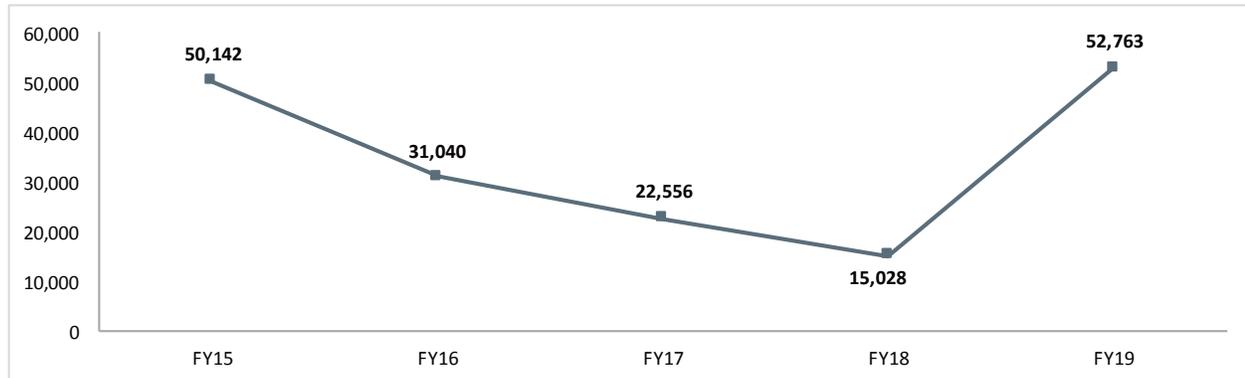
- Mitigate Officer Safety Risk across all Mission Areas
- Identify, Deter, and Prevent Harm to Protected Persons through Forward-Looking, Risk-Based Approaches to Protection and Intelligence
- Promote Intelligence Sharing and Collaboration
- Strengthen the Agency's Ability to Protect Sensitive and Vital Information, Technology, and Infrastructure against Threats
- Deliver Secure, Modern, and Efficient Prisoner Detention and Transportation Operations

MISSION: LAW ENFORCEMENT PERSONNEL SAFETY

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

MISSION PROGRAM DATA

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



In FY 2019, the Special Operations Group supported the districts with operations for the high-threat trial of Joaquín Archivaldo Guzmán Loera [El Chapo], which accounted for the 251 percent increase in hours.

Table 4 – USMS Officer Safety Training Statistics

USMS Courses	USM	Non-USMS	Total Trained
High-risk fugitive apprehension (HRFA)	59	64	123
HRFA Human Performance	59	0	59
Firearms Instructor Training Program	16	0	16
Less-than-Lethal Instructor Training Program	24	0	24
Tactical Training Officer	15	11	26
Division/ District Training	484	582	1,066
Total	657	657	1,314

Strategic Objective: Mitigate Officer Safety Risk across all Mission Areas

Expanding the Law Enforcement Safety Training Program. During FY 2019, 50 districts and divisions received funding and equipment above regularly scheduled officer safety classes. Instructors conducted active shooter training at USMS Headquarters for operational employees, which provided training for Civilian Response to Active Shooter Events. Instructors conducted a Tactical Training Officer course for 11 members of the National Anti-Corruption Bureau of Ukraine and provided two weeks of events for the Dominican Republic Foreign Field Office. Districts and divisions can now schedule their annual training events and maximize the allocation of instructional resources for agency-wide officer safety training.

Updating Law Enforcement Safety Tools. In FY 2019, the USMS began the transition to the Glock 9mm pistol, with approximately 1,300 Glock 17Ms and 19Ms purchased. The USMS also completed agency-wide purchases of the Taser X26P, making it available to every operational employee. Additionally, the agency modernized the Individual First Aid Kit to appropriately house standard contents and provide optional carrying methods depending on mission parameters.

Establishing officer safety training positions. To increase officer safety and mitigate risk, the USMS placed Officer Safety/Training (OST) positions in each of its eight Regional Fugitive Task Forces (RFTFs) in FY 2019. OST Senior Inspectors are dedicated to developing and overseeing their RFTF’s training program to mitigate risk and prepare task force members for their extremely dangerous mission of apprehending violent fugitives. This includes identifying state-of-the-art training techniques and tactical and safety equipment. The OST positions will take advantage of the agency’s tactical training centers located in Atlanta, Birmingham, Chicago, and Los Angeles. Having dedicated training staff at the multi-district RFTFs will not only enhance officer safety, but also enable federal, state, and local task force members to participate in training programs that will further improve their skills as fugitive investigators.



SAVING A LIFE

A Task Force Officer (TFO) attached to Western District of Tennessee who had previously completed the USMS Deputy Trauma Course performed lifesaving medical interventions to a fellow Law Enforcement Officer (LEO) who sustained six gunshot wounds. The TFO applied a tourniquet to the arm of the LEO, who was bleeding profusely. The TFO then transported the injured LEO to the emergency department, thus saving the LEO’s life.

MISSION: JUDICIAL PROTECTION AND COURTHOUSE SECURITY

Since the USMS’s establishment in 1789, a primary function of the agency is the protection and security of the federal judicial process. The judicial protection and courthouse security mission comprises protective service operations, the collection and analysis of information to develop actionable intelligence, and the management of personnel and infrastructure protecting federal judicial facilities. The USMS carries out protective responsibilities for approximately 2,700 federal judges and approximately 30,300 federal prosecutors and court officials, along with members of the public who visit and work in federal courthouses. As the physical security provider to more than 800 federal facilities, the USMS develops, manages, and implements security systems and screening equipment to protect each courthouse.

MISSION PROGRAM DATA

Figure 8 Inappropriate Communications/Threats to Protected Person

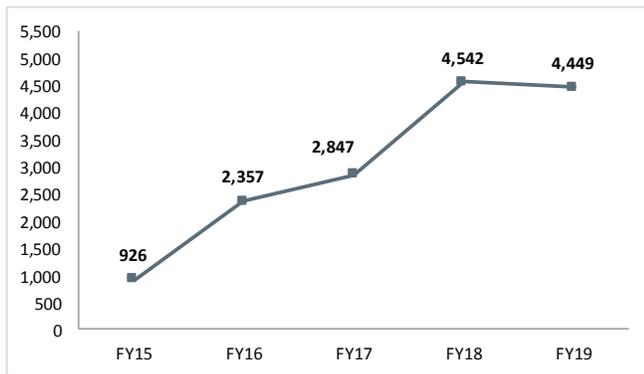
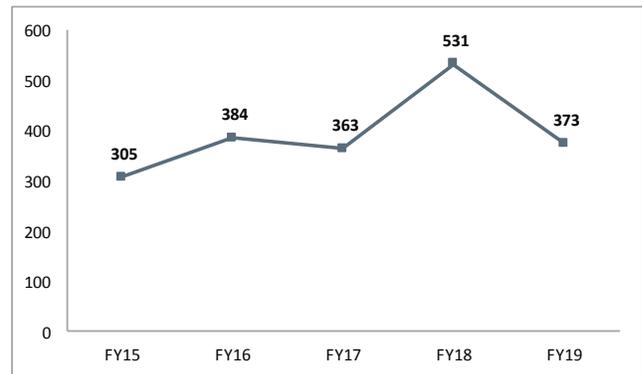


Figure 9 Threats Investigated



The increase depicted in Figure 1 represents the improved effectiveness in data collection and reporting of potential threats. While all threats directed toward USMS protected personnel are investigated, Figure 2 depicts only those that rose to the level of a predicated protective investigation, the most significant form of protective investigations.

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

Rolling out a new judicial services data capture and reporting tool. The USMS developed the Performance, Resource, and Oversight Tool Using Enhanced Collection Technology (PROTECT) module within its Capture application to provide better oversight of the security and related resource needs for all federal courthouse facilities. The PROTECT Facility Security Review feature quantifies exactly how secure each federal courthouse facility is by computing a numeric Facility Security Profile score. To accomplish this, the agency developed an enterprise-wide assessment and measurement standard that all districts now follow, which is based on the USMS Publication 64, Requirements and Specifications for Special Purpose and Support Space Manual (Pub. 64). This new functionality allows the agency to take a standardized approach to assess more than 45,000 facility security requests received annually. In FY 2019, this automation saved USMS staff over 33,000 hours per year by automatically generating a Facility Security Profile score for all courthouses using a standard algorithm.

Another feature of PROTECT is the ability to electronically submit all Security Resource Requests [SRRs]. This new functionality allows the agency to have total visibility into all annual requests and make fact-based decisions for funding the highest priority locations to address the most critical deficiencies. This automation now saves USMS staff over 22,000 hours per year. More specifically, this new automated process creates extensive timesaving across the agency by auto-generating SRRs driven by an embedded Pub. 64-based questionnaire for every federal courthouse facility in the nation. The PROTECT application uses a prioritization and weighted algorithm to determine how best to allocate resources and recommends a priority sequence that USMS headquarters could use to ensure

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

the greatest needs are prioritized. These features greatly reduce manual input. The application also provides leadership the ability to view an SRR dashboard in a clean, consistent manner, standardized for all districts across the country.

Additionally, the PROTECT module allows the USMS to create, manage, and track service ticket input and progress for malfunctioning equipment for all federal courthouse facilities. The PROTECT Malfunctioning Equipment Service Request (MESR) process within the Security Management Module gives districts the ability to run reports on malfunctioning equipment and determine which vendors are complying with contractually negotiated repair timeframes. This automation allows a MESR entry to be completed in less than one minute.

Leveraging real-time geo-spatial data—on the go. During FY 2019, protective detail teams successfully leveraged a mobile solution that displays real-time geospatial data on a feature-rich map that provides emergency notifications and allows rapid information and multimedia sharing amongst team members. While on domestic and international missions, members were able to access accurate locations and identify a point of interest, such as hospitals, safe sites, and various other locations for the motorcades to utilize. This feature proved especially useful for areas that were unfamiliar to detail members. The tool also allows management to view real-time location information for detail members and protected persons at all times. Technological advances such as this greatly improves the situational awareness of USMS officers and allows them to plan and focus on the mission at hand.

Expanding the agency's protective reach. Identifying an opportunity for innovation, USMS personnel established mission-critical and life-saving relationships within the DOJ related to the USMS's responsibilities with the Freedom of Access to Clinic Entrances Act. Initially, the agency's only involvement was to coordinate intelligence between the DOJ's Civil Rights Division (CRD) and the affected district concerning the release of certain inmates; however, there was a need for increased involvement in Reproductive Health Program (RHP) related investigations. A new plan was cultivated to filter RHP-related threats from the National Abortion Federation or ProChoice to DOJ, who then forwarded the threat to the Federal Bureau of Investigations (FBI) and the USMS. This process improvement led to increased mission effectiveness and response time across the nation in districts affected by RHP threats. After facilitating the new reporting procedure, the USMS gained visibility into cases it otherwise would not have received, communication and coordination between offices increased significantly, and multiple RHP-related threats and assessments were processed.

On February 25, 2019, a Deputy U.S. Marshal received threat report from the DOJ-CRD, utilizing the new reporting procedure. DOJ-CRD reported a tweet threatening to "blow up an abortion clinic." On Twitter, the subject claimed to be a gun activist and had multiple images and videos of firearms displayed on the Twitter profile, along with other hostile and threatening comments. The USMS, the FBI, and the Waxahachie Police Department executed a search warrant, seizing approximately 26 firearms from the subject's residence. The Ellis County District Attorney's Office charged the subject with making terroristic threats, which made national news.

On March 5, 2019, a Deputy U.S. Marshal received a threat report from DOJ-CRD utilizing the new reporting procedure. The deputy coordinated the initiation of a threat investigation with the USMS District of Columbia District Court on an unknown sender who posted, "Make sure you tell them about how I plan to shoot up a Planned Parenthood facility in Washington, D.C., on August 19th at 3 pm." Coordination efforts led to the successful prosecution of the individual for unlawfully, knowingly, and intentionally transmitting a communication containing a threat to injure.

WHAT IS CAPTURE?

Capture is a case management system that combines multiple legacy systems into one powerful, secure, mobile-friendly platform that enables seamless information-sharing, whenever and wherever needed, across the USMS and with external law enforcement partners.

Multiple missions → One system

Strategic Objective: Promote Intelligence Sharing and Collaboration

Optimizing the USMS Strategic Enterprise. As a cross-functional organization, the USMS relies on the structured coordination and integration of its operational activities to complete its mission objectives effectively and efficiently. One of the principal challenges in meeting this mission is the ability to accurately identify, assess, and respond to security threats, vulnerabilities, and risks. To optimize the agency's capability of providing for the security of federal court facilities and the safety of judges and other court personnel, a USMS team designed and piloted a framework that eliminates insular security management protocols.

The team implemented an overarching security management system capable of reciprocal operation with other facility security systems, devices, and infrastructure on an enterprise level with the Enterprise Physical Access Controls Systems (EPACS) initiative. The EPACS combines efficient security management processes with user-friendly interfaces and the reporting tools to not only advance USMS security awareness but also serve as a tool to help USMS staff do their jobs more effectively, maintaining the USMS as the premier physical and technical security services provider in the DOJ.

Through a pilot project in Martinsburg, West Virginia, the USMS began rolling out a software-driven, integrated platform that will support the remote monitoring of security systems at all USMS facilities. The platform uses common computer equipment and interfaces to integrate physical access control systems, video management systems, intrusion detection systems, and other security devices.



MISSION: WITNESS PROTECTION

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

MISSION PROGRAM DATA

Figure 10 – Total Number of Witness Security Program Participants

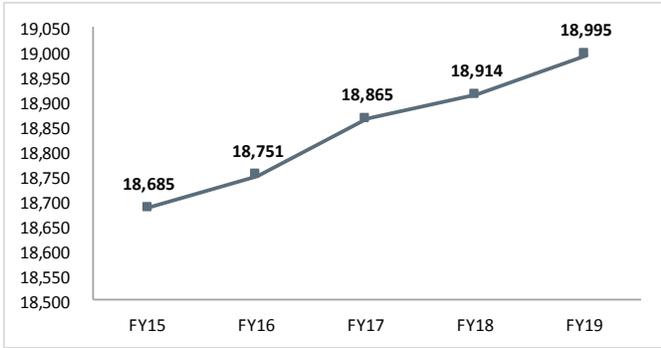
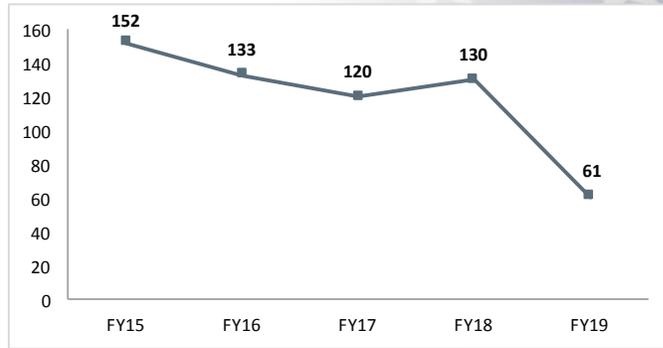


Figure 11 – Identify and Mitigate Security Breaches



Working together, with the same definition of success. Witness security involves many parties, internally and externally, that work collaboratively for the protection and safety of witnesses. Each stakeholder in the process has a different perspective regarding how success can be achieved in the WSP. These stakeholders and organizations are diverse and intimately involved in the success of the Program. Their input is vital.

The USMS solicited input from all stakeholders through listening tours, leading constructive meetings with attendees with different backgrounds and perspectives, and administering over 700 surveys, both internally and externally. This approach allowed the USMS to benchmark the quality of the current support of the mission and identify opportunities to improve the division’s capabilities and services.

The USMS invited its stakeholders to participate in a series of panel discussions to discuss the value and expectations of the WSP. During these panels, stakeholders shared their perspectives, backgrounds, and priorities for the Program as they relate to Program success. This input is aligned with the defined Program mission’s success priorities and serves as a guiding principle as the Program continues developing and implementing analytical products. Dialogue about consideration of various Program service enhancements for clients, as well as sustaining productive interactions with all stakeholders, also came from these meetings. The USMS uses feedback from these facilitated sessions, surveys, and training courses to refine its definition and the metrics of WSP success and to communicate its mission both internally and externally. All stakeholders agreed that ensuring the safety and security of clients and WSP personnel is a top priority.

Strengthening Partnerships to Ensure a Successful Transition: The USMS identified an opportunity to build a stronger collaborative relationship with its WSP partners and stakeholder agencies. Specifically, the division identified the need to educate and train a group of colleagues for their benefit, as well as that of the WSP. A two-day training course provided insight into operational security and delved into specific concerns related to the WSP for all partners.

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

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

Identifying and mitigating IT risk. Receiving the Authority to Operate (ATO) certificate is one way to accomplish this important task. This project spanned several fiscal years and led to achieving the ATO in early 2019. An onsite assessment was conducted to validate the full compliance of security and operational integrity through the review of security controls. Using a risk-based decision matrix, comprehensive evaluations of the division's IT systems were performed. This included mitigating any risks identified by addressing software and hardware security safeguards; considering procedural, physical, and personnel security measures; and establishing the architecture, configuration, and implementation that meets the USMS WSP's specified security requirements throughout the division's IT system lifecycle. The issuance of the ATO not only mitigates risk but also complies with the federal laws, mandates, and agency policy.

IT Modernization Plan: Improvements to the IT budgeting process were implemented to document, manage, and trace IT procurements to the approved IT budget. This new approach provided USMS WSP leadership with greater budgetary transparency to help make informed and data-driven decisions, which will help reduce many years of accumulated technical debt. This approach is a forward-looking and proactive methodology for annual budget planning and forecasting.

SIGNIFICANT IMPROVEMENTS IN MODERNIZATION

This USMS WSP IT project team mitigated risk by applying security controls to include technical, administrative, and physical controls to secure the division's IT system. These mitigation and safeguarding efforts led to reduced risk, quantified in the results of DOJ penetration testing as an improvement of 97 percent from FY 2018.



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. In FY 2019, JPATS received 107,315 movement requests and conducted 257,354 movements, 103,563 by air. The USMS Director recognized JPATS personnel for outstanding performance in FY 2019.

MISSION PROGRAM DATA

Figure 12 – Requests to transport prisoners by air or ground

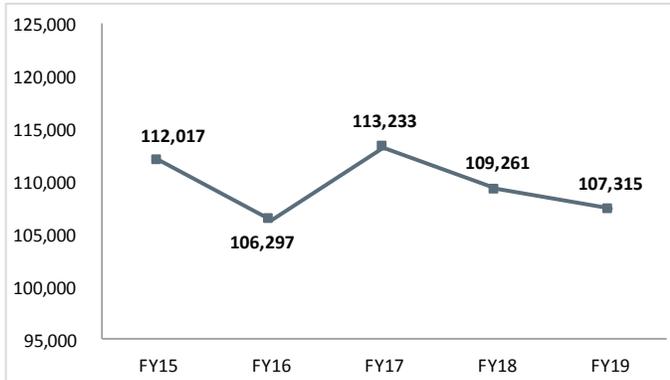


Figure 13 – Transportation Unit Costs (in dollars)



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

Identifying and executing a replacement solution for the Saab 2000. JPATS retired its Saab 2000 TurboJet and replaced it with a next-generation Boeing 737-700 aircraft capable of transporting more prisoners, faster, farther, and more efficiently. Prompted by evolving partner mission requirements, JPATS successfully acquired the DOJ’s approval and competed for a national lease-to-own solicitation that ultimately identified a vendor capable of providing an aircraft solution. The aircraft began service in late June 2019 and has successfully performed over 50 missions to date.





Managing operations revolving around the deactivation of Adams County Corrections. In late May 2019, the BOP requested 1,873 inmates be relocated from Natchez, Mississippi, to 30 institutions across the U.S. when it deactivated Adams County Corrections Facility. JPATS coordinated 1,472 movements by air and 401 by ground, working them into the regularly scheduled flight routes and ground trips. Sequencing these movements into the regular flow of USMS and BOP inmates minimized prisoner backlog and served to keep the national prisoner flow moving, containing detention costs.

Contracting services to free up resources. The USMS collaborated with the General Services Administration (GSA) to award a Blanket Purchase Agreement (BPA) for prisoner guarding and transportation. Although only 38 districts are currently using this guard and transportation service, the BPA is set up to accommodate all 94 districts. Contracting these services allows deputies to focus on critical public safety missions. The USMS trained Contracting Officer Representatives to oversee and inspect vendor performance in accordance with the Performance Work Statement and Quality Assurance Surveillance Plan. Using this BPA, the USMS will realize significant cost-savings by decreasing the staffing level needed to award and administer separate guard contracts for every district acquiring contract guard services. Moreover, consolidating district prisoner transportation and detention services under a GSA BPA will streamline the administrative responsibilities associated with acquisition planning, project management support, funding, task order issuance, invoicing, and reconciliation.

LEADING BY EXAMPLE IN THE JUSTICE INDUSTRY

The USMS received the nationally recognized “Business Impact Award” from Pega Systems, highlighting the organization for its exceptional work in Prisoner Management, Investigations, and Security Management.



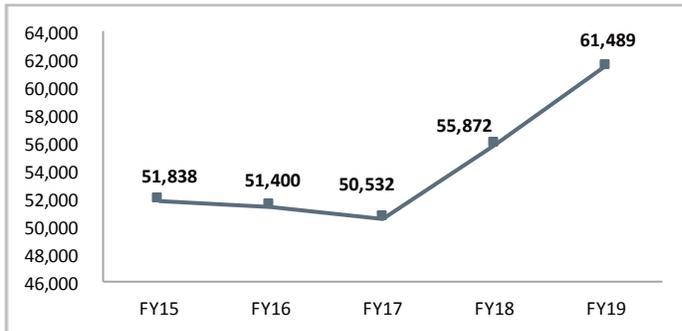
JPATS conducted around-the-clock operations to evacuate 1,242 inmates from FCI Marianna due to damage from Hurricane Michael.

MISSION: PRISONER OPERATIONS, DETENTION, AND CARE

The Prisoner Operations mission is a complex and multilayered function, both in scope and execution. The USMS is responsible for preserving the integrity of the federal judicial process by overseeing all detention management matters for individuals remanded to U.S. Marshals custody. The USMS ensures the secure care and custody of these individuals through several processes to include providing sustenance, lodging, transportation, and evaluating conditions of confinement, providing medical care deemed necessary, and protecting civil rights through the judicial process. In FY 2019, the detention population increased by 10.5 percent from FY 2018. The continued increase in the detention population is attributable to the general increase in prisoners received that began in May of 2017 following the rescission of the Smart-on-Crime initiative and an increase in average time in detention.

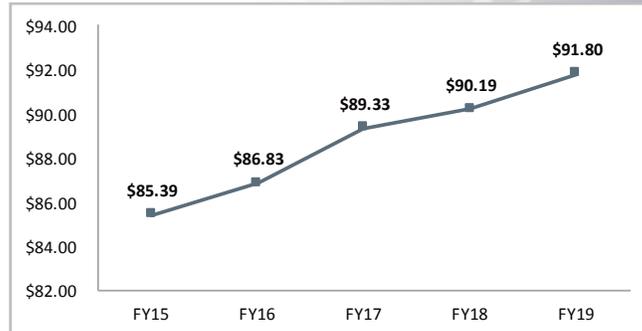
MISSION PROGRAM DATA

Figure 14 – Average Daily Prisoner Population (ADP)



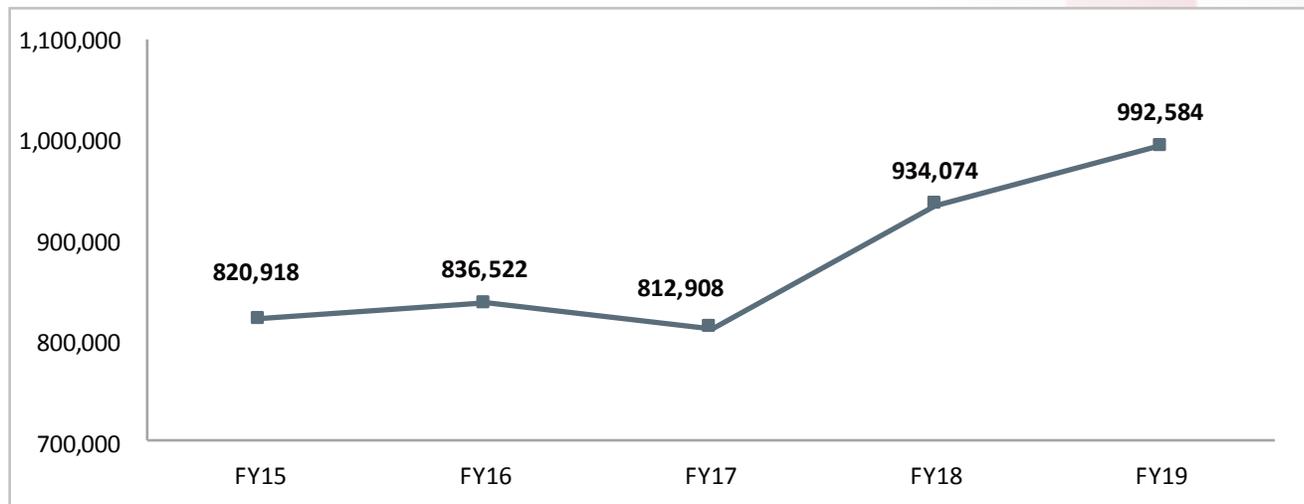
To house the USMS population in FY 2019, the USMS maintained a balanced approach to detention by housing 15.6 percent of prisoners in BOP detention facilities with beds specifically allocated for USMS use, 17 percent of prisoners in private facilities under direct contract with the USMS, and 67.4 percent of prisoners in Intergovernmental (IGA) facilities. The five-year ADP upward trend continued in FY 2019 as the ADP increased by 10 percent from FY 2018.

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



For all facility types, the per-day per-capita detention cost was \$91.80 or 0.9 percent above the projected level of \$90.98 and 1.8 percent above FY 2018 costs. Aside from jail costs, the rate also includes detention services (in district transportation and medical), which increased by only 0.46 percent. Despite the 10 percent increase in ADP, the increased population levels resulted in greater economies of scale and, therefore, only a marginal increase in per day detention costs.

Figure 16 – Prisoners Produced for Required Events



In FY 2019, prisoner productions were 4.7 percent above the projected level and 6.26 percent above FY 2018 productions. The increase in prisoner productions was attributable in part to the increase in the number of prisoners received as well as the increase in the overall detention population.

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

MISSION PROGRAM DATA

Table 5: Average Per Day Jail Rate Paid by Facility

Performance Measure	FY 2018 (\$)	FY 2019 (\$)
Total	84.51	85.23
IGA Total	74.53	77.13
State and Local	75.58	78.32
Private, Indirect	71.10	73.74
Private, Direct	120.82	117.18

The USMS held the per day, per capita jail cost to 0.9 percent above the projected level for all facility types and 0.8 percent above the FY 2018 cost. The rate paid at private facilities was 3 percent below the projected rate while the rate paid at IGA facilities was 4.2 percent higher than projected.

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

Performance Measure	FY 2018	FY 2019
Prisoners with Short-term Sentences Released by USMS	44,442	48,393
Days-in-Detention, Post Sentencing		
30 days or less	33,903	35,691
31 to 60 days	5,625	6,419
61 to 90 days	4,028	5,078
91 days or more	886	1,205
Average Detention Time (Days)		
Pre-Sentence	9	10.9
Post-Sentence	22.6	24.6

An estimated \$109M was expended to house prisoners post-sentencing. The USMS managed government resources efficiently by releasing 48,393 prisoners from USMS custody following short-term sentences (STS). STS prisoners accounted for about 1 percent of the total USMS detention population. In FY 2019, this population increased by 8.2 percent, with a corresponding 10 percent increase in the cost of housing short-term prisoners. Similar to FY 2018, 88 percent of the prisoners released following short sentence expiration were arrested for immigration offenses.

Table 7: Prisoners Received: By Offense

Performance Measure	FY 2018	FY 2019
Immigration	113,646	118,308
Weapons	11,995	13,035
Drugs	25,467	26,862
Other	87,789	90,698
Total	238,897	248,903

During FY 2019, the number of prisoners received by the USMS was 248,903 or 4.2 percent more than FY 2018. The number of prisoners received for immigration offenses increased by 4.1 percent, weapons offenses increased by 8.7 percent, and drug offenses increased by 5.5 percent.

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

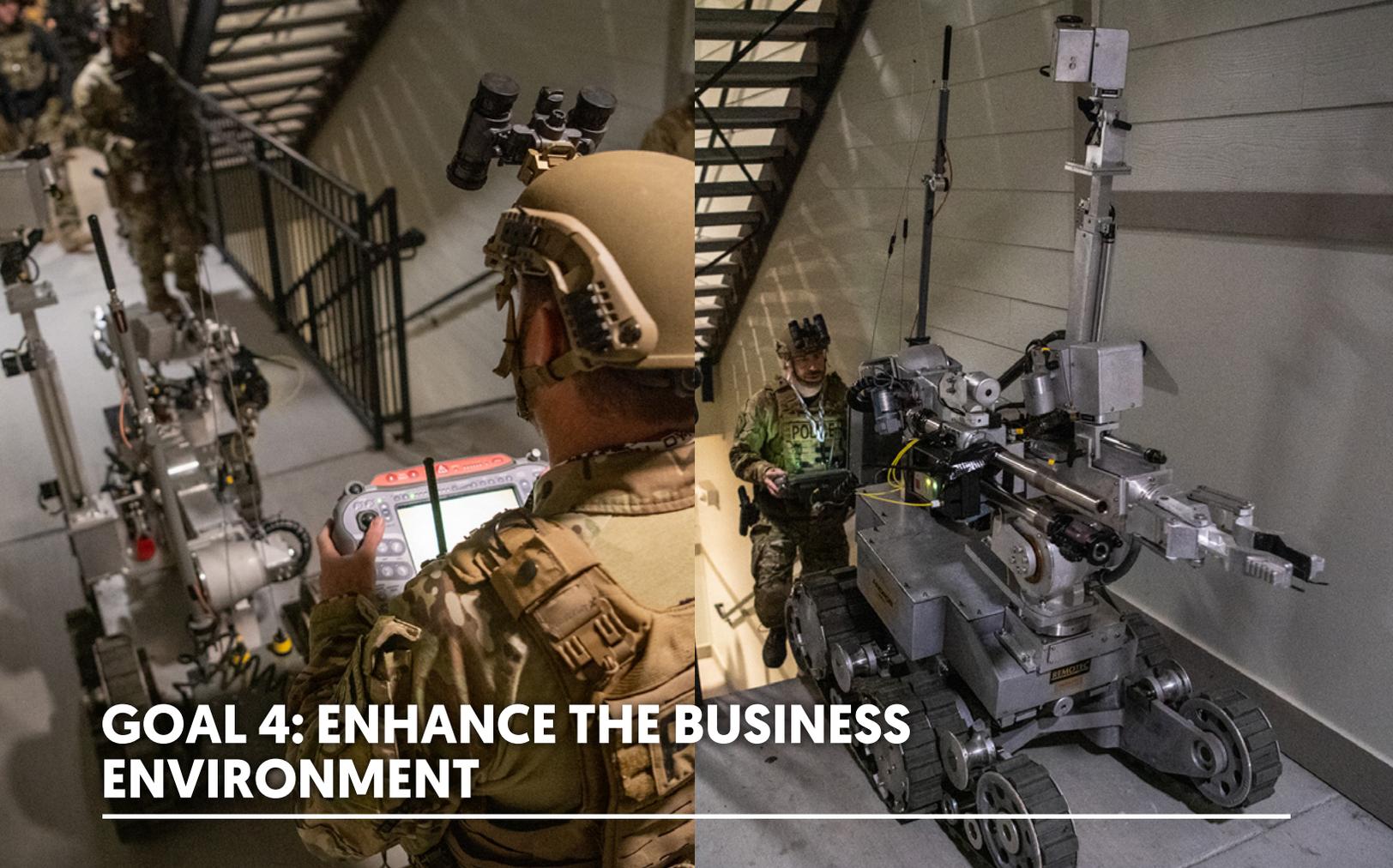
Upgrading prisoner enrollment stations. In FY 2019, the USMS continued with the acquisition process to replace the outdated equipment and obsolete technology of the existing Justice Automated Booking Stations with a new reduced footprint Prisoner Enrollment Verification System. The enhanced prisoner enrollment system will allow for the collection and storage of prisoner biographical data and high quality multiple biometric modalities (face, iris, finger, scars, marks, and tattoos) in a single, secure platform. The acquisition will also include a limited set of portable enrollment systems the USMS will use for Continuity of Operations situations, temporary replacement of malfunctioning equipment, and surge support. The districts will use this collection of biographical and biometric data to manage and securely monitor prisoners in detention facilities and reduce redundant data collection on a prisoner processed by multiple agencies or DOJ components.

Implementing new prisoner care standards. In December 2018, President Trump signed into law the FIRST STEP Act of 2018. The two areas of the law that impact the USMS are restrictions on the use of restraints on pregnant prisoners and the use of solitary confinement for juvenile prisoners. In 2019, the USMS Prisoner Operations Division (POD) implemented a new reporting requirement during the intake process to inform pregnant prisoners of the FIRST STEP Act restraint prohibition and the exceptions to the Act. Prisoners are now required to sign a form acknowledging they have received notification of the FIRST STEP Act restraint prohibitions. POD also updated the Pregnant Prisoner Restraints reporting platform to include adaptive guidance to users on the justification of restraint application and to ensure compliance and adherence with FIRST STEP Act requirements.

USMS, DOJ, AND CONGRESS FILL A \$200 MILLION DETENTION FUNDING GAP

Due to the rising detention population from increased prosecution activity nationwide, especially along the Southwest Border, the Federal Prisoner Detention (FPD) appropriation faced a \$200 million deficit in FY 2019. The USMS worked tirelessly to bridge the funding gap, but in the end still needed funding to accomplish the USMS's core mission, operate programs, improve detention management, ensure officer and detainee safety, and provide the highest possible security for the federal judicial process. The USMS requested and received support from the U.S. Congress in the amount of \$155 million supplemental for "necessary expenses related to U.S. prisoners in the custody of the USMS." The USMS noted the great experience and ease of working with Congress. In addition to the supplemental, the DOJ approved a \$72 million transfer from available resources into the FPD account, pulling the agency out of the deficit with a \$27 million cushion.





GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

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

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

- Modernize Business Processes and Technology Infrastructure
- Promote Evidence-Based, Data-Driven Decision-Making
- Promote Effective and Efficient Governance and Asset and Vendor Management
- Promote Knowledge Sharing and Enhance Communication across the Organization

MISSION: FINANCIAL MANAGEMENT MODERNIZATION AND COMPLIANCE

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

Strategic Objective: Modernize Business Processes and Technology Infrastructure

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

Identifying technology solutions to address current capability gaps. The USMS partners with the U.S. Department of Treasury on all of its modernization efforts. Pay.gov streamlines the depositing process and eliminates costs associated with processing paper checks. In FY 2019, the pilot expanded to the Asset Forfeiture Fund (AFF) for judgment-related deposits and enhancing the capabilities to support the volume. The number of requests by AFF investigators to utilize Pay.gov for payment plans has nearly doubled in the last two months of FY 2019 alone. For example, the USMS was able to expeditiously collect \$436,000 from a contracted commercial vendor, who auctioned forfeited property assets and electronically remitted sales proceeds to the USMS. Furthermore, JPATS implemented a Pay.gov deposit form to provide online deposit services to state and local customers.

Establishing strategic financial business practices to buy smarter. The APC supports USMS strategic goals by providing administrative support to the agency's district offices in the areas of transactional accounting and procurement processes. At the beginning of FY 2019, the Procurement APC received the Director's Distinguished Group award for their work issuing standard lead times, allowing the 94 district office customers to plan accordingly. This has shifted the paradigm for the district customers to use true timelines when planning for their important procurement actions. Notwithstanding the heavy fourth quarter workload, the Procurement APC team met the associated procurement action lead times on over 75 percent of all submitted actions throughout the FY. Excluding the heavy year-end fourth quarter, the compliance shot up to over 80 percent. For future years, the team has now established a baseline to seek improvements for the greater overall management of workload timelines.

Improving procurement processes. The Procurement APC team workload increased by an astounding 49 percent over FY 2018 with no appreciable change to their resource levels while still providing support across the 94 district offices. The team managed to support the district office operations by centralizing all District Court Security Officer contracts. This initiative allowed for a huge reduction in the administrative burden for district office customers.

In March 2019, the USMS established a working group to identify areas for improvement and standardization specific to the support of the district operations. The District Acquisition Management Group's objective is to develop and implement streamlined, consistent processes throughout the district offices in order to mitigate audit risks and correct deficiencies.

Transitioning vendors. The USMS tackled the difficult task of transitioning credit card vendors, from JPMorgan to Citibank, in a very compressed timeframe due to the extended government shutdown. This was a large project, coordinating the dissemination of all cards, reviewing and updating limits, providing robust training on the new systems, and tackling all problems and issues in short order to ensure the best service for USMS customers. This enormous task became even more challenging when the new vendor included an incorrect taxpayer identification number on all issued cards. This necessitated the coordination, destruction, and re-issuance of all previously issued purchase cards. The team managed to accomplish all of this with minimal impact on division and district customers.

Improving the financial technology infrastructure. The Capture application rollout includes a consolidated vital reporting system that provides a complete financial reporting solution for prisoner housing data. Consolidated reports show the entirety of housing data, including the amounts obligated and paid. This enhancement enabled stakeholders to use the reports to support the ongoing transition to Capture.

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

Developing strategic solutions. The USMS completed the Business Process Analysis of the JSD in July 2019. During this two-year project, the team analyzed over 20 strategic processes and recommended and implemented solutions whenever possible. As a result, custom-made tools and reports will save personnel over 6,000 hours annually. The team automated the management of important reports, significantly improving accuracy, and developed a new methodology for assessing risk and prioritizing resources. This analysis directly fed the development of multiple PROTECT modules. The work accomplished throughout the project fundamentally transformed the way JSD conducts business and characterized risk in its protective mission.

Making evidence-based decisions. The Administrative Office of the United States Courts (AOUSC) and USMS recognized the risks involved in managing the resources of a large contract workforce for court security, specifically with keeping positions filled. CSO hours do not just represent money; they represent security provided to the Judiciary and the judicial process. Correspondingly, ineffective use of court security funds represents a risk to the judiciary. It is a priority of the USMS to mitigate risk through the efficient and effective utilization of resources.



After analyzing initial findings, the USMS undertook initiatives to mitigate risks when CSO funds are underutilized. The first action was an update to training that was focused on “fiscal responsibility first.” The unintended consequences of this misapplied focus led to some incidents of accepting small or periodic vulnerabilities to stay under budget. The updated training reestablished the security-first mindset and strengthened communication between districts and the program office. This focus ensures that risk to facilities is mitigated to the greatest extent possible and that districts should continue to ask for funds and let HQ find the money to provide the requisite security.

Implementing an IT investment management prioritization process. The USMS established an Information Technology Investment Management (ITIM) process where an Investment Review Board (IRB) of Executive Leadership reviews and prioritizes project requests requiring information technology resources. The IRB’s focus is on IT investments that, due to their magnitude, significance, type, and nature, warrant senior management’s attention, strategic direction, and decision-making. This typically involves projects or existing IT contracts worth over \$250,000, projects that last for more than one fiscal year, or projects deemed to have “special project” status due to high political visibility or Director priority. The IRB evaluates and prioritizes IT investments to determine which projects the agency should fund. The ITIM process provides transparency to stakeholders, insight into resource requirements, and a roadmap for workforce activities. In 2019, during the agency’s inaugural ITIM cycle, the IRB received over 40 projects from 12 divisions and offices. The approved 14 projects are now in development.

Documenting incidents and events. Capture released an Incidents and Events management module, an extensive subject management capability, incident, and events search capability, and a user profile management capability. The USMS is now inputting, managing, and reporting on incidents and events in the same system. This was Capture's first nationwide capability deployment and is available for use by all districts. This deployment decommissioned three legacy systems and increased incident and event visibility agency-wide through automated system notifications and reporting capabilities.

Streamlining and optimizing financial data to further data-driven decision-making. The USMS made significant progress in streamlining and optimizing processes for analyzing and generating financial and procurement metrics and analytics. By using optimized approaches to support and further strengthen data-driven decision-making across the enterprise, the USMS developed new performance metrics and analytics in 2019. For example, the "Untimeliness in Travel Authorization" metric provides the number of travel authorizations not recorded before travel began. The system automation of generating all 94 district profile reports, which provide districts' status of funds and performances on various financial management aspects, has saved the agency a considerable amount of time by eliminating the hours spent manually generating these reports for each district. These reports are now available for access at the beginning of each month, enabling the USMS to assess the potential risk sooner and communicate the financial management performance more expeditiously to district leadership for improvement. This effort also ensures that reports are readily available for the USMS Director as he visits the districts.

Establishing data management policies and processes. To comply with the Digital Accountability and Transparency Act of 2014 reporting regulations, the USMS instituted new data management processes that successfully allowed for timely recording and transparent reporting of procurement and financial data. The agency improved data validity between the Unified Financial Management System and Treasury's Federal Procurement Data System-Next Generation system by automating the reconciliation process. This system enhancement has improved data quality and integrity and provided instant visibility into the status of obligation reporting.

The USMS successfully piloted an electronic invoicing solution by using the Department of Treasury's Invoice Processing Platform (IPP), complying with the Office of Management and Budget's requirement for federal agencies to move to an electronic invoicing platform. Significant savings were realized by eliminating the manual process of entering invoices into the financial system. Additionally, IPP also allows USMS personnel to respond to invoice inquiries through a web-based centralized service, thus reducing response time and increasing productivity. Automatic alerts allowed the agency to take actions sooner, which prevented incurring unnecessary prompt payment penalties.

Revising real property space standards. The USMS revised Pub. 64 space requirement standards to reduce the agency's footprint. The development and careful review of USMS space standards identified key areas that required modification. New standards support the agency's national strategy for the efficient use of real property, reducing agency rent costs, and improving the quality and functionality of federally owned space, and freeing-up funding for other agency priorities.

Developing the process for body armor acquisitions and requirements. The USMS established a systematic, cost-effective process for the cyclic replacement of body armor. To recognize the five-year life cycle of body armor and to ensure the safety of operational employees, the USMS will replace armor before expiration. The framework for the cyclic replacement begins in FY 2020.

Restructuring the National Physical Security contract. The USMS has divided the National Physical Security contract into multiple segments and has successfully awarded the program management and installation portions to a contractor that is independent of installation and maintenance support allowing it to serve the government's interests without conflict. The prior contract was a single award to one company, inhibiting the ability to leverage cost savings typical in multiple award contracts. By separating the contract into focused components, program management, installation, and maintenance, the government benefits from adequate competition and can take advantage of scheduling flexibility.

Expanding the vehicle outfitting capacity. In FY 2019, the USMS improved the process to provide road-ready operational vehicles to the field. The National Vehicle Regional Outfitting program increased USMS officer safety by standardizing emergency equipment and installation at 27 outfitting locations nationwide. A Blanket Purchase Agreement expanded the number of vendors available to complete the outfitting actions. This regional model expanded capacity to respond to year-end surges in vehicle acquisitions. The contract includes management of warranty service to decrease repair work turnaround, decrease the workload on the field by streamlining administrative and financial processes, and realize economies of scale in vehicle outfitting costs. The delivery time of outfitted vehicles decreased from 120 days to the industry standard of seven days.

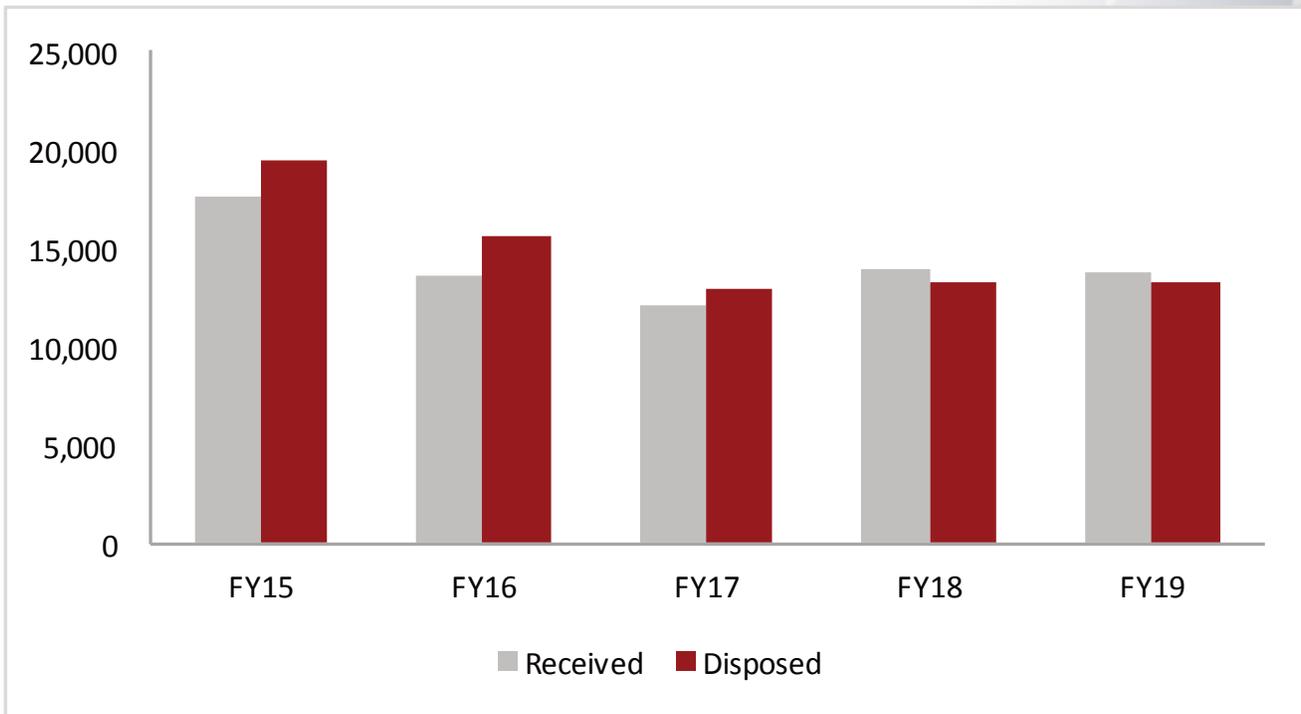


MISSION: ASSET FORFEITURE PROGRAM

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 and investigative agencies by assisting with pre-seizure planning and financial investigations. As a world leader in asset management and asset disposal, the USMS AFP also receives requests for technical assistance from countries around the world. These requests range from assessing a country’s AFP to assisting with the restraint of property, both foreign and domestic.

MISSION PROGRAM DATA

Figure 17 – Assets Received and Disposed of by the USMS



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

Managing two of the largest vessel cases in the history of the Asset Forfeiture Program. In 2017, through cooperation with the government of Bonaire, the USMS took possession of a 100-foot custom Ferretti



yacht, *Navigante*, linked to a joint Drug Enforcement Administration and Internal Revenue Service (IRS) case and brought it back to the U.S. The yacht was maintained in the Southern District of Florida (S/FL) through the duration of its court proceedings. In the late spring of 2019, the *Navigante* was forfeited, and the USMS conducted a specialized auction of the vessel, which realized a final sales price of \$3.24 million. The USMS anticipates sharing part of these proceeds with Bonaire for their efforts in seizing the yacht.

The government of Nigeria asked for assistance in recovering assets purchased with funds stolen from their government by politicians they were criminally prosecuting. The DOJ's Office of International Affairs coordinated with the USMS to seize the 200-foot custom yacht, *Galatica Star* in Cancun, Mexico and bring it back to the U.S. Like the *Navigante*, the *Galatica Star* was also maintained in the S/FL as the U.S. worked to domesticate the Nigerian court order. The DOJ and USMS worked with a third-party broker to facilitate the sale, which realized a final sales price of \$38 million.



Coordinating the largest vehicle seizure in the history of the Asset Forfeiture Program. The USMS led the onsite seizure and inventory of over 185 vehicles owned by Jeffrey Carpoft, who operated D.C. Solar, a \$1 billion Ponzi-scheme in the Eastern District of California. With minimal advanced notice, the two-day operation involved a significant law enforcement presence at the federal, state, and local levels to include a dozen USMS administrative staff. This effort resulted in the itemization, valuation, transportation, and storage of over \$3 million in assets from the largest single vehicle seizure in the history of the Asset Forfeiture Program. Significant logistical planning ensured the services acquired for the takedown day were secured, economical, and efficient. A court-ordered sale of 148 vehicles in Woodland, California, netted \$8.2 million.

Concurrently, USMS personnel from across the country mobilized to provide additional support for the large-scale search warrant operation in conjunction with FBI and IRS fraud investigators. The USMS team assisted in the seizure takedown, identifying further assets and financial accounts subject to forfeiture, and identifying potential ownership claims. The USMS assistance in this joint effort resulted in the seizure of over \$47 million in financial accounts, U.S. currency, jewelry, and vehicles, and an additional \$60 million of real property targeted for forfeiture located throughout California, Nevada, North Carolina, Texas, and Mexico.



Supporting the liquidation of more assets tied to Bernard “Bernie” Madoff. The USMS continued to work with the U.S. Attorney’s Office, USMS S/NY, and the Securities Investor Protection Corporation Trustee to liquidate Madoff’s assets. During FY 2019, the USMS generated a total of \$7.34 million in cash from Madoff-related investments. The USMS sold Madoff’s stocks (with no value) as collectible items.



Seizing large-scale real estate. In April 2019, the USMS took custody of 105 real properties located in the Middle District of Georgia. All properties were tied to Christopher Whitman, who was convicted of bribery and fraud tied to military trucking contracts and theft of surplus military equipment. Four separate USMS teams worked closely with the USMS national real property vendor to take physical possession of each of the properties. The proceeds from the real property sales will go to compensate the victims of Whitman’s crimes.

FY 2017-FY 2019 ENACTED RESOURCES BY USMS STRATEGIC GOAL

Dollar amounts are in the thousands (000s)

S&E = Salaries & Expenses

[] = Funding sources

Goal 1 & 4:

"STRATEGIC GOAL 1&4 All S&E Decision Units [S&E]"	2017 Enacted			2018 Enacted			2019 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Comparison by activity and program									
Judicial and Courthouse Security	409	409	104,161	409	390	108,561	409	385	111,812
Fugitive Apprehension	532	506	126,241	532	482	132,231	532	476	137,954
Prisoner Security and Transportation	275	246	61,875	275	234	63,857	275	231	65,818
Protection of Witnesses	65	61	14,212	65	58	14,676	65	57	15,151
Tactical Operations	46	41	16,037	46	40	17,111	46	39	17,300
Total Enacted - S&E	1,327	1,263	322,526	1,327	1,204	336,436	1,327	1,188	348,036
Reimbursable FTE		205			190			193	
Total Enacted with Reimbursable FTE - S&E	1,327	1,468	322,526	1,327	1,394	336,436	1,327	1,381	348,036
NOTE: REPRESENTS S&E ADMINISTRATIVE RESOURCES ONLY									

Goal 2:

"STRATEGIC GOAL 2 Fugitive Apprehension [S&E]"	2017 Enacted			2018 Enacted			2019 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Comparison by activity and program									
Fugitive Apprehension	1,524	1,439	361,636	1,542	1,371	383,271	1,542	1,354	399,860
Total Enacted - S&E	1,524	1,439	361,636	1,542	1,371	383,271	1,542	1,354	399,860
Reimbursable FTE		91			90			98	
Total Enacted with Reimbursable FTE - S&E	1,524	1,530	361,636	1,542	1,461	383,271	1,542	1,452	399,860
Note: Represents S&E operational resources only									

Goal 3:

"STRATEGIC GOAL 3 Judicial and Courthouse Security (S&E) Prisoner Security & Transportation (S&E) Protection of Witnesses (S&E) Tactical Operations (S&E) Detention Services (FPD) Construction Justice Prisoner and Transportation System (JPATS)"	2017 Enacted			2018 Enacted			2019 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Comparison by activity and program									
Judicial and Courthouse Security	1,256	1,166	319,870	1,270	1,111	337,096	1,270	1,096	347,191
Prisoner Security and Transportation	724	699	162,901	731	665	169,742	731	657	174,958
Protection of Witnesses	181	172	39,575	183	164	41,320	183	162	42,657
Tactical Operations	122	118	42,532	124	112	46,127	124	111	46,635
Total Enacted - S&E	2,283	2,155	564,878	2,308	2,052	594,285	2,308	2,026	611,440
Reimbursable FTE		64			58			56	
Total Enacted with Reimbursable FTE - S&E	2,283	2,219	564,878	2,308	2,110	594,285	2,308	2,082	611,440
Detention Services	27	16	1,430,414	27	21	1,536,000	27	27	1,707,397
Construction			10,000			53,400			15,000
Grand Total Enacted - S&E, FPD, and Construction	2,310	2,235	2,005,292	2,335	2,131	2,183,685	2,335	2,109	2,333,837
JPATS	123	108	51,565	123	110	52,282	123	110	54,065
Total Operating (President's Budget) Level - JPATS	123	108	51,565	123	110	52,282	123	110	54,065
Actual Operating Level - JPATS	123	96	42,990	123	95	54,467	123	97	53,447
Note: Represents S&E operational resources only , FPD appropriation, Construction, and JPATS Revolving Fund									

ACRONYM LIST

ACRONYM	DESCRIPTION
ADP	Average Daily Prisoner Population
AFF	Asset Forfeiture Fund
AFP	Asset Forfeiture Program
AG	Attorney General
AO	Administrative Officers
AOUSC	Administrative Office of the United States Courts
APC	Austin Processing Center
ATO	Authority to Operate
BDUSM	Basic Deputy U.S. Marshal
BOP	Federal Bureau of Prisons
BPA	Blanket Purchase Agreement
CITP	Criminal Investigator Training Program
CRD	Civil Rights Division
CSO	Court Security Officer
D/	District of [e.g., D/MA = District of Massachusetts [USMS district]]
D.C.	District of Columbia
DOJ	Department of Justice
DUSM	Deputy U.S. Marshal
E/	Eastern District of [e.g., E/NY = Eastern District of New York]
EOTP	Enforcement Officer Training Program
EPACS	Enterprise Physical Access Controls Systems
FBI	Federal Bureau of Investigation
FLETC	Federal Law Enforcement Training Center
FPD	Federal Prisoner Detention
FPL	Full-Performance Level
FY	Fiscal Year
GSA	General Services Administration
HRFA	High-Risk Fugitive Apprehension
IA	Internal Affairs
IGA	Intergovernmental Agreement
INTERPOL	International Criminal Police Organization
IPP	Invoice Processing Platform
IRB	Investment Review Board
IRS	Internal Revenue Service
IT	Information Technology
ITIM	Information Technology Investment Management
JPATS	Justice Prisoner and Alien Transportation System
JSD	Judicial Security Division

ACRONYM	DESCRIPTION
JSI	Judicial Security Inspector
MESR	Malfunctioning Equipment Service Request
NCMEC	National Center for Missing and Exploited Children
OCDETF	Organized Crime Drug Enforcement Task Force
OPR	Office of Professional Responsibility
OST	Officer Safety Training
OWO	Operation Washout
POD	Prisoner Operations Division
PSN	Project Safe Neighborhood
RFTF	Regional Fugitive Task Force
RHP	Reproductive Health Program
S/	Southern District of (e.g., S/FL = Southern District of Florida)
SDUSM	Supervisory Deputy U.S. Marshal
SNSSO	Strategic National Stockpile Security Operations
SOG	Special Operations Group
SRR	Security Resource Request
STS	Short-Term Sentence
TFO	Task Force Officer
UAS	Unmanned Aircraft Systems
UFMS	Unified Financial Management System
USMS	United States Marshals Service
USVI	U.S. Virgin Islands



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