

U.S. Department of Justice
United States Marshals Service



FY 2024 Annual Report





U.S. Marshals Service



Service Districts



★ Main Office



ABOUT THE UNITED STATES MARSHALS SERVICE

AMERICA'S FIRST LAW ENFORCEMENT AGENCY, PROTECTING THE NATION SINCE 1789

When George Washington appointed the first 13 U.S. Marshals with the passage of the Judiciary Act of 1789, the United States Marshals Service (USMS) became America's first federal law enforcement agency. Through westward expansion, the Civil Rights Era, and into the present, the USMS has played pivotal roles supporting the rule of law and upholding the constitution. During the Civil War, U.S. Marshals rooted out Confederate spies and confiscated property used to support the Confederacy. Through the Mexican Revolution in 1910, U.S. Marshals protected the border. During the Civil Rights Era, U.S. Marshals protected Ruby Bridges and the McDonogh Three on their way to school. In addition, in 1962, at the University of Mississippi, Deputy U.S. Marshals (DUSMs) protected James Meredith from the time leading up to his enrollment through his graduation, and in 1965, the U.S. Marshals protected the Selma March. In the aftermath of the 9/11 attacks, U.S. Marshals helped secure airports and recover victims from the World Trade Center and Pentagon.

Through all of America's trials and tribulations, U.S. Marshals have been there.

The USMS is the nation's most versatile federal law enforcement agency and the enforcement arm of the federal courts. To fulfill its commitment to judicial security, the USMS's force of approximately 5,500 deputies and business professionals conducts investigations, provides security, administers threat-response training, and screens visitors at more than 800 federal judicial facilities, where the USMS ensures personal security in federal judicial proceedings for judges, attorneys, witnesses, jurors, defendants, and members of the public. Outside of courthouses, U.S. Marshals maintain crucial interagency partnerships with federal, state, tribal, and local law enforcement agencies, and U.S. Marshals lead fugitive task forces to arrest tens of thousands of fugitives each year, hundreds every day. Each year, U.S. Marshals bring hundreds of missing children home to their parents and guardians, and the agency is responsible for approximately 150,000 federal detainees annually, ensuring safe, secure, and humane prisoner care through housing, medical care, and transportation for an average daily population of approximately 56,000 in FY 2024. As a key component of the federal government's law enforcement efforts to combat criminal activity, the USMS disrupts and dismantles illegal enterprises by seizing and disposing of billions of dollars each year, the proceeds of which operate the program, compensate victims, and support various law enforcement and community initiatives. Lastly, the USMS's Witness Security Program has successfully protected an estimated 19,250 participants since its establishment in 1971. No participant who has complied with program guidelines has ever been harmed while under the active protection of the USMS.

The USMS's headquarters are located in Arlington, Virginia, supporting 94 district offices across the country, including the District of Columbia, the Commonwealth of Puerto Rico, and U.S. territories—the Virgin Islands, Guam, and the Northern Mariana Islands. USMS operations are broad and even international, but U.S. Marshals help protect every local community every day.

MESSAGE FROM THE DIRECTOR



With deep gratitude to the entire USMS workforce, I am honored to present the Fiscal Year (FY) 2024 Annual Report. This report not only highlights the remarkable achievements and sacrifices of our personnel but also reaffirms the enduring values that have defined the USMS. Since 1789, when George Washington appointed the first 13 U.S. Marshals, the USMS has played a pivotal role in shaping American history. Today, our dedicated workforce continues to uphold this proud tradition by combating violent crime, safeguarding judicial proceedings, locating missing and endangered children, and protecting communities across the country.

Among the FY 2024 accomplishments, Operation North Star (ONS) stands out as a critical initiative to reduce violence. Over 74 operational days in 10 major metropolitan areas, DUSMs and law enforcement partners apprehended 3,421 fugitives, including some of the most dangerous offenders. This operation also resulted in the seizure of 534 firearms, \$508,000 in U.S. currency, and 456 kilograms of illegal narcotics, including 138 pounds of fentanyl.

The USMS also led the second iteration of Operation We Will Find You, during which DUSMs located and recovered 200 missing and endangered children. This mission underscores our unwavering commitment to protecting the most vulnerable and ensuring those who exploit them are brought to justice. These efforts reflect the strength of collaboration, as we worked alongside federal, state, tribal, and local law enforcement partners.

The USMS also sustained its critical mission of judicial security, protecting more than 2,700 federal judges, 30,300 prosecutors, and court officials at over 800 facilities nationwide. These essential but often unseen measures are vital to upholding the integrity of our federal judicial system. Despite rising threats, our personnel remain steadfast in their commitment to safeguarding those who uphold the rule of law.

The upcoming USMS reorganization strengthens our ability to meet today's challenges while preparing for the future. By placing leadership closer to the field, we enhance accountability, officer safety, and operational effectiveness. This realignment promotes seamless communication across headquarters, districts, and field operations, while expanding the capacity of regional and district task forces to investigate and apprehend fugitives. These changes reflect our commitment to supporting the men and women of the USMS and ensuring the agency's lasting success.

At the heart of these successes is the bravery and sacrifice of our personnel. This year, we were reminded of the profound cost of service when we tragically lost four heroes in the line of duty on April 29 in Charlotte, North Carolina: DUSM Thomas M. Weeks Jr., Task Force Officers William "Alden" Elliott and Samuel Poloche of the North Carolina Department of Adult Correction, and Police Officer Joshua Michael Eyer of the Charlotte-Mecklenburg Police Department. Their courage reflects the risks faced daily by the USMS workforce and our law enforcement partners—individuals who selflessly serve our communities, often at great personal cost.

As the nation's first federal law enforcement agency, the USMS has evolved to meet the challenges of each era. This report reflects this agency's challenges and extraordinary accomplishments. Together, let us build on the USMS legacy and work toward a safer, more just future for all.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Davis".

Ronald L. Davis,

Director, United States Marshals Service

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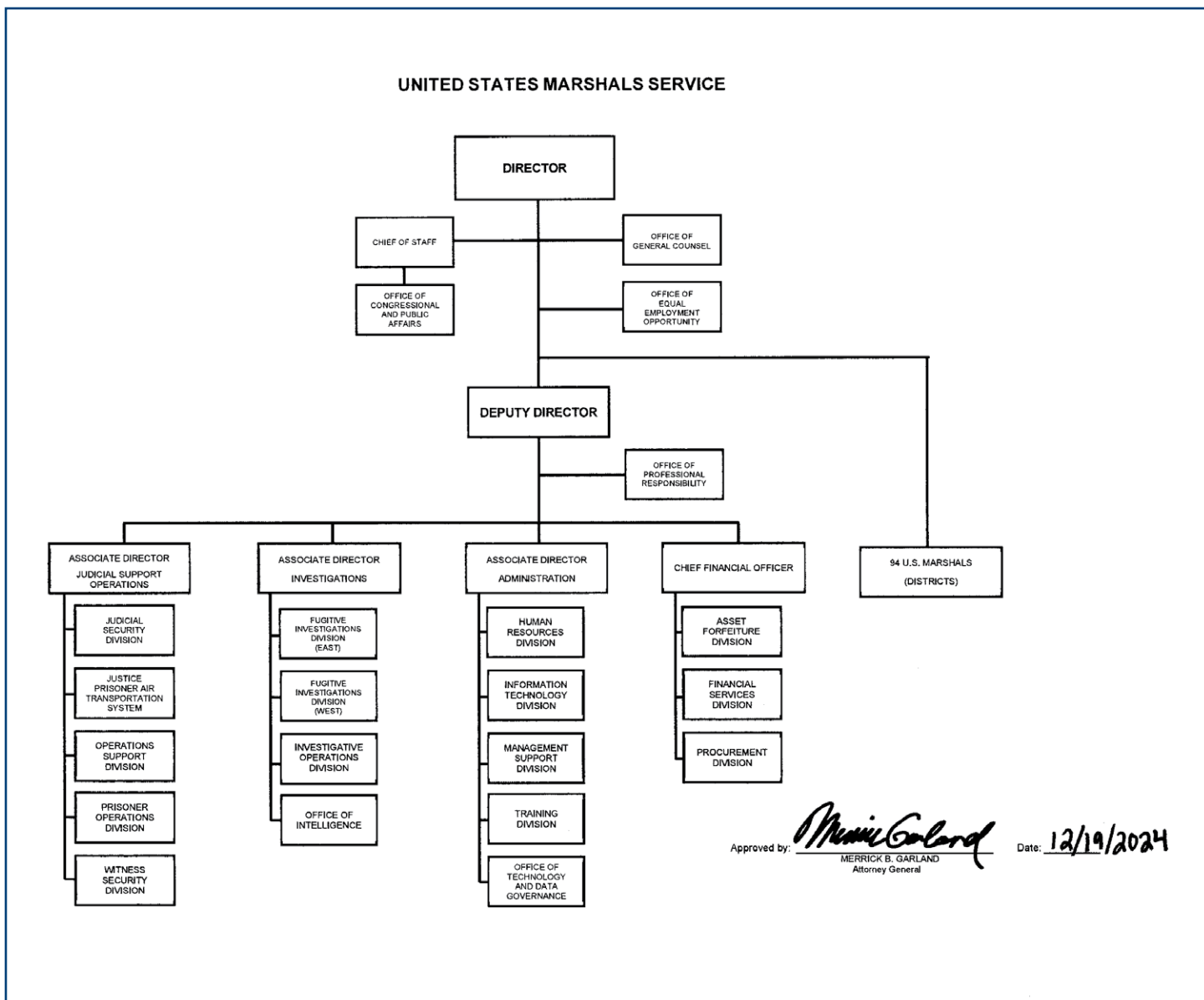
MISSION

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

VISION

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

ORGANIZATIONAL STRUCTURE



USMS Organizational chart signed by AG Merrick Garland on 12/19/2024.

FY 2024



IN RETROSPECT



INVESTIGATED **822** THREATS TO PROTECTED PERSONS
(SUCH AS FEDERAL JUDGES)



DEDICATED **16,518** SPECIAL OPERATION HOURS TO
HIGH-THREAT AND EMERGENCY SITUATIONS



TRANSPORTED A TOTAL OF **265,969**
PRISONERS BY AIR AND GROUND



CONTRIBUTED TO THE RECOVERY AND
LOCATION OF **706** MISSING AND
ENDANGERED CHILDREN



ARRESTED **74,222** FUGITIVES



MANAGED **26,494** ASSETS VALUED AT
OVER **\$7.6** BILLION



CONDUCTED **2,590** NONCOMPLIANT SEX
OFFENDER INVESTIGATIONS



PRODUCED PRISONERS FOR **678,088** REQUIRED EVENTS (I.E.,
COURT PROCEDURES)



SEIZED **\$14,255,648** IN U.S CURRENCY, **3,608** KILOGRAMS IN NARCOTICS,
5,150 FIREARMS, AND **152** VEHICLES DURING FUGITIVE OPERATIONS

AGENCY HIGHLIGHTS

> PROTECTING THE JUDICIARY...

Rising Threats and Increased Demands Have Made Securing Justice Challenging.

The USMS is the law enforcement arm for the federal courts, providing security for more than 800 judicial facilities, approximately 2,700 federal judges, and approximately 33,300 federal prosecutors and court officials. Furthermore, per the order of Attorney General Merrick B. Garland, the USMS has been providing security for Supreme Court of the United States (SCOTUS) Justices' private residences 24 hours per day, seven days per week, since May 2022 and with an indeterminate end date.

In recent years, the number of verified threats against federal judges has doubled over historic norms, and while the total number of threat investigations has declined in FY 2024, the number and intensity of concerning and potentially threatening electronic communications related to protected persons and locations have increased.

"Each year, Deputy U.S. Marshals investigate thousands of communications to fulfill our mission of protecting the judiciary and ensuring the safety and security of judges, attorneys, jurors, and other members of the court family," said USMS Director Ronald L. Davis in a February 2024 House subcommittee hearing. "Based on an evolving and diverse range of threats, the USMS is currently providing the highest number of protective details that we have seen in decades. These protective measures, although not always visible to the general public, are critical to ensuring the security, stability, and integrity of our federal judicial system and the continuity of the U.S. government."

To satisfy rising demands for judicial security, the USMS realigned and reorganized key assets and functions, establishing the Judicial Threat Branch (JTB), which pulls together the Judicial Threat Center (JTC), the Judicial Threat Operations Center (JTOC), and a Behavioral Analysis Unit (BAU) for judicial security concerns. The JTB's personnel are responsible for supporting district threat investigations, ensuring the agency's judicial investigative capabilities can be distributed across the nation where needed. As part of this reorganization, the USMS also established its Office of Security Maintenance, which is charged with ensuring the integrity of judicial facility security systems. For more on this reorganization, see the related entry in Goal 3, Mission: Judicial Protection and Courthouse Security.

The USMS performs a wide variety of missions. To ensure the agency has a dedicated cadre of personnel to support its judicial mission, the USMS created a new position: the Federal Enforcement Officer (FEO). These new personnel will focus on court security, cellblock operation, prisoner transport, and other enforcement duties. The USMS has implemented a 13-week training program, beginning with a first class in October 2024. For more on this new position, see the related entry in Goal 1, Mission: Professional Workforce.

Supporting the Attorney General's directive to protect SCOTUS Justices' residences, the USMS utilized the Protective Operations Command Center (POCC), which functions as a one-stop command center for the collection, aggregation, analysis, and dissemination of information regarding USMS protective operations globally. With the capability to blend all necessary functions together under one command structure, these concepts have proven effective. However, they have not come without significant costs.

The USMS requested funding in the FY 2025 President's Budget for 53 new positions (47 DUSMs) for protective services including support personnel in the POCC. This initiative, if enacted, will continue to provide the necessary personnel and equipment to effectively

AGENCY HIGHLIGHTS & AWARDS

protect the Supreme Court Justices until the Supreme Court Police Department has sufficient resources for this mission. Moreover, in the pursuit of personnel support, the USMS submitted a legislative proposal, Overtime Pay for the United States Marshals Service Executive Protective Services Act of 2024, intended to establish a new authority permitting specified USMS employees who perform executive protective services to receive premium pay in excess of the pay limitation in the United States Code. As of the end of FY 2024, however, the proposal had yet to be introduced as a bill.

> PROTECTING OUR PEOPLE...



Deputies Face Increasing Threats in the Line of Duty.

USMS DUSMs and task force officers (TFOs) are on the front lines of federal fugitive apprehension and violent crime reduction initiatives. As the federal government's primary fugitive investigation and apprehension agency, the USMS takes the lead and

AGENCY HIGHLIGHTS & AWARDS

assists in the arrest of the most violent and dangerous of federal, state, and local criminals. In FY 2024, the USMS arrested 74,222 fugitives, 297 each day.

Published in 2023, a USMS review of shooting incidents during fiscal years 2019–2021 finds 147 shooting incidents involving 266 DUSMs, TFOs, and non-task force law enforcement officers during that studied time. Further highlighting the rising number of assaults on law enforcement officers, a 2024 Federal Bureau of Investigation (FBI) report finds there were 466 assaults with firearms against law enforcement officers in 2023, and the period of the past three years is the highest overall incident rate of assaults against law enforcement officers in the past two decades.

In February 2024, during testimony before the U.S. House of Representatives Subcommittee on Crime and Federal Government Surveillance, USMS Director Davis informed subcommittee members of the rising threats to USMS DUSMs and TFO personnel.

“Our work is exceedingly dangerous,” Director Davis said. “It requires exceptional skill and sophisticated training and equipment, and as you can imagine, the daily risks are not just physical. They also include psychological stress for our entire workforce and their families. ...We cannot effectively serve the American people if we do not take care of our most valuable asset. That is the men and women of the United States Marshals Service.”

This dangerous work sometimes ends with tragic results. On April 29, in Charlotte, North Carolina, USMS personnel and TFOs sought to apprehend a fugitive who was armed and opened fire. A DUSM, two TFOs, and one local police officer died as a result of injuries sustained during the incident. The USMS continues to mourn these and previous losses, and the agency works to prevent such tragedies from occurring in the future.

To that end, in FY 2024, the USMS took several notable prevention measures. First, the USMS invested in training equipment for officer safety and incident de-escalation. With a focus on research, data-driven decision-making, and development, the USMS collaborated with the FBI’s Ballistic Research Facility (BRF) on ballistic protective equipment. With a formal partnership, the USMS has worked with the BRF since 2021 and has a senior inspector (SI) detailed to the BRF. For more on this, see the related entry in Goal 3, Mission: Law Enforcement Personnel Safety.

The USMS also has invested heavily in safety training in FY 2024, ensuring DUSMs have basic and follow-on training. The USMS National Training Academy provides basic training to all new candidates, instilling the safety mindset along with essential knowledge and skills. After graduation, DUSMs continue to receive training overseen by the USMS Center of Excellence for Officer Safety and Wellness. The USMS also deploys regional-based instructors that go to each district and are able to tailor training to the specific demands of each location. For more on this, see the related entry in Goal 3, Mission: Law Enforcement Personnel Safety.

Attending to the health and wellness needs of field personnel, the USMS is investing in improvements to workers’ compensation and technological tools. Following an in-depth study of personnel needs, the USMS made critical alterations to the way it will operate when a person has been injured on the job or becomes ill due to job-related duties. These improvements include better accessibility and ease of access for personnel as well as administrative procedure updates. In tandem with these improvements, the USMS launched a mobile app to enhance accessibility of agency wellness resources. For more on these initiatives, see the related entries in Goal 1, Mission: Professional Workforce.

AGENCY HIGHLIGHTS & AWARDS

> PROTECTING OUR COMMUNITIES...



Operation We Will Find You 2 Brings 200 Missing Children Home.

One of the USMS's primary missions is to protect the most vulnerable among us, and it was in that spirit that, in FY 2024, the USMS continued its hugely successful campaign to find missing children in Operation We Will Find You 2.

From May 20 to June 24, 2024, the USMS coordinated with the National Center for Missing and Exploited Children (NCMEC) as well as federal, state, and local law enforcement agencies, to focus efforts in eight USMS districts with clusters of critically missing children. Through exemplary collaboration, the USMS recovered 123 and located 77 children. Of the 200 total children the USMS found, 173 were endangered runaways, 25 were considered otherwise missing, one was a family abduction, and one was a non-family abduction. The youngest child recovered was only five months old. Additionally, 57 percent of the children recovered were found within seven days of the USMS assisting with their respective cases.

“One of the most sacred missions of the U.S. Marshals Service is locating and recovering our nation’s critically missing children. This is one of our top priorities as there remain thousands of children still missing and at risk.”

**- Ronald L. Davis,
Director, USMS**

AGENCY HIGHLIGHTS & AWARDS

These missing children were considered some of the most challenging recovery cases for each respective district, based on indications of high-risk factors such as child sex-trafficking victimization, child exploitation, sexual abuse, physical abuse, and medical or mental health conditions.

The USMS conducted this year's operation in the District of Arizona, Eastern District of California, Southern District of Florida, Western District of Michigan, Eastern District of North Carolina, Southern and Eastern Districts of New York, and District of Oregon. The most recoveries and locations (49) occurred in the District of Arizona.



Operation North Star (ONS) Cuts Down Violent Crime Across the Nation.

In FY 2024, the USMS continued to lead and support ONS, a major violence-reduction initiative directed by the U.S. Attorney General. ONS targets violent offenders wanted on warrants for homicide, sexual offenses, robbery, aggravated assault, and firearms violations as well as additional high-risk factors.

After 74 operational days from May 10 to September 13 in 10 metropolitan areas, ONS FY 2024 resulted in 4,457 warrant clearances and 3,421 arrests, including 216 for homicide, 803 for assault, and 482 for weapons offenses. Additionally, investigators seized 534 firearms, more than \$508,000 in U.S. currency, and 456 kilograms in illegal narcotics, including 138 pounds of fentanyl.

Using data from the National Crime Information Center (NCIC) and the FBI Uniform Crime Report, the USMS chose the 10 metropolitan areas that had shown significant recent increases in homicides and shootings. The site areas for ONS FY 2024 were Baton Rouge, Louisiana; Birmingham, Alabama; Charleston and North Charleston, South Carolina; Dallas, Texas; Dayton, Ohio; Little Rock, Arkansas;

AGENCY HIGHLIGHTS & AWARDS

Phoenix, Arizona; San Antonio, Texas; St. Louis, Missouri and East St. Louis, Illinois; and Winston-Salem, North Carolina.

ONS FY 2024 is the latest campaign in the USMS's continual effort to reduce violent crime across the nation. Since July 2022, the USMS has conducted ONS initiatives in a total of 30 metropolitan areas, resulting in the apprehension of more than 10,200 wanted fugitives, including 1,153 charged with homicide, in addition to the removal of more than 1,425 weapons associated with violent crime.



USMS Completes Non-Federal Mass Movement for Nevada Department of Corrections (DOC) in Only Two Days.

On August 20, 2024, USMS Director Ronald Davis received an official request from Nevada Governor Joe Lombardo to transfer up to 250 high-security state inmates from Ely, Nevada, to Indian Springs, Nevada. The inmates that required movement were either death-row sentenced or high-risk violent offenders. The Nevada DOC determined transporting these inmates on the ground would pose risks to correctional personnel and the communities the transports would drive through. Therefore, the DOC requested the involvement of USMS Justice Prisoner and Alien Transportation System (JPATS) aircraft.

The coordination and logistics of this mission were deeply complex as the USMS worked closely with local, county, state, federal, and military partners in Nevada. The DOC provided a list of 200 primary inmates to be moved, and due to Ely Airfield weight restrictions, the USMS could move a maximum of only 50 inmates on each flight. However, with good interagency communication, the USMS moved the 200 inmates over the course of only two days on September 8 and 9, 2024.

AWARDS

SI Jeffrey Maccari and TK9 Rin Receive USMS Purple Hearts.

On January 18, 2024, SI Jeffrey Maccari and his tactical canine (TK9) partner Rin both received Purple Hearts from the USMS. TK9 Rin is the first canine to receive this award.

On June 2, 2022, SI Maccari and TK9 Rin were assisting Great Lakes Regional Fugitive Task Force (GLRFTF) personnel with an arrest warrant operation. The fugitive was wanted by the Chicago Police Department (CPD) for attempted murder and armed robbery with a firearm.

GLRFTF team members consolidated to knock and announce at the target apartment door while SI Maccari and TK9 Rin maintained a position of cover behind a neighboring detached garage. After multiple announcements without successfully establishing verbal contact with the fugitive, GLRFTF team members requested TK9 support.

As SI Maccari and TK9 Rin approached the structure, SI Maccari heard team members shouting commands for compliance within the structure and verbalizing announcements of a gun in the fugitive's possession. As SI Maccari and TK9 Rin maintained their support approach, SI Maccari was shot in the left hand and upper chest at the top of his ballistic plate carrier. TK9 Rin sustained a gunshot to the right shoulder, and the bullet entered his chest cavity. SI Maccari commanded TK9 Rin to assume a defensive position.

SI Maccari administered cursory medical aid to TK9 Rin by applying pressure to the gunshot wound on his shoulder. Hearing team communications confirming the fugitive had been taken into custody and determining it was safe to relocate TK9 Rin to his government-owned vehicle (GOV), SI Maccari positioned TK9 Rin in the kennel of his vehicle and began to administer trauma aid, successfully stopping TK9 Rin's hemorrhaging.

With the assistance of two CPD TFOs, SI Maccari transported TK9 Rin to MedVet Chicago Veterinary Trauma Center (VTC). While en route, SI Maccari continued to render aid to TK9 Rin in the kennel of the GOV and simultaneously applied a tourniquet to his upper left arm to stop his own bleeding.

In the heroic disregard of his own injuries to provide lifesaving medical intervention to TK9 Rin, SI Maccari stayed with TK9 Rin until he was in stable condition.

SI Maccari's agility, decisiveness, and courage saved TK9 Rin's life. After three days of treatment in Chicago at the VTC, Rin was released. He has since returned to active duty and achieved many successful K9 surrenders.



AGENCY HIGHLIGHTS & AWARDS



Capital Area Regional Fugitive TFO Awarded USMS Purple Heart.

On March 22, 2024, the USMS presented TFO Scott Chambers with the Purple Heart Award for showing exceptional bravery and courage when he sustained gunshot wounds while executing an arrest warrant with the Capital Area Regional Fugitive Task Force (CARFTF).

On January 11, 2023, members of CARFTF attempted to arrest a homicide suspect through a vehicle containment in Hampton, Virginia. The suspect emerged from the passenger side of the vehicle armed with a handgun in each hand, firing multiple rounds toward members of the CARFTF team. Several of these rounds struck TFO Scott Chambers in the left shoulder and left thigh. Chambers and his fellow CARFTF members returned fire, incapacitating the suspect.

Multiple task force members provided trauma aid to Chambers, and he was taken via ambulance to the local trauma center. TFO Chambers underwent significant surgeries to repair extensive damage and spent several days in the intensive care unit.

With this award, the USMS recognizes TFO Chambers' skills, experience, and decisiveness likely saved lives that day, including his own.

America's Greatest Detective in 2024 Is a USMS SI.

Law&Crime's annual America's Greatest Detective award recognizes the most brilliant investigative work performed by teams or individuals working in or adjacent to law

AGENCY HIGHLIGHTS & AWARDS

enforcement. In 2024, the NCMEC nominated USMS SI Laura Tierney for this award, citing her work as the lead and facilitator of Operation We Will Find You 2023, which resulted in the recovery and location of 225 missing children. Law&Crime selected SI Laura Tierney as one of three finalists, and the public was invited to vote for the most deserving of the three. On June 1, 2024, the finalists attended the CrimeCon CLUE Awards banquet where SI Laura Tierney was officially pronounced the winner of America's Greatest Detective 2024.

Women In Federal Law Enforcement's (WIFLE) Award Goes to Former Acting Chief of Staff.

Each year, the WIFLE Foundation recognizes outstanding women in this noble profession, and this year, USMS Chief Michelle Hamilton won the WIFLE award for Outstanding Federal Law Enforcement Employee. Having served the USMS since 2008, Chief Hamilton fostered the agency's 30x30 initiative to increase female representation in federal law enforcement and for creating camaraderie and empowerment opportunities for women within the USMS. According to WIFLE, Chief Hamilton exemplifies women who go above and beyond in their work and who demonstrate the value that women bring to law enforcement.

WIFLE seeks to recognize individuals in the law enforcement field who demonstrate superior performance throughout their career and who serve as role models for other women in law enforcement. To be eligible for this award, candidates must be a full-time federal employee who sustains a superior level of performance, serves as a role model for women in law enforcement, and cites three accomplishments within a five-year period, with one occurring between January and December of the previous year.

Attorney General Garland Presents Awards to 12 USMS Employees.

On January 31, 2024, Attorney General Merrick B. Garland announced the recipients of the 70th and 71st Annual Attorney General's Awards. Recipients from both 2022 and 2023 were selected from a group of more than 800 nominees. Winners of the awards included 12 USMS employees, receiving recognition for their distinguished service, exceptional heroism, and contributions and excellence in specialized areas of legal performance.

The Award for Distinguished Service is the Department's second highest award for employee performance. The USMS recipients of the Distinguished Award were Supervisory DUSM Jerry Viera; DUSMs Teddy Josh Moff, Brady M. Flannigan, Troy W. Oberly, and Kyle L. Perry; and TFOs Brandon J. Bansemer and Truman S. Wiles.

The Award for Exceptional Heroism recognizes a remarkable act of bravery and risk of life while performing official duties. The USMS recipient was SI Michael Cundiff.

The Award for Outstanding Contributions to Community Partnerships for Public Safety recognizes excellent achievement in the development and support of community partnerships designed to address public safety within a community. The award recognizes the significant contributions of citizens and organizations that have assisted the Department of Justice (DOJ) in the accomplishment of these programs. The USMS recipient for this award was DUSM Albert Maresca Jr.

Finally, The John Marshall Awards are the DOJ's highest awards presented for contributions and excellence in specialized areas of legal performance. The USMS recipients for this award were Assistant Section Chief Jennifer L. Crane; USMS Property Management Specialist Cynthia L. Bridges; and USMS Assistant Chief Inspector Sean M. Xuereb.

AGENCY HIGHLIGHTS & AWARDS

DUSM Pritchard and District of Columbia Recognized for Extraordinary Contributions.

On January 31, 2024, DUSM David Pritchard and the USMS District of Columbia received the 2023 Mid-Atlantic Organized Crime Drug Enforcement Task Force (OCDETF) District Coordinator (ODC) and District of the Year awards, respectively. DUSM Pritchard and the USMS District of Columbia earned this prestigious recognition for their extraordinary contributions to the OCDETF program, an independent component of the U.S. DOJ with the mission of combatting transnational-organized-crime and illicit narcotics in the United States through a prosecutor-led, interagency collaborative approach. DUSM Pritchard provides investigative and tactical support and leverages all USMS resources to assist in complex investigations and enforcement operations.

USMS Personnel Received Three Federal Aviation Safety Awards.

On May 10, 2024, USMS personnel attended the annual Inter-Agency Committee for Aviation Policy (ICAP) Spring General Assembly in Alexandria, Virginia, to receive three federal aviation safety awards. The USMS won the Premier Federal Aviation Program (Small Program) award, which is given to the program judged to be the safest, most efficient, and most effective in all aspects of a flight program to include aviation management/administration, operations, maintenance, training, and safety. The Premier Federal Aviation Professionals award was bestowed upon USMS Chief of Aviation Scott Wilhelm in the category of management. This award is given to the federal aviation manager whose accomplishments contributed, in an outstanding manner, to improving or sustaining the safety, efficiency, and effectiveness of one or more aspects of their agency's federal flight program. Finally, USMS Pilot Michael Albert received recognition as a pilot whose duties and accomplishments contributed, in an outstanding manner, to improving or sustaining the safety, efficiency, and effectiveness of one or more aspects of the USMS flight program.

The ICAP membership comprises aviation leaders from across the government who coordinate and advise the GSA on developing aviation policy, as well as promote continuous improvement in Federal Aviation Safety Management. All federal agencies that have an aviation program participate in the ICAP.

GOAL 1: INVEST IN OUR WORKFORCE



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

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

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

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

GOAL 1: INVEST IN OUR WORKFORCE

MISSION: PROFESSIONAL WORKFORCE

The USMS requires a professional workforce to accomplish its complex and varied missions. The workforce consists of approximately 5,500 employees, 68 percent of whom are law enforcement officers. Professional, administrative, and technical functions provide the necessary foundation to achieve USMS strategic goals and objectives, execute the mission, and manage the agency's diverse workforce. The agency continues to assess organizational and business structures, evaluate the workforce composition, and ensure the right people with the required skill sets are in the right positions.

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

Creating and implementing the federal enforcement officer (FEO) position. During FY 2024, the USMS established a new operational job series, the GS-1801 FEO position. Those occupying these new positions will serve as a dedicated cadre, trained to provide court security, operate the cellblock, transport prisoners, and perform other related enforcement duties.

Concurrently, the USMS developed a comprehensive training program to orient, train, and certify all agency GS-1801 employees. The training program will be a 13-week, 64-training-day program and include aviation enforcement officers, technical enforcement officers, and FEOs. The first class was scheduled for October 2024, and as of the end of FY 2024, the USMS was on target to seat three FEO training classes in FY 2025.

STRATEGIC OBJECTIVE: PROVIDE VALUE-ADDED TRAINING FOR ALL

Instituting training and security standards for physical security district personnel. In an environment where physical security technology changes and new technology emerges, the USMS identified a need for a dedicated training and standards team and formally established such a team in FY 2024. The Training and Security Standards Unit established both formal and informal training programs tailored to USMS physical security specialist needs. The team established an annual training plan and instructional content, delivering monthly technical and program update sessions, an introduction and monthly review of the Electronic Security Systems Handbook, an electronic security systems training program, and ongoing quarterly database user training. Additionally, the unit planned, organized, and hosted the 2024 district physical security specialist (DPSS) orientation session at USMS Headquarters. This seminar educated 12 DPSSs about the processes, tools, applications, resources, and references available to perform their roles more effectively.

Launching the Administrative Employee Development Program (AEDP) for continuous learning and growth. In FY 2024, the USMS launched the AEDP, marking a significant step in fostering continuous learning and career growth for the USMS's administrative workforce. As the first agencywide online professional development initiative targeted at the full career progression, the AEDP empowers administrative employees to enhance their skills, adapt to new challenges, and acquire competencies critical to their roles at their own pace. By offering tailored opportunities to upskill and reskill, the AEDP aligns training with the Office of Personnel Management grade-level competencies. This training is meant not only to enhance engagement but also to help the agency retain a high-caliber workforce. Future phases of the AEDP are planned to include more materials focused on skills essential to USMS roles.

GOAL 1: INVEST IN OUR WORKFORCE



Ushering in the latest class of Special Operations Group (SOG) training graduates. On February 25, 2024, 51 candidates arrived at the SOG Tactical Center in Pineville, Louisiana, with the hopes of becoming a member of the elite team. Phases I and II of the SOG selection course tested these candidates mentally and physically. On May 20, 2024, 27 candidates (the most ever to successfully complete both phases) graduated during a ceremony to honor their accomplishment. These individuals are now part of this specially trained, rapidly deployable law enforcement element of the USMS.

Conducting distance-learning course training for critical missions. The USMS transitioned several key training initiatives to virtual platforms in FY 2024, advancing training delivery and accessibility. For the first time, the USMS offered virtual courses for the tactical training officer (TTO) sustainment program. During this fiscal year, the program ensured 83 TTOs remained qualified and up to date with policies and training standards for best officer safety. The USMS virtually delivered 2,147 officer safety classes across its districts, resulting in more than 22,000 individual course completions by more than 3,100 USMS personnel.

Promoting and sharing expertise through the National Center for Judicial Security (NCJS). In FY 2024, the USMS's NCJS trained an estimated 4,809 students, a substantial increase over recent fiscal years. The estimate includes personnel from the USMS, the judiciary and court systems, state/local jurisdictions, and international partners. The courses included standardized tactics, techniques, and procedures and varied from protective operations, protective investigations, Internet security, situational awareness, workplace security, and active shooter/active threat (ASAT).

GOAL 1: INVEST IN OUR WORKFORCE



Hosting annual JPATS and aviation personnel training. The USMS hosted its annual training for JPATS and aviation personnel in Oklahoma City, Oklahoma, from January 29, 2024, through February 2, 2024. During the weeklong event, the USMS provided training on such topics as suicide awareness and prevention, employee resiliency, JPATS Management Information System, the Movement Packet system, search and restraints, combative/less-than-lethal techniques, use of force, and more. USMS medic instructors provided recertification for cardiopulmonary resuscitation (CPR); briefings on recognition and management of obstetric emergencies; and information on pseudo-seizure versus epileptic seizure as well as the aging prison population; and hands-on training for new individual first aid kits. Concurrently, the USMS conducted dispatch recurrent, pilot, maintenance, and scheduling training events. Maintenance personnel utilized the opportunity to complete required annual training to ensure proper continued airworthiness of the USMS aviation fleet. Furthermore, the pilot corps conducted training on the new Boeing 737-800 aircraft, and staff and contractors received 12 hours of initial or eight hours of recurrent Flight Attendant Cockpit Training on aviation emergency procedures.

Training and equipping DUSMs for the complex needs of judicial protection and investigation. The evolving nature of the threat landscape has necessitated advancements in judicial protection measures and investigative practices. In FY 2024, acknowledging the essential role of training in meeting this need, the USMS conducted four iterations of the Protective Investigations Training Course, preparing 108 USMS personnel and 19 members of other agencies to respond to incidents and proactively deter threats before they escalate. For these courses, a modern adult learning model mirrored the flow of actual operations where short lectures and small group discussions culminated in real-world “live problem” scenarios. With enhanced investigative skills, access to analytical resources, and a stronger interdisciplinary approach, investigators are better equipped to prevent threat escalation into violence.

GOAL 1: INVEST IN OUR WORKFORCE

Furthermore, the USMS conducted three iterations of the Basic Protective Services Training Program (PSTP) for field personnel, training 72 people from 27 districts, three headquarters divisions, and five partner agencies. Additionally, the USMS successfully trained 178 new DUSMs in the Basic PSTP curriculum, educating students on the various principles and protocols of protective service missions, motorcade operations, foot formations, emergency evacuations, deputy trauma, and protective advance techniques. The PSTP cadre trained and equipped 24 personnel with the new Judicial Protection Rifle platform, ensuring USMS protective service details are employing the best equipment available in support of the protective mission. Along with the internal training courses conducted by the USMS, the PSTP utilized a training vendor that specializes in motorcade and armored vehicle operations, which provided one iteration of a Full-Armored Vehicle Protective Operations Driving Course for 15 USMS personnel. In all, the PSTP successfully trained 289 operational personnel in support of the USMS protective mission for FY 2024.

Growing financial capabilities agencywide. In November 2023, the USMS held an administrative officer conference at the USMS Headquarters in Arlington, Virginia, with the objective of bolstering the knowledge and capabilities of USMS administrative officers. The conference included training on human resources, procurement management support activities, compliance activities, financial management topics (e.g., budget formulation, budget execution, financial systems support, financial reporting), business integration center training, and other operational business processes.

In addition to this conference, the USMS also partnered with a private vendor to provide federal financial management training to approximately 191 USMS personnel, focusing on processes such as budgeting, accounting, performance management, the relationships among these functions, and how financial management components fit together in federal agencies.

Further, the USMS hosted an appropriation law course in July, providing participants with an analytical framework for approaching appropriations issues. The course provided statutory requirements on budget authority and accountability when using public funds, focusing on the availability of appropriations as to purpose, amount, and time; the necessary expense rule; the Antideficiency Act; augmentation; the bona fide needs rule; and multi-year contracting.

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

Improving workers' compensation for USMS employees. In November 2023, the USMS established a working group to explore the challenges associated with the USMS's workers' compensation process. In response to personnel feedback, USMS leadership sought to develop clear and accessible guidance for workers during times of injury or illness associated with fulfilling job duties. Despite limitations created by Department of Labor requirements, the working group identified ways the USMS could enhance the resources available for guiding those who have been injured or developed an illness as a result of their work duties. The group explored and recommended many potential paths forward, including more accessible digital resources disseminated to more varied locations and the production of a quick-reference guide. One immediate change included placing a link to workers' compensation information on the USMS home page. Further, the working group continues to update these digital resources with an eye toward improving the user experience. Looking ahead, the working group identified more opportunities to learn about the problems and potential solutions, including conducting a survey and distributing physical signage to district offices. The group will continue into FY 2025 by working on training solutions to support USMS personnel.

GOAL 1: INVEST IN OUR WORKFORCE

Enhancing the USMS approach to critical injuries or illnesses. To ensure personnel feel supported while dealing with work-related injuries or illnesses, the USMS has implemented the following:

- Executive leadership now contacts injured or ill personnel after incidents on or around the one-year anniversary.
- Policy updates ensure those directly involved in a traumatic incident are afforded up to three days of administrative leave or non-operational duty.
- The timeframe requirement has been removed from Purple Heart award nomination and justification.
- The applicability and automatic response of the Critical Incident Response Team and Peer Support program has been broadened.
- Policy updates ensuring employees exposed to pathogens are covered by workers' compensation will be recommended to the Department of Labor.

Launching the USMS Lighthouse App. To enhance the communication of available agency wellness resources, the USMS collaborated with Lighthouse Health & Wellness (a health and wellness resource and tool provider available at no cost to U.S. public safety agencies) to develop and launch a customized mobile application that provides on-demand health and wellness resources for all USMS personnel and their family members. The USMS Lighthouse app includes resources to support overall health and wellness, including physical fitness, emotional awareness, social support, and more, all without collecting any personally identifiable information or tracking individual user activity.

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

Integrating special deputations application processing into the mission system to improve efficiency. Annually, the USMS issues thousands of special deputations using paper applications, and a small team manages the associated applications and issuances. Previously, this team had to manually enter the details of each application into a database, which led to processing delays during high volumes of applications. In April 2024, the USMS deployed a new automated special deputations mission system module for its data management software, replacing a 2011 legacy system. This module enables the USMS to track and maintain legal compliance when granting federal law enforcement authority to non-USMS law enforcement individuals (supporting USMS missions under the United States Code) and to other federal law enforcement agencies that demonstrate a requirement to enforce federal law or carry a concealed weapon. Using the new application portal, USMS and external agency personnel can electronically submit the required forms. A new automated process allows for extracting data from special deputation application forms. Therefore, manual



GOAL 1: INVEST IN OUR WORKFORCE



data importing is no longer required. Additionally, the module provides the capability to generate a special deputation form that includes a quick-response code, enables seamless data importing, and is prepared for signatures. An enhanced feature enables users to see pending, active, and expired deputations at a glance. With the capability to deputize individuals and groups, this module improves collaboration with federal, state, local, and tribal law enforcement agencies.

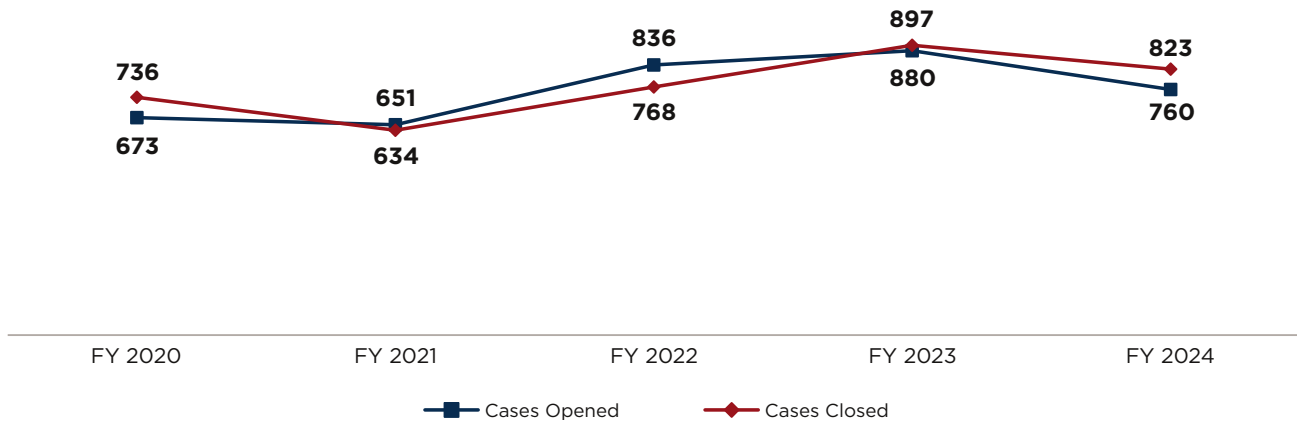
GOAL 1: INVEST IN OUR WORKFORCE

MISSION: ACCOUNTABILITY AND INTEGRITY

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

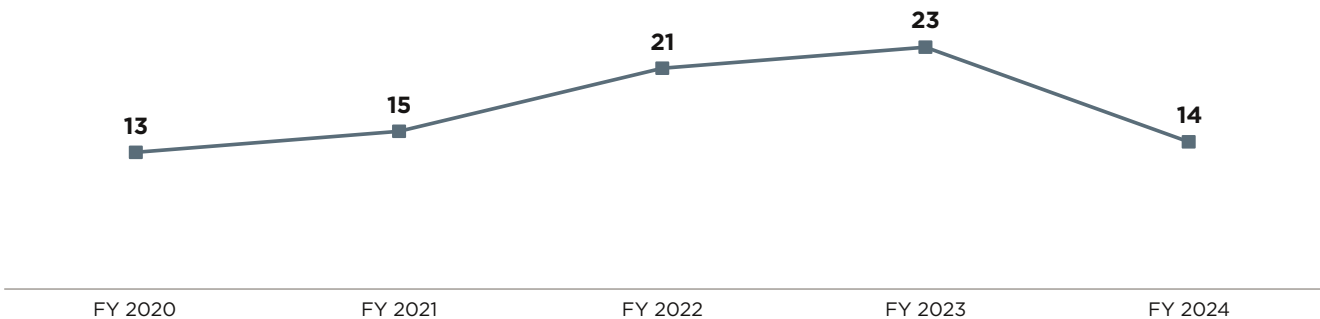
MISSION PROGRAM DATA

Figure 1: Internal Affairs Caseload



The number of cases opened and closed during FY 2024 decreased over the previous year, 13.6 percent and 8.2 percent respectively. The USMS closed more cases than it opened during the year, contributing to a slight reduction in backlog. The Office of Professional Responsibility, Internal Affairs, processes cases sent by USMS employees, contractors, and the public at large. Because of this, allegations fluctuate from year to year.

Figure 2: Compliance Review Assessment



The USMS conducted 14 compliance inspections at 10 district offices, one division, and three division program offices. Compliance inspections ensure districts and divisions are following policies and procedures (for example, cellblock sweeps, procurement actions, and payments made within 30 days). The agency also conducted 25 quality assurance inspections, ensuring districts and divisions corrected any findings from previous compliance inspections and took steps to prevent future occurrences.

GOAL 1: INVEST IN OUR WORKFORCE

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

Reviewing use-of-force and shooting incidents. During FY 2024, USMS employees and TFOs sustained gunfire in 26 separate instances, resulting in the deaths of one DUSM, two TFOs, and one local police officer. In total, USMS personnel and TFOs were involved in 45 intentional shooting incidents during FY 2024.

In FY 2024, the USMS opened more than 1,100 individual use-of-force reviews across more than 700 use-of-force incidents. An SI reviews each use of force for compliance with policy. Cases that are not administratively closed by an SI are sent to the Less-Than-Lethal Review Board or the Shooting Review Board for final adjudication. The USMS examines shootings from both policy and training standpoints because the agency understands the use of deadly force requires thorough review and transparent communication with the public.

Monitoring and tracking certification and training with the Chief's Dashboard. The USMS has developed a new Chief's Dashboard to assist district leadership in monitoring and tracking certification and training requirements for operational employees. The Dashboard ties together data sources from multiple divisions to provide a comprehensive overview of district employee operational readiness. The Dashboard view is limited to the personnel training and certifications within each district and accessible only by the individual district's U.S. Marshal, chief DUSM, and assistant chief DUSM(s).

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET



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

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

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

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

MISSION: FUGITIVE APPREHENSION

Fugitive apprehension is a keystone in the national effort to target violent crime by reducing the number of violent offenders in America’s communities. The USMS is the federal government’s primary agency for conducting fugitive investigations, which includes both domestic and transnational fugitive investigations. The USMS also supports the Organized Crime Drug Enforcement Task Force (OCDETF) investigations, which the U.S. attorney general oversees. The USMS serves as custodian of federal arrest warrants until execution or dismissal and maintains a federal fugitive caseload of approximately 19,000 each FY. Over the last decade, the USMS has apprehended more than 195,470 federal fugitives and cleared nearly 287,466 federal warrants, including 28,706 arrests and 29,793 warrants cleared in FY 2024. The USMS also has the statutory authority to enforce the Fugitive Felon Act and uses that authorization to assist state and local agencies with their fugitive missions, even in the absence of interstate or other extra-jurisdictional flight.

MISSION PROGRAM DATA

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

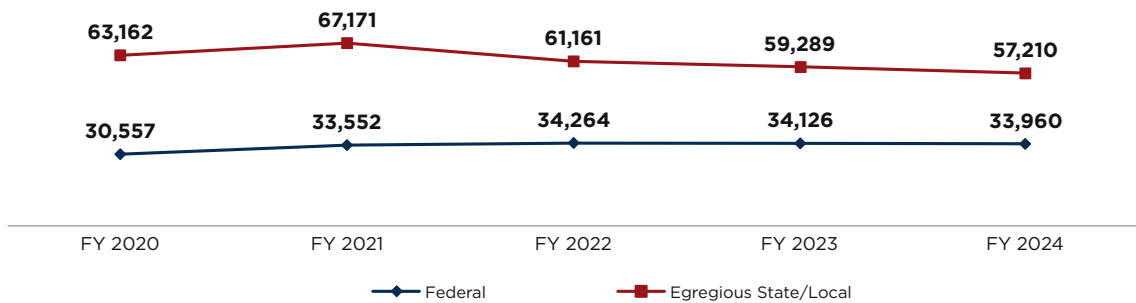


Table 1: FY 2024 Violent Gang Fugitives Arrested/Cleared, by USMS Arrest, by Select Criminal Activity

Criminal Activity	No. of Arrests
Homicide	555
Robbery	506
Assault	790
Kidnapping	53
Sex Offense	259
Weapons Offense	1,959
Narcotics	1,465

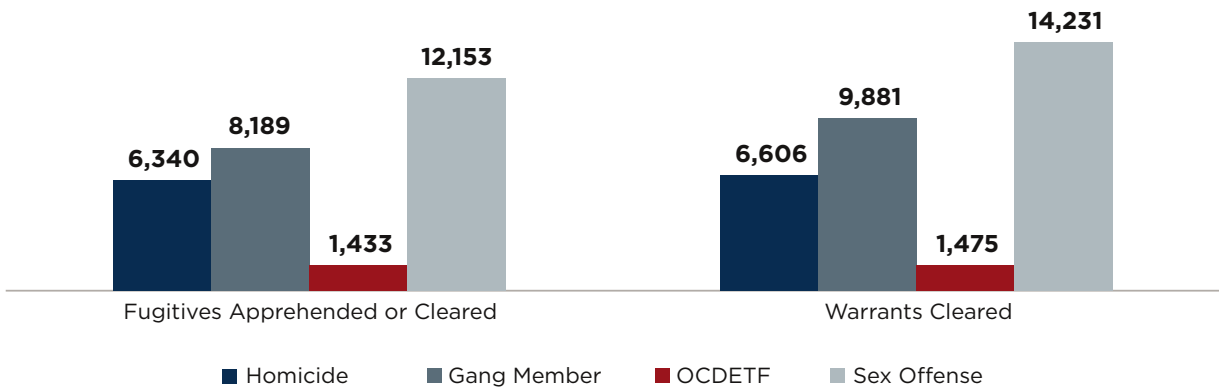
Table 2: USMS Seizures from Fugitive Investigations, FY 2020–FY 2024

	Firearms	U.S. Currency (\$)	Vehicles	Narcotics (kg)
FY 2024	5,150	14,255,648	152	3,608.27
FY 2023	4,731	5,175,028	209	9,203.94
FY 2022	6,262	18,198,427	183	3,301.62
FY 2021	7,028	28,645,147	194	31,699.72
FY 2020	4,994	32,774,343	226	3,972.39

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

MISSION PROGRAM DATA

Figure 4: FY 2024 Special Subtotals, USMS Federal and Egregious State and Local Fugitives Apprehended or Cleared



In FY 2024, the USMS performed international enforcement activities in more than 72 percent of the world’s nations through investigations and removal missions, despite having permanent foreign presence in only Mexico, Jamaica, the Dominican Republic, and Colombia. The USMS closed 1,743 transnational fugitive investigations requiring investigative coordination with 140 countries and territories. It also managed and executed 867 removals through coordination with 32 foreign nations.

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

Pushing the envelope against drug-related and violent crime. The USMS worked alongside the DEA in Operation Overdrive from January 8 through February 2, 2024. The DEA requested the USMS supplement Operation Overdrive by focusing on apprehending violent fugitives and wanted gang members at 12 Overdrive locations. In response to this request, the USMS labeled this supplemental enforcement initiative as Operation Washout (OWO) OD3. DUSMs, TFOs, police officers, and federal agents worked collaboratively at the 12 locations identified with some of the highest overdose rates in the country, including Providence, Rhode Island; Baytown, Texas; Newark, New Jersey; Toledo, Ohio; Robstown, Texas; Springfield, Massachusetts; Orlando, Florida; Scranton, Pennsylvania; Charleston, West Virginia; Gresham, Oregon; Orangeburg, South Carolina; and Richmond, Virginia. The operation led to the closure of 726 warrants, 596 arrests (including 78 gang members), and the seizure of 57 firearms, four vehicles, 102.58 kilograms of narcotics, and \$143,236 in U.S. currency. Of the 596 arrests, 27 individuals were arrested for homicide, 104 for assault, 80 for weapons offenses, 44 for robbery, 202 for drug offenses, 64 for burglary, 25 for sex offenses, and three for arson.

Combatting violent crime and gang-related violence in notable operations. In FY 2024, the USMS furthered its commitment to combat gang-related violence by conducting 37 counter-gang initiatives nationwide. The USMS counter-gang objectives, coined as Operation Triple Beam (OTB) and Operation Washout (OWO), provide immediate relief to communities suffering from gang-related violence. Warrant-based arrests of known gang members, as well as gathering and sharing street-level intelligence, supports larger-scale criminal investigations in collaboration with local, state, and federal partner agencies.

In FY 2024, OTB and OWO resulted in 2,754 arrests. Additionally, investigators seized 322 firearms, 301.2 kilograms of narcotics, and more than \$1,820,159 in U.S. currency.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET



Keeping Puerto Rico safe with OWO/Operation Thunderstorm. During June 2024, Florida/ Caribbean Regional Fugitive Task Force (FCRFTF), Technical Operations Group (TOG), SOG, and the District of Puerto Rico (D/PR) worked together as part of Operation Thunderstorm, which was an initiative to combat organized crime and gang violence within the Commonwealth of Puerto Rico, the U.S. Virgin Islands, and Florida. Working in collaboration with federal, state, and local law enforcement partners, these USMS personnel identified and targeted individuals with active violent offense felony arrest warrants, including homicide, robbery, sex offenses, felonious assault, felonious narcotics, and firearms violations, while also collecting tangible criminal intelligence in a systematic effort to reduce violent crime.

A key outcome of this operation was the dismantling of a sophisticated arms trafficking organization. Overall, the Operation Thunderstorm team made 23 arrests. Seven of these arrests were associated with the ongoing arms trafficking investigation.

Reducing Violent Crime in the National Capital Region during Operation Nazare Wave.

Coinciding with ONS, the USMS's Operation Nazare Wave focused on violent crime in Washington, D.C., and the National Capital Region. Spearheaded by the CARFTF between April and September, Operation Nazare Wave resulted in the arrest of 826 fugitives (63 for homicide); recovery and seizure of 54 firearms; and seizure of 6.4 kilograms of narcotics and \$1,115,365 in U.S. currency.

While Operation Nazare Wave focused on the National Capital Region, it resulted in arrests crossing 19 USMS districts in the United States, including one international arrest (see box,

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

“Highlights: FY 2024 Significant International Arrests and Extraditions”). While some fugitives wanted in the District of Columbia, Maryland, and Virginia fled to other districts, in other instances fugitives wanted outside the National Capital Region traveled into the area and were apprehended. During this operation, the USMS brought together and coordinated with more than 30 law enforcement agencies to make the National Capital Region a safer place for its citizens.

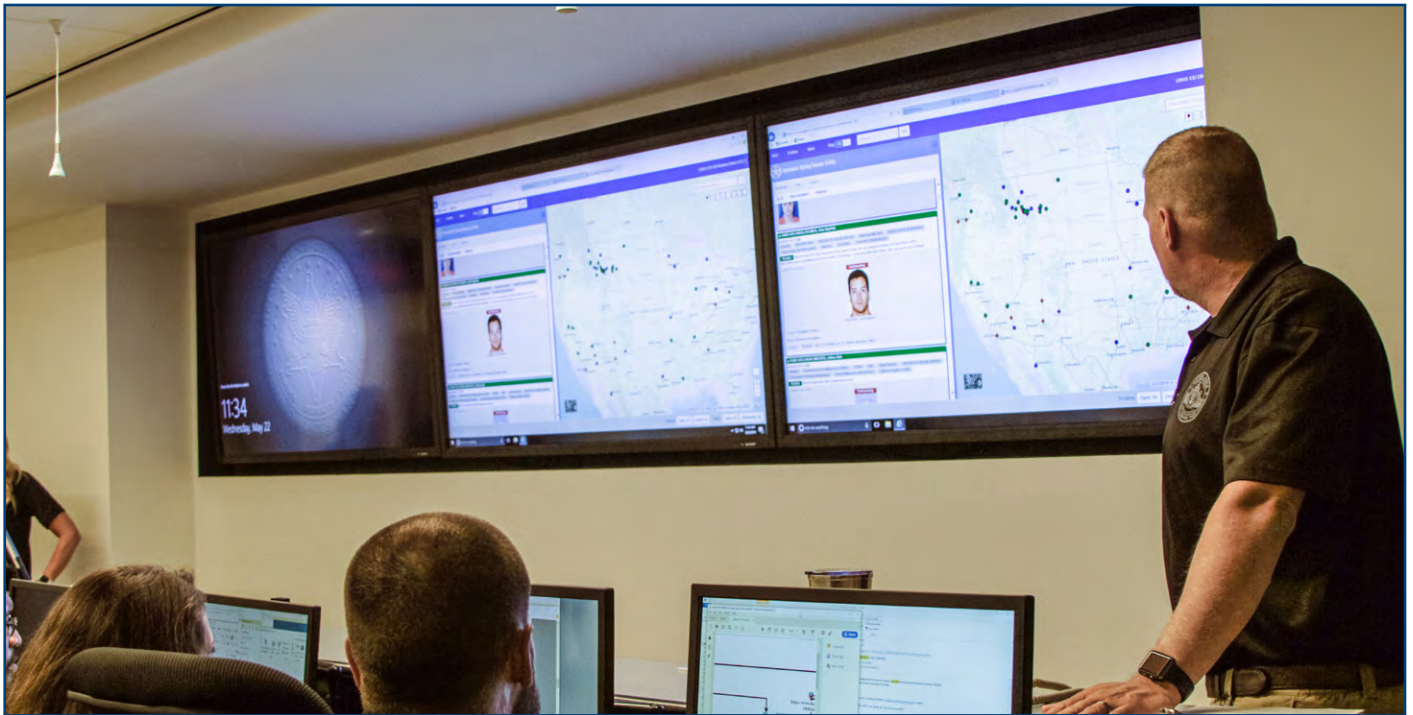
Capturing three of the USMS’s 15 Most Wanted. In FY 2024, the USMS brought three of its 15 Most Wanted Fugitives to justice. Two of these subjects were captured mere days after being placed on the 15 Most Wanted Fugitives list. Furthermore, highlighting the USMS’s international coordination capabilities, one of these fugitives was apprehended in Mexico, as he had fled the United States to avoid prosecution, and another of these subjects was a fugitive on Canada’s 25 Most Wanted list. Through international cooperation, the USMS maintains mutually beneficial relationships with the United States’ neighboring nations in the pursuit of justice.

Anthony Ojeda: On January 23, 2024, INTERPOL Mexico (at the request of the USMS) arrested USMS 15 Most Wanted Fugitive Anthony Ojeda in Mexico City, Mexico, after he had been on the run for more than two years. Ojeda was wanted in Cohoes, New York, for the murder of his six-week-old son. USMS Northern District of New York sought him for unlawful flight to avoid prosecution. Shortly following Ojeda’s arrest, Mexican law enforcement officers located and arrested his husband, Niel Garzon, who was wanted for endangering the welfare of a child and hindering prosecution, at a residence in Texcoco, Mexico. Garzon was removed from Mexico to the United States on January 26, 2024, through the Mexican immigration process. The USMS is coordinating with Mexican authorities to remove Ojeda, a Mexican citizen, through the formal extradition process.

Ladarrius Fantroy: On June 28, 2024, USMS 15 Most Wanted Fugitive Ladarrius Fantroy was arrested without incident outside of Mobile, Alabama. Multiple law enforcement agencies had wanted Fantroy for charges of burglary, kidnapping, and capital murder. Between June 6 and June 16, 2024, he and an associate allegedly murdered four victims, including a 10-year-old child; stole multiple vehicles; kidnapped an eight-year-old child, put the child in a stolen vehicle’s trunk, and drove around for hours before releasing her at a gas station; and robbed two homes. The successful resolution of this case was a result of coordination between the USMS, the Alabama Law Enforcement Agency, Mobile Police Department, and the Monroe County Sheriff’s Office.

Deshawn “Thorobread” Davis: On August 1, 2024, Deshawn “Thorobread” Davis was elevated to the USMS 15 Most Wanted Fugitive list for a Florida murder and a kidnapping and murder in Canada. On August 5, 2024, the USMS arrested him in Redway, California. Davis, 36, a Canadian citizen, was alleged to have opened fire during a party at a Miami Beach nightclub, killing a Miami rapper and injuring two women on May 7, 2023. Florida law enforcement believe the murder was a targeted attack with a gang nexus. Davis was already a fugitive in Canada when the Florida murder took place. In February 2023, the Ontario Provincial Police charged Davis and two others with the January 2022 kidnapping of a woman who was seen being loaded into an SUV before disappearing. As of the end of FY 2024, she had not been found. Davis was named a Canada’s 25 Most Wanted Fugitive for his involvement in the Ontario kidnapping and murder.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET



Apprehending violent fugitives with technological assistance. To achieve some of the agency's critical missions, whether it's deploying assets to a particular city or to a remote location with little infrastructure, the USMS relies on advanced technologies to achieve mission success.

Georgetown, Kentucky: In June 2024, USMS divisions worked together to capture subject Nathan Ginter as part of a rapidly advancing manhunt (RAM) operation in the Eastern District of Kentucky. Ginter was wanted for failure to appear in court with an underlying charge of cruelty to a minor, a case in which he allegedly waterboarded and tased his young child multiple times. He was found guilty and failed to appear for sentencing in June.

Early in this RAM, the USMS deployed communication equipment and support staff while establishing a command post at the Georgetown Police Department in Georgetown, Kentucky. The USMS SOG deployed to provide quick-response force capabilities throughout the operation. Furthermore, the Carolina Regional Fugitive Task Force developed actionable enforcement leads through their investigations.

As a result of this coordinated effort and an anonymous tip, the subject was arrested on June 22, 2024, without incident. He was found with weapons and charged with four counts of firearm possession by a convicted felon and 16 counts of criminal possession of a forged instrument. The subject's girlfriend was also arrested and charged with second-degree hindering prosecution or apprehension.

In February 2024, the USMS began gathering requirements to establish and deploy a nationwide program to support and organize effective responses to RAM events, and the agency expects to have a full RAM program in the coming fiscal years.

Cañon City, Colorado: On July 5, 2024, the Fremont County Sheriff's Office in Cañon City, Colorado, requested assistance from the USMS Colorado Violent Offender Task Force (COVOTF) in the location of Richard Capek, who was wanted for second-degree assault via strangulation, violation of a protection order, third-degree assault, and domestic violence. Local detectives and COVOTF investigators identified a residence where Capek was staying.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

Due to the rural location, Capek's violent criminal history, and his alleged theft of multiple firearms, the COVOTF requested assistance from the USMS SOG, which deployed a tactical team. The USMS also deployed two tactical communications personnel who assessed and tested area communications, provided 18 portable radios programmed on the state system, and set up mobile radios for the command post and armored vehicles. Two unmanned aircraft system pilots were also deployed in support. These resources were vital due to the challenges presented by a rural environment where communication infrastructure and power sources are limited throughout a large area of operations.

After several days of surveillance, the USMS located Capek. He was followed back to the rural residence where law enforcement established a perimeter. The SOG team approached the residence, and after a short standoff, Capek surrendered. SOG operators took Capek into custody without incident July 23, 2024, and turned him over to Fremont County Sheriff's deputies.

Establishing the Office of State, Local, and Tribal Law Enforcement (OSLT). In FY 2024, the USMS created the new office, OSLT, to strengthen the vital relationships the USMS has built across its approximately 16,000 state, local, and tribal law enforcement partner agencies. OSLT also has the directive of engaging with national and international law enforcement associations. As the USMS has faced the challenge of decreased personnel resources amid the continued focus on combatting violent crime, the OSLT will foster cross-collaboration with these partner agencies and associations.

Congressional engagement on behalf of tribal law enforcement partnerships. In FY 2024, the USMS introduced a legislative proposal, Assistance with Tribal Violent Felony Warrants Act, which would revise statutes to clarify the USMS's authority to adopt, investigate, and execute tribal violent felony warrants. The provisions would provide much-needed support to tribal law enforcement and enhance public safety. As of the end of FY 2024, however, this proposal had yet to be introduced as a bill.

Reaching a major Tips Program milestone. The USMS Tips Program reached its 500th wanted fugitive arrest in 2024. This FY, the Tips Program helped resolve several major cases and catch a USMS 15 Most Wanted fugitive. In 2024, the USMS also expanded capabilities to include "USMS-Supported Missing Child Cases" as a new reporting field for the public to provide information to the USMS.

Launched in 2020, the USMS Tips program is a web and mobile application that enables individuals to anonymously and discreetly report information about wanted fugitives, threats to the judiciary, and non-compliant sex offenders.

FY 2024 USMS Tips Program Statistics

- Total tips received from the public: 17,293
- 15 Most Wanted tips delivered to investigators: 187
- USMS Major Case tips delivered to investigators: 59
- Tips that directly led to an arrest (USMS warrants): 56
- Tips that directly led to state/local warrant arrest (non-USMS warrants): 23
- Missing person tips: 41 (including 26 for missing children)
- Potential sex offender registration violation tips: 1,006
- Tips referred to the USMS Judicial Security Division Office of Protective Intelligence: 23
- Tips referred to local Crime Stoppers and partner agencies: 400+

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

Participating in International Criminal Court (ICC) transnational fugitive discussions. In December 2023, the ICC seated in The Hague, Netherlands, invited the USMS to participate at the Annual Assembly of States Parties at United Nations Headquarters in New York, New York. The Assembly is the ICC's management oversight and legislative body and is composed of 123 representatives of state parties, including 33 African states, 19 Asia-Pacific states, 18 Eastern European states, 28 Latin American and Caribbean states, and 25 Western European and other states. The USMS presented on best practices for transnational fugitive investigations and participated in a panel discussion with colleagues from Chad, Ecuador, France, Senegal, and the ICC's Office of the Prosecutor.

Fortifying agency relationships across the Northern Border. In February 2024, the USMS traveled to Quebec City, Canada, for bilateral meetings, case coordination, and capacity building with Canadian law enforcement. The USMS met with the Quebec City Police and Sûreté de Québec Provincial Police to exchange information on how each agency operates, share training opportunities, and discuss how to improve collaboration. The USMS also met with the Bolo Program, a non-profit organization that partners with Canadian law enforcement and Crime Stoppers programs, amplifying priority wanted notices for which police services have already requested the public's assistance. The USMS is the only non-Canadian agency that has been permitted to feature a case on Canada's Most Wanted list as a result of the agency's strong partnership with the Bolo Program. As of FY 2024, the USMS had located and arrested seven of Canada's Most Wanted fugitives since this partnership began in 2018.

As a highlight of the relationship between the USMS and Canadian law enforcement, on June 21, 2024, the Royal Canadian Mounted Police (RCMP) arrested Robert Land in Newfoundland, Canada. Land was wanted in Maricopa County, Arizona, since August 28, 2013, for failure to register as a sex offender and probation violation related to his convictions for sexual assault of a minor (two counts). The USMS elevated Land to a major case and collaborated with the RCMP and the Bolo Program in Canada to have Land featured on the country's 25 Most Wanted list. Acting on information provided by the Bolo Program, the USMS, in conjunction with the RCMP, coordinated efforts to transmit a provisional arrest warrant request from the United States to Canada, and Canada issued an arrest warrant for Land on June 20, 2024. The RCMP arrested him the next day.

Developing relationships with law enforcement allies in the United Kingdom and Ireland. In February and March 2024, the USMS traveled to the United Kingdom and Ireland to attend a summit meeting of United Kingdom law enforcement agencies, including Greater London's Metropolitan Police, Police Service of Northern Ireland, Police Scotland, and Welsh Police. In Ireland, the USMS conducted bilateral meetings with An Garda Síochána (Ireland's national police and security force) and coordinated on ongoing priority cases. As a result of these meetings, the USMS developed a close working relationship with An Garda Síochána's Bureau of Criminal Investigation (BCI). The USMS, BCI, and police liaisons from the Embassy of Ireland in the United States are working on a long-term project focused on identifying and locating fugitives in Ireland and the United States.

Sharing knowledge with Colombian law enforcement to fight trafficking and train women officers. In May 2024, the Colombian government invited the USMS to present in Medellín and share collaborative efforts in sex offender investigations and child exploitation best practices. The USMS's Colombia Foreign Field Office (CFFO) presented to an audience of officials from the Colombian National Police (CNP), Colombian Attorney General's Office, and the office of the Mayor of Medellín. Leveraging Homeland Security Investigation (HSI) case studies, the USMS reinforced collaborative efforts between the USMS, HSI, and Customs and Border Protection (CBP) in supporting apprehensions of transnational sex offender fugitives in Colombia through the Justice for Victims of Trafficking Act.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

In addition, under a new initiative, the USMS CFFO and CNP jointly held Colombia's first ever Women in Policing Defensive Tactics Course in June 2024. This opportunity afforded 32 female CNP officers to gain the critical knowledge and understanding of officer safety survival with a focus on pre-assault indicators. The objective of this training was to increase the officers' survival skill set when working complex transnational fugitive cases that present a multitude of dangers to officer safety.

Delivering critical training to international partners. In FY 2024, the USMS's National Training Academy provided critical training to foreign countries. Of particular note this year are the educational collaborations with Mongolia and Thailand in Ulaanbaatar and Bangkok, respectively. Training conducted with the Mongolian General Executive Agency of Court Decision (the Mongolian USMS equivalent) included topics such as search and restraint, prisoner handling, and control tactics. Training conducted with the Royal Thai Police included instruction in search and restraint, prisoner handling, control tactics, and medical trauma skills.

In response to receiving high quality training, the Mongolian agency requested to send two of its officers to the Federal Law Enforcement Training Center in Brunswick, Georgia, to attend the USMS Control Tactics Instructor Training Program in August. Both officers passed the three-week certification course and brought advanced training and instructional skills back to Mongolia for implementation into their agency.

As a result of these kinds of collaborations, law enforcement agencies around the world benefit from more competent officers, and the USMS benefits from enhanced interagency working relationships.



GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

HIGHLIGHTS: FY 2024 SIGNIFICANT ARRESTS

Bringing in a fugitive wanted for allegedly killing his probation officer: On June 1, Emmanuel Sewell was arrested in Putnam County, West Virginia, by the Southern District of West Virginia Violent Offender Task Force, in collaboration with CARFTF during Operation Nazare Wave. Sewell, a registered sex offender, was wanted in Montgomery County, Maryland, in connection with the May 31 death of his Maryland parole and probation officer.

Capturing a high-ranking MS-13 fugitive wanted for terrorism: Elmer Canales-Rivera, aka “El Crook de Hollywood,” was removed from Mexico and arrested on November 9, 2023, in Houston, Texas, by the USMS, FBI, and HSI. A high-ranking leader of the Mara Salvatrucha (MS-13) street gang, Canales-Rivera was wanted in the Eastern District of New York for conspiracy to provide and conceal material support to terrorists, conspiracy to commit acts of terrorism that transcend national borders, conspiracy to finance terrorism, and narcoterrorism conspiracy. Canales-Rivera and 13 other high-ranking MS-13 leaders are charged with terrorism offenses relating to their direction of the transnational criminal organization’s criminal activities in the United States, El Salvador, Mexico, and elsewhere over the past two decades.

Getting weapons and drugs out of the hands of juveniles: On April 29, during Operation Nazare Wave, CARFTF arrested a 16-year-old juvenile in Suitland, Maryland, for aggravated assault with a gun and attempted murder following an April 19 shooting at a Greenbelt park where a large group of youths had gathered for a senior skip day. A search warrant executed at the suspect’s mother’s house, where he’d been staying, yielded \$246,780 in currency, 40.5 grams of crack cocaine, and two handguns.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

HIGHLIGHTS: FY 2024 SIGNIFICANT INTERNATIONAL ARRESTS AND EXTRADITIONS

Working with Ecuador's law enforcement to capture a multiple child sexual assaulter: On October 23, 2023, the USMS Dominican Republic Foreign Field Office (DRFFO) arrested Christian Javier Suarez Culcay in Las Palmas De Herrera, Santo Domingo Oeste, Dominican Republic. In 2020, Suarez Culcay was charged in Ecuador for sexually assaulting a minor on multiple occasions. He was believed to have fled Ecuador to the Dominican Republic in 2021 to avoid prosecution. USMS investigators located Suarez Culcay working at a middle school in Santo Domingo. Ecuadorian law enforcement extradited Suarez Culcay and turned him over to the USMS Ecuador Fugitive Investigative Unit on October 27, 2023.

Capturing a subject wanted for rape and sexual battery who was at large for 35 years: On January 24, 2024, the USMS DRFFO took Henry Perea, Jr. into custody in Santo Domingo, Dominican Republic. On February 28, 1989, the El Segundo, California, Police Department charged Perea with felony rape and sexual battery. He pleaded guilty to the charges but absconded and failed to appear for his sentencing hearing. Perea was at large for almost 35 years, until the Department of State notified the USMS that Perea was scheduled for an appointment with the consular section to retrieve his U.S. passport in person at the embassy in Santo Domingo. Perea confirmed his identity by providing identifying information and admitted that he was the individual in the 1989 El Segundo Police Department booking photo. The USMS DRFFO arrested Perea, and Dominican Republic authorities deported him to the United States on January 26, 2024.

Coordinating with INTERPOL Mexico to catch a Sinaloa fugitive wanted for drug smuggling and more: On June 12, 2024, Policía Federal Ministerial assigned to INTERPOL Mexico at the direction of the USMS apprehended Diego Acosta Ovalle in Torreón, Coahuila, Mexico. Acosta Ovalle is an associate and financier of the Sinaloa drug cartel organization. He was wanted in the Central District of California for conspiracy to aid and abet the transportation of cocaine and methamphetamine, conspiracy to launder monetary instruments, and assaulting a federal officer with a deadly weapon. After apprehension, INTERPOL Mexico took Acosta Ovalle to the Mexico Attorney General's Office. He was then transported to Mexico City where he awaits formal extradition to the United States.

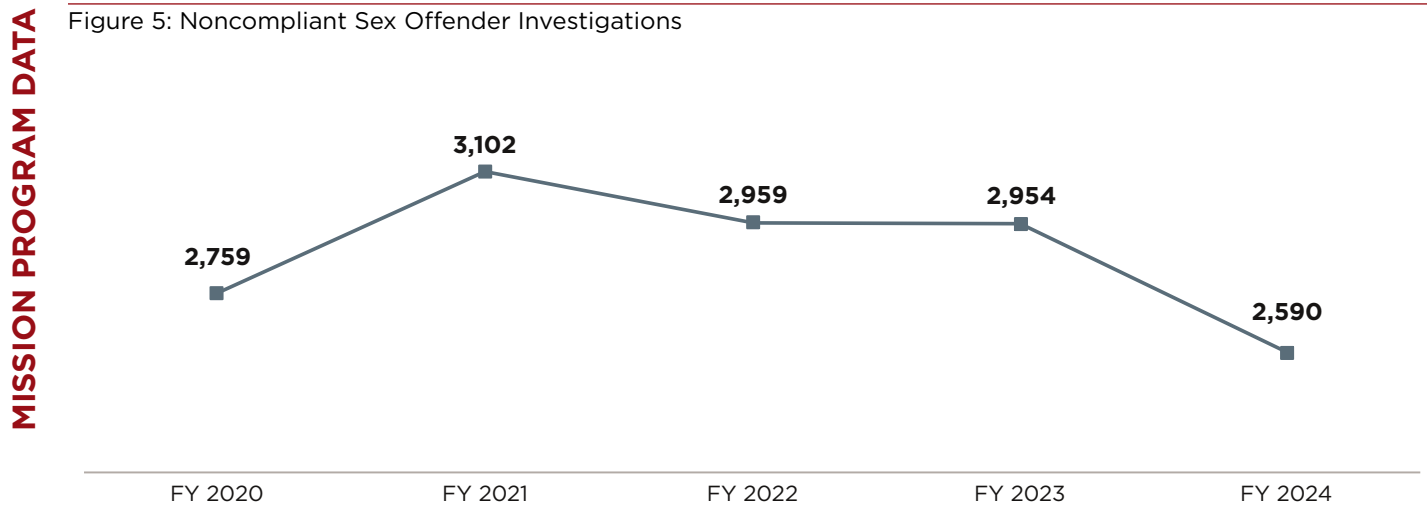
Returning a violent fugitive to the United States in only 96 hours: On July 4, 2024, in Temple Hills, Maryland, Rakeem Antonio Gilgeours allegedly committed the homicide of a six-year-old child and two attempted homicides. These crimes made national headlines. The USMS-led CARFTF discovered that Gilgeours, a U.S. citizen, had fled to Guyana. Based on this information, the USMS Jamaica Foreign Field Office in collaboration with the Department of State and the Department of State's Guyanese Police Vetted Unit continued the investigation, and on July 29, 2024, the Guyanese Police Vetted Unit located and took Gilgeours into custody. On July 31, 2024, Guyanese authorities deported Gilgeours, and members of the CARFTF escorted him from Guyana to Miami. Law enforcement arrested him upon his arrival to Miami, with the Florida Caribbean Regional Fugitive Task Force and Southern District of Florida providing ground support. From the time of his location to his return to the United States, only a little more than 96 hours had passed. This arrest resulted from Operation Nazare Wave.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

MISSION: PROTECTING AMERICA'S CHILDREN AND COMMUNITIES

The USMS is the lead federal agency responsible for the enforcement of the Adam Walsh Child Protection and Safety Act (AWA). In FY 2024, the collaborative efforts of the specialized units within the USMS, along with its federal, state, local, tribal, and territorial partners, strengthened its commitment to keeping children safe domestically and abroad through training and enforcement efforts, including operations and investigations.

Figure 5: Noncompliant Sex Offender Investigations



In conjunction with its federal, state, local, tribal, and territorial law enforcement partners, the USMS led approximately 200 sex offender operations in FY 2024. During these operations, the USMS assisted law enforcement partners with 28,373 sex offender compliance checks.

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

Increasing outreach and initiatives related to missing, endangered, or abducted children. The recovery of missing children was one of the USMS's top priorities in FY 2024, and the agency achieved great success in this mission. This fiscal year, the USMS contributed to the recovery or location of 706 missing and endangered children, a 43 percent increase compared with FY 2023. Furthermore, this fiscal year, the USMS conducted a total of 17 missing child operations across the United States, including the significant effort, Operation We Will Find You 2. Notably, the USMS assisted in resolving nine missing child investigations in which the child was recovered outside of the United States.

Since the inception of the Missing Child Program in 2015, the USMS has contributed to the location or recovery of a missing child in 3,967 cases. Of the missing children recovered from July 2015 through the end of FY 2024, 61 percent were recovered within seven days of USMS involvement in the case. Since 2015, the USMS has directly contributed to the successful location or recovery of a missing child in 66 percent of the missing child cases it has supported.

However, the USMS could not do this great work without qualified and trained personnel. In FY 2024, the USMS certified 49 USMS Investigators to conduct missing child investigations, bringing its total number of certified investigators to 627. Furthermore, the USMS continues to reach out to law enforcement partners to promote its Missing Child Program. In FY 2024, USMS personnel presented eight informational sessions to districts and regional fugitive task forces (RFTFs) and at six conferences at the local, state, and federal levels.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

Assisting tribal authorities with the recovery of children in Operation Relentless Search. From August 1 through September 27, 2024, the USMS Northern District of Oklahoma (N/OK) conducted Operation Relentless Search in coordination with the Cherokee Nation. USMS investigators partnered with Cherokee Nation investigators to focus their efforts on cases of missing children who are tribal citizens of the Cherokee Nation or Muscogee Creek Nation. During the course of the operation, the USMS deputized four members of the Cherokee Nation Marshal Service to enable them to work outside of their normal jurisdictional limits, which proved to be essential because the investigations yielded intelligence leading to the city of Tulsa, portions of which are within the Muscogee Creek Nation. Many of these cases were originally reported to and entered into the NCIC by other law enforcement agencies. At the conclusion of the operation, five children were recovered, and three children were located.

Recovering Florida's children in Operation Seminole Saber. From March 25 through April 30, 2024, the USMS Middle District of Florida conducted Operation Seminole Saber, focusing on missing child cases identified by requesting law enforcement where there was an elevated risk to the child. The operation recovered 27 children, located six children, and made one arrest. The USMS conducted Operation Seminole Saber in coordination with the Florida Department of Law Enforcement, the Florida Department of Juvenile Justice, the Tampa Police Department, the Hillsborough County Sheriff's Office, the St. Petersburg Police Department, the FBI, the U.S. Attorney's Office (USAO), and the Florida Department of Children and Families.

Protecting New York's most vulnerable missing children in Operation Bring Them Home. From March 11 through May 17, 2024, the USMS Eastern District of New York conducted Operation Bring Them Home, identifying critically missing child cases from the Nassau and Suffolk County Police Departments, with a focus on children that were actively exposed to sexual exploitation. The operation recovered 24 children, located nine children, and made four arrests. The USMS conducted Operation Bring Them Home in coordination with the New York State Missing Persons Clearinghouse, the NCMEC, the Nassau County Police Department Missing Child Unit, the Suffolk County Police Department, the Nassau County Sheriff's Department, the Suffolk County Sheriff's Department, the New York Department of Children and Family Services, and local law enforcement agencies within and around the Long Island area.

Assisting in the enforcement of sex offender compliance in Navajo Nation operation. From June 24–28, 2024, the USMS in the District of Arizona assisted the Navajo Nation Police Department in conducting compliance checks in the Tuba City and Dilkon Districts of the Navajo Nation Indian Reservation. The Navajo Nation Sex Offender Registration and Notification Act (SORNA) Unit comprises only two officers who monitor a geographic area roughly the size of West Virginia (25,000 square miles). Over the course of four days, officers drove more than 900 miles per team, through rural terrain and inclement weather, to conduct approximately 85 address verifications, encompassing 16 communities with one offender determined to be noncompliant. The operation also led to the arrest of one Class 1 (a felony offense for which the USMS is primarily responsible with certain exceptions) federal fugitive and the investigation of one AWA case.

Conducting Operation Clean Sweep Compliance with the Muscogee Creek and Cherokee Nations. In April and May 2024, the N/OK conducted Operation Clean Sweep Compliance in which USMS personnel partnered with investigators from the Muscogee Creek Nation Lighthorse Police and Cherokee Nation Marshal Service to conduct compliance checks on sex offenders across the portions of the N/OK within the boundaries of the Muscogee Creek Nation and Cherokee Nation reservations. Officers conducted compliance checks on 398 sex offenders across eight counties, determining 54 of those offenders to be non-

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

compliant with their state registry requirements. As a result of the investigation, officers also determined 32 of those offenders were subject to potential investigations for federal failure to register as a sex offender.

Gaining access to the DOJ Victim Notification System (VNS). In FY 2024, the USMS partnered with the Executive Office for United States Attorneys (EOUSA) to establish USMS access to the DOJ's VNS. The VNS is an automated, web-based system that provides federal crime victims with free information on scheduled court events and the outcome of those court events as well as their offender's custody status and release. VNS access allows the USMS to create entries for victims in conjunction with its responsibilities under the Attorney General Guidelines for Victim and Witness Assistance. Access also gives the USMS the ability to share information and seamlessly transfer victim cases to various EOUSA offices across the country.

Delivering hope in collaboration with the NCMEC. In May 2024, USMS personnel participated in the second Hope Bag Event at the NCMEC Headquarters in Alexandria, Virginia. This event consisted of volunteer USMS and NCMEC personnel assembling Hope Bags, which contain various items recovered children typically need in the first hours after recovery, including clothing, toiletries, snacks, journals, pens, information about the NCMEC, and gift cards for purchasing food and other necessities. Most of the items provided were donated to or purchased by the NCMEC during this event. USMS personnel worked with the NCMEC to assemble approximately 300 Hope Bags for recovered children specifically for distribution to USMS offices across the country in support of the agency's second nationwide missing child operation, Operation We Will Find You 2.



GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

Spotlighting civil rights history and the USMS's role in protecting children.



Leona Tate (left) and USMS Deputy Herschel Garner (right) were on a panel for the New Orleans Four to discuss the USMS's role in the Civil Rights Era.

The USMS has a long history of protecting the most vulnerable of American citizens. On March 5, 2024, the USMS Museum presented a Director's Initiative Program for the New Orleans Four at the Robinson Center in Little Rock, Arkansas. The event featured a historic panel with three of the four students the USMS protected on their way to desegregated New Orleans schools during the Civil Rights Movement: Leona Tate, Gail Etienne, and Tessie Prevost. The fourth member of the New Orleans Four, Ruby Bridges, was unable to attend.

Herschel Garner (the sole surviving USMS deputy on the New Orleans Four detail) and Dorothy Prevost (the mother of Tessie and the only surviving parent of the panelists) were also on the panel. USMS Director Ronald L. Davis delivered the keynote remarks, and Historian Dave Turk served as moderator.

More than 600 attendees were in the audience along with members of the judiciary and "Little Rock Nine" member Elizabeth Eckford.

In November 1960, six years after the Supreme Court ruling in *Brown v. Board of Education* that found school segregation unconstitutional, a U.S. circuit court judge ordered the integration of schools in New Orleans. Six-year-olds Bridges, Etienne, Prevost, and Tate faced death threats, slurs, and taunts, and walked with their USMS protective details as Bridges attended William Frantz Elementary School and Etienne, Prevost, and Tate attended McDonogh 19 Elementary School. For more than a month, USMS personnel guarded the New Orleans Four, after which the USMS turned the detail over to local authorities.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

HIGHLIGHTS: FY 2024 ADAM WALSH ACT INVESTIGATIONS AND CONVICTIONS

Arresting a subject for failure to register as a sex offender and repeated illegal entries: On November 29, 2017, Diego Armando Saavedra-Gaona pleaded guilty in Union County New Jersey Superior Court to one count of endangering—sexual conduct with a child by non-caretaker. On March 23, 2018, Saavedra-Gaona was sentenced to time served of 238 days, parole supervision for life, and a requirement to register as a sex offender. On April 6, 2018, Immigration and Customs Enforcement (ICE) removed Saavedra-Gaona to Ecuador. On June 23, 2021, U.S. CBP arrested Saavedra-Gaona in Santa Teresa, New Mexico, and ICE removed him through the Paso Del Norte, El Paso, Texas, port of entry. On July 19, 2024, the USMS obtained a federal warrant for Saavedra-Gaona for failure to register as a sex offender and illegal re-entry after deportation. On July 22, 2024, the USMS and ICE arrested him without incident in Newark, New Jersey. This case was initiated through an NCMEC tip and coordination between the USMS in the District of New Jersey and the Essex County Prosecutor's Office.

Arresting a convicted sex offender for possession of child exploitation media: On April 15, 2023, USMS personnel in the District of Columbia coordinated a compliance check operation for sex offenders registered in Washington, D.C. The group performing the compliance check comprised members of the USMS, U.S. Probation Office (USPO), Court Services and Offender Supervision Agency (CSOSA), and a member of the FBI's Child Exploitation and Human Trafficking Task Force (CEHTTF). Bayo Bakare was a sex offender who had been previously convicted of distributing child pornography and was on supervised release. During the compliance check, a USPO member spotted a Galaxy A11 cell phone and an Apple iPhone 13 Pro Max plugged into a wall charger. Bakare reported that the Apple iPhone was not monitored. Because Bakare was on supervised release, he was forbidden to have a phone that was not monitored by the USPO, and the USPO member seized the iPhone. Forensic analysis on the phone revealed six videos depicting child exploitation and an additional 30 videos depicting likely child exploitation. On February 8, 2024, Bakare pleaded guilty to the charge of access with intent to view child pornography and was sentenced to 120 months in prison and ordered to serve an additional 15 years of supervised release.

Arresting a convicted sex offender for failing to register and possessing firearms: On March 18, 2024, the USMS Western District of Virginia (W/VA) received a collateral lead request from the USMS Northern District of Georgia Southeast Regional Fugitive Task Force for Brandon Lee Eason. Eason had outstanding warrants from July 2020 for failure to register as a sex offender and a probation violation. Eason was considered armed and dangerous, so an application was made for a federal criminal complaint and a search warrant for his residence. On March 25, 2024, members of the USMS, Washington County (Virginia) Sheriff's Office, and the ATF executed the warrants. With personnel from all agencies approaching Eason's home, Eason met authorities at the front door and submitted to custody without incident. During the search of the residence, officers recovered one pistol and eight rifles. The pistol and one rifle were located within feet of the front door of the residence, and they were both loaded and chambered. Numerous types and amounts of ammunition were also recovered from Eason's bedroom. All of the firearms were visible in plain view and unsecured. On June 6, 2024, Eason entered a guilty plea for failure to register as a sex offender and for felon in possession of a firearm. In August 2024, Eason was sentenced to 36 months in prison and supervised release of five years on both charges to be served concurrently.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

HIGHLIGHTS: FY 2024 USMS MISSING CHILD RECOVERIES

Returning abducted children across the border: On October 11, 2023, two children were abducted by their non-custodial parent in Sunland Park, New Mexico. The missing children's paternal grandmother alleged their mother arrived at the grandmother's residence and took the children without permission, while they were playing outside. On August 27, 2024, the USMS District of New Mexico developed critical information regarding the children's location in Mexico and passed it along to Mexican authorities. Acting on this information, the Mexican authorities, Fiscalía General del Estado, located the two children at their maternal grandmother's residence, which had been reported as a known human smuggling stash house, in Ciudad Juarez, Mexico. The children were repatriated on September 5, 2024, and turned over to the New Mexico Children, Youth & Families Department.

Rescuing a child from human trafficking and sexual exploitation: On November 3, 2023, the New York Administration for Children's Services (ACS) reported a 16-year-old female as missing from New York City. The ACS also reported the child was a prior victim of human trafficking. On May 1, 2024, the New York City Police Department Missing Persons Unit (NYPD MPU) requested USMS assistance in recovering the missing child. On June 3, 2024, USMS New York Regional Fugitive Task Force (RFTF) members executed two arrest warrants for a 27-year-old male who was the primary subject of another ongoing investigation into the whereabouts of the missing minor who was being sexually exploited by the adult male. Upon execution of the warrant by the USMS-led RFTF, the child was found in the male's bedroom, and evidence of sexual exploitation was found at the premise. The child was placed in the care of ACS and transported to the hospital for medical treatment.

Finding a Warm Springs Tribe child outside of tribal lands: On March 27, 2024, a 15-year-old female child was reported missing to the Warm Springs Tribal Police in Oregon. Warm Springs Tribal Police requested USMS assistance in finding the missing child who had a history of being a victim of sexual abuse. On June 17, 2024, an anonymous source provided information to USMS personnel from the District of Oregon, indicating the child's location. USMS District of Oregon personnel then directed the Warm Springs Tribal Police to the location to safely recover the child, returning her to her family.

Recovering a child from sex trafficking to multiple locations around the United States: On April 16, 2024, a 16-year-old child with prior experience of victimization by sex traffickers was reported missing from her group home in Phoenix, Arizona. The investigation revealed that possible sex traffickers had taken the child to Los Angeles, California. On May 25, 2024, the suspected trafficker was murdered in Los Angeles, and according to the victim, another suspected trafficker took her to Florida. During that time, the victim established contact with a family member and told them she was going on a vacation to Miami; however, when she arrived in Miami, her trafficker dropped her off at a beach and told her to make money. In the intervening weeks, the trafficker took her from Miami to Flint, Michigan, where on June 11, 2024, USMS personnel located her in the company of a male and female at a hotel. The child was taken into custody on an outstanding arrest warrant for a probation violation. The male associate was arrested on local charges for driving without a license and insurance. USMS personnel notified HSI of the details of the investigation.

GOAL 2: STRENGTHEN INVESTIGATIONS ACROSS THE MISSION SET

HIGHLIGHTS: FY 2024 USMS MISSING CHILD RECOVERIES (CONTINUED)

Rescuing a particularly vulnerable missing child from sex traffickers: On May 20, 2024, a 17-year-old female with mental disabilities was recovered while actively being trafficked for sex in Portland, Oregon. A witness observed the missing child with a young male driving away from her school and toward an area known for prostitution. Information further led law enforcement to her location at a motel near Portland where a person familiar with the case saw her in the parking lot. Information provided by this person led USMS personnel to canvas the area, and USMS personnel located her. Officers safely recovered her, but she did not want to disclose information on the male who took her from school. The Portland Police Bureau is investigating.

Saving a child from potential sex trafficking: On May 5, 2024, a 13-year-old female was reported missing from her residence in West New York, New Jersey. On May 24, 2024, the District of New Jersey sent a collateral lead to the New York/New Jersey Regional Fugitive Task Force for assistance in recovering the missing child. The intelligence suggested the child was frequenting a hotel in Bronx, New York, and had been seen in and out of hotel rooms with multiple adult males. Further information led to interviews by law enforcement with two associates of the missing child who said she would meet them in Times Square, New York, later that evening. During the interview, it was determined that one of the associates of the missing child was also a missing child from the New York City Administration of Child Services (NYC ACS) who was returned to NYC ACS custody. Later that evening on May 24, 2024, DUSMs and TFOs responded to the area in Times Square and safely recovered the missing child, who was combative and attempted to assault law enforcement. The USMS transferred her to the custody of the West New York Police Detectives, which took her to Hoboken Medical Center for a medical evaluation. Additionally, an investigation lead was referred to HSI into the possible sex trafficking nexus in the Bronx with all three females.



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

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

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

- Mitigate officer safety risk across all mission areas
- Identify, deter, and prevent harm to protected persons through forward-looking, risk-based approaches to protection and intelligence
- 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
- Promote intelligence sharing and collaboration

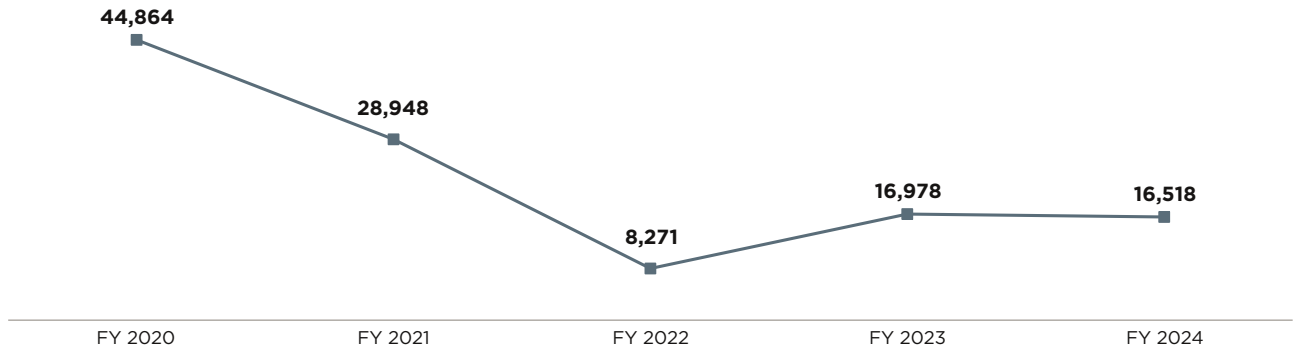
GOAL 3: SAFEGUARD AGAINST SECURITY THREATS AND ENSURE SAFETY THROUGH INNOVATION

MISSION: LAW ENFORCEMENT PERSONNEL SAFETY

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

MISSION PROGRAM DATA

Figure 6: Special Operational Hours Dedicated to High-Threat and Emergency Situations



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

STRATEGIC OBJECTIVE: MITIGATE OFFICER SAFETY RISK ACROSS ALL MISSION AREAS

Investing in training equipment for increased officer safety and successful incident de-escalation. In FY 2024, the USMS focused heavily on safety equipment research and development, with a deliberate approach to identifying, evaluating, and procuring optimal equipment to meet current and future mission needs. The USMS also streamlined the



research and procurement processes. The USMS conducted much of this research and development in collaboration with the FBI's BRF, a center that is world-renowned for its rigorous testing of life-saving ballistic protective equipment, weapons, and ammunition. The USMS established this partnership formally in 2021, and since then, the USMS has detailed an SI to the BRF, ensuring the integrity of all ballistic test data for the unique needs of the USMS. This collaboration allowed the USMS to conduct comprehensive ballistic shield testing. This testing enabled the agency to set preferred standards for shield procurement.

Another significant safety equipment improvement for the USMS in FY 2024 includes the agencywide transition from the TASER X26 to the new TASER 10 projectile stun gun. The upgrade to the new TASER 10 provides operational personnel with a technologically superior less-than-lethal device for self-defense and incident de-escalation. Moreover, the USMS has been utilizing a video retention system (VRS) as its body-worn camera (BWC) video storage solution since 2020. All footage from both DUSMs as well as TFO partners is stored in

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

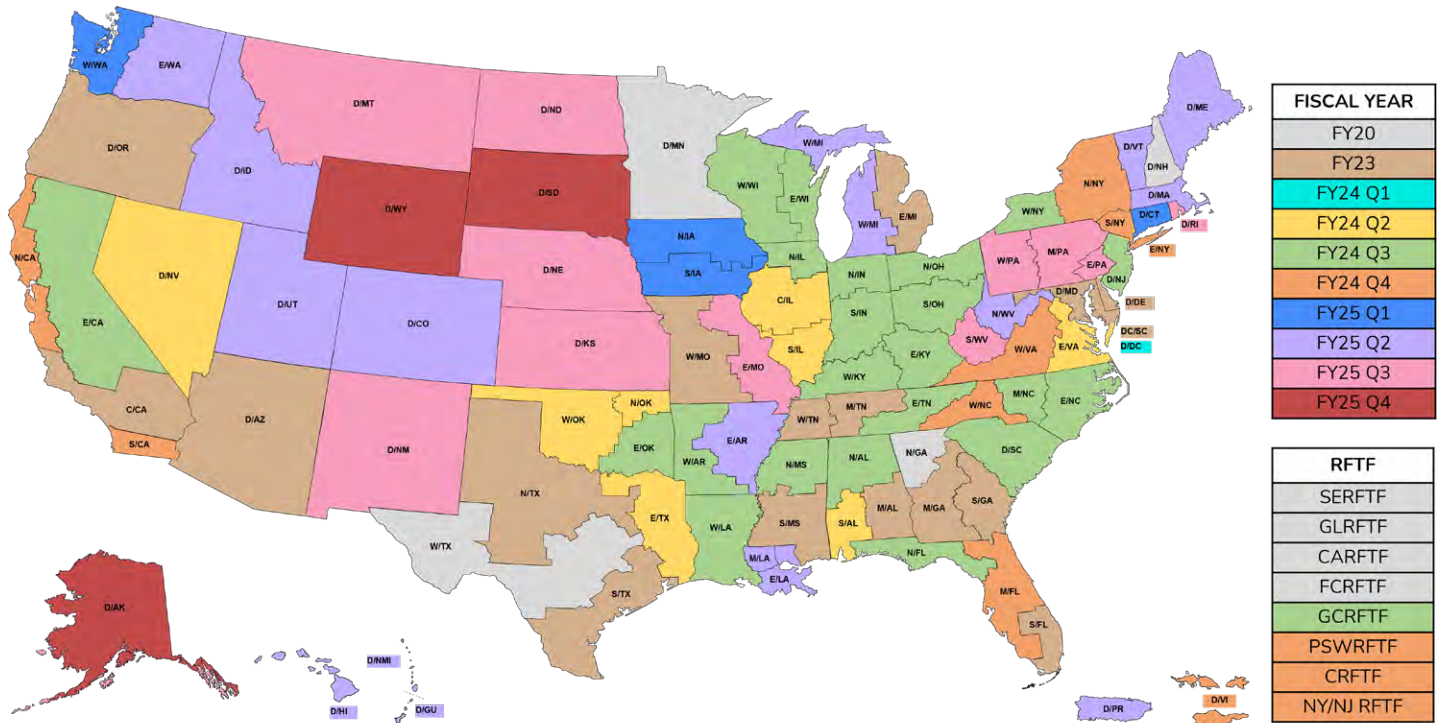
this application. As of this improvement in FY 2024, any time the new TASER 10 less-than-lethal devices are deployed, each DUSM's BWC will automatically activate and TASER 10 data will be stored in the VRS along with the BWC data.



Implementing a two-pronged approach for safety training. In FY 2024, the USMS's officer safety training efforts followed a two-pronged approach: basic and follow-on. For the first prong, officer safety training begins on day one for new candidates as part of the basic training curriculum at the USMS National Training Academy. This method instills the safety mindset from the beginning and ensures that all new employees are equipped with the foundational knowledge and skills needed to perform their duties effectively and overcome the challenges of an ever-evolving work environment. It also aligns officer safety and wellness curriculums in basic training with the philosophies of advanced officer safety training, creating consistency throughout the training process. In FY 2024, the USMS National Training Academy saw 291 graduates from basic training.

The second prong, follow-on training—overseen by the USMS Center of Excellence for Officer Safety and Wellness—ensured the continuation of the transformational pilot program that relocated Training Division staff to the field. The regional-based instructor model enabled field instructors to tailor training approaches to the specific needs of districts and divisions. Moreover, the USMS added new courses (Open-Air Operations, Vehicle Operations, and Operational Leadership and Planning) to its High-Risk Fugitive Apprehension training program.

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



Progressing toward full BWC implementation. In FY 2024, the USMS reached a total of 70 percent of the DUSM population equipped with BWCs, an increase of 32 percent from FY 2023. Sixty-one USMS districts and eight regional fugitive task forces have been onboarded. The challenges of this effort are not small, balancing the implementation of necessary information technology updates at district offices/sub offices, creating a training schedule that sought to avoid disruptions of district operations, and maximizing efficiency for staff travel. Looking ahead, the USMS is on track to reach its internal goal of 100 percent of DUSMs trained and equipped by the end of FY 2025.

Ensuring the safety of USMS personnel and the public during disaster response. When a disaster or emergency event overwhelms or incapacitates a location in the United States, the USMS is ready to support Federal Emergency Management Agency (FEMA) mission assignments using Emergency Support Function #13 (ESF#13), a mechanism for coordinating law enforcement support. ESF#13 capabilities support incident management requirements including, but not limited to, force and critical infrastructure protection, security planning and technical assistance, technology support, and general law enforcement assistance in both pre- and post-incident situations. USMS DUSMs make up quick response teams (QRTs) that support federal force protection requests and work under a FEMA mission assignment overseen by the agency’s ESF#13 Incident Management Team (IMT). In FY 2024, the USMS’s support of FEMA included two notable events.

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

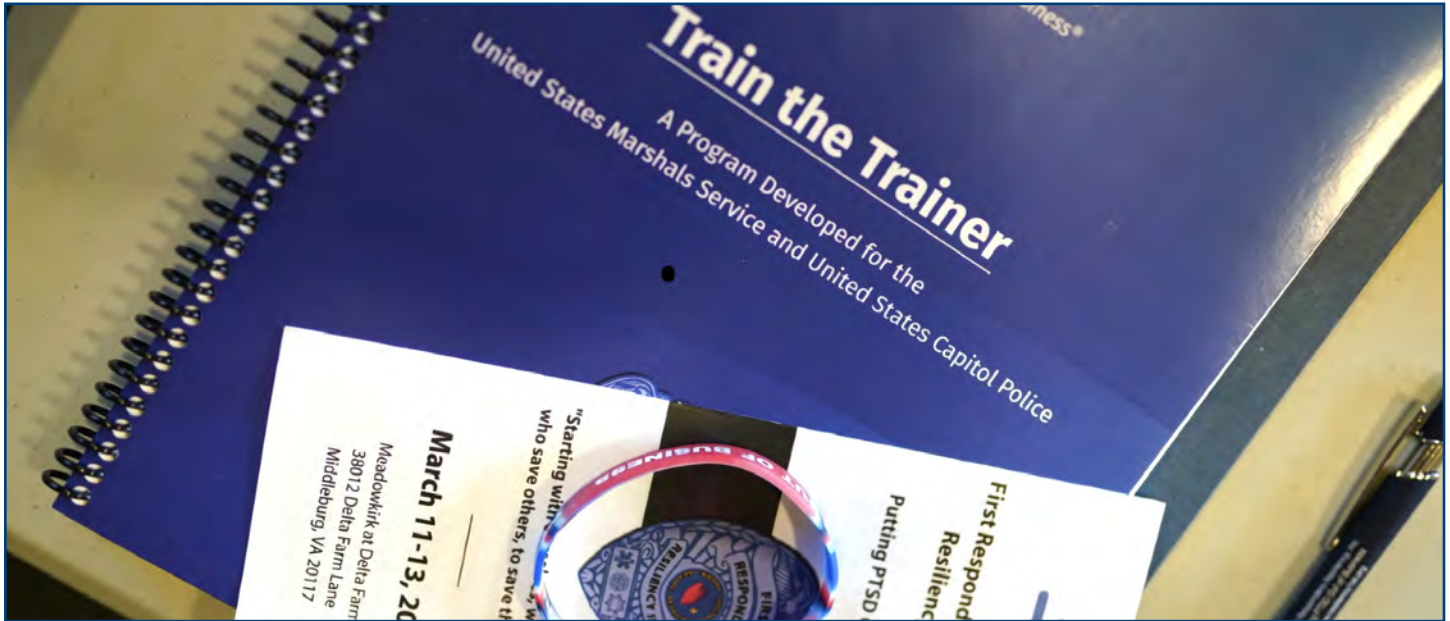
New Mexico Wildfires: On June 18, 2024, the first fire of what would become the South Fork and Salt wildfires ignited, and two days later, President Joe Biden declared it a major disaster. The DOJ mobilized an ESF#13 task force and deployed federal law enforcement resources to the area of Ruidoso, New Mexico. The USMS ESF#13 deployed with the agency's IMT to Albuquerque, New Mexico, where an incident command post (ICP) was established. The two wildfires collectively burned more than 25,000 acres and claimed three lives. Five first responders suffered fire-related injuries. Combined, the wildfires destroyed 1,163 structures. With support from federal law enforcement, however, firefighters and first responders limited the damage and loss.



Hurricane Debby: In August 2024, the first major hurricane of the season—Hurricane Debby—made landfall in the Southeast. ESF#13 deployed to FEMA Regions I and IV. Localized rainfall exceeded 20 inches in portions of South Carolina causing extreme flash flooding and cresting rivers. The IMT established an area command post in Atlanta, Georgia. A total of 178 personnel (including 11 law enforcement strike teams made up of 139 federal law enforcement officers) deployed as an ESF#13 task force to provide force protection for lifesaving search and rescue operations and the staging of critical public health and medical resources. The USMS also provided crucial support by deploying a team of two as a self-sufficient unit, one SI and one electronics technician, to the Florida Panhandle. They deployed with an emergency communication tactical operations vehicle (ECTO-V), the emergency communication tactical operations tower (ECTO-T), and other tactical communication resources. This heroic duo drove through the “dirty side” (right-front quadrant) of Hurricane Debby to reach their assigned area of responsibility, and along the way, they encountered downed trees, washed-out roads, and a closed interstate. The team deployed the USMS's 40-foot antenna mast and powered up the USMS A and B repeaters for local communications, taking care to not

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

overload or disrupt county or state mission-critical systems. Within the ECTO-V, the team monitored the Statewide Amateur Radio Network (SARnet) for any calls for service or assistance to support local and mutual aid response, and they stayed on station until the hurricane had passed.



Improving employee wellness through first-responder resiliency conferences. In February and March 2024, the USMS collaborated with the United States Capitol Police (USCP) to host two resiliency conferences and train-the-trainer certification courses. These events were the first of their kind for the agency.

The resiliency training was an interactive learning experience facilitated by a nonprofit organization dedicated to supporting the psychological and physical wellbeing of first responders. Participants developed evidence-based resiliency skills to enhance quality of life and prevent or mitigate symptoms of stress, depression, anxiety, post-traumatic stress disorder, and suicidal thoughts and actions. Each conference consisted of a three-day, in-person training session and a two-day, in-person, train-the-trainer workshop for a select number of participants to become certified USMS resiliency instructors. On the third day of each conference, a specific session was dedicated to the impacts of stress and trauma exposure DUSMs and their families face. As a result of the collaboration, all instructors certified during the train-the-trainer portion of the conference can now deliver resiliency training in their home districts on topics such as tactical breathwork, suicide awareness, nutrition, substance abuse, and more.

This conference seeks to fulfill a gap in accessible resiliency training that a working group identified in 2023. The USMS is continuing to work with districts and divisions across the agency to identify deficiencies and continuously improve the wellness and resiliency resources available for all.

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

MISSION: JUDICIAL PROTECTION AND COURTHOUSE SECURITY

Since the USMS's establishment, its primary mission has included 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 7: Inappropriate Communications/Threats to Protected Persons

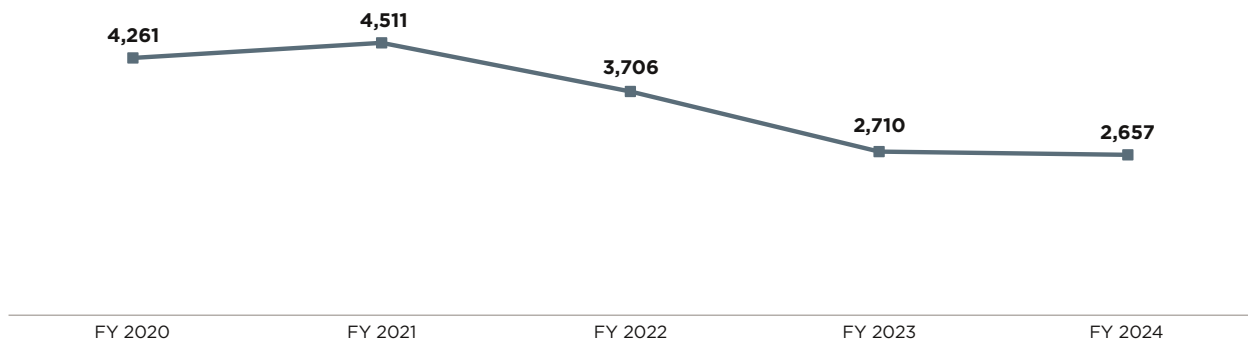


Figure 8: Threats Investigated

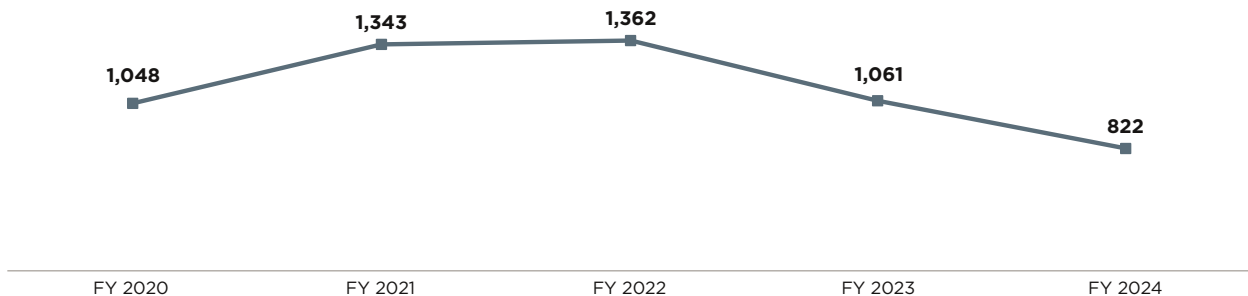


Figure 8: While the number of threats investigated has decreased, the number and intensity of concerning and potentially threatening electronic communications related to protected persons and locations have increased.

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

Realigning to better support judicial security. While Figure 8 shows the total number of threat investigations has declined this fiscal year, the number and intensity of concerning and potentially threatening electronic communications related to protected persons and locations

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

have increased. The USMS has seen an uptick in the need for protective services, and the response to all of the concerning events, direct threats, and other concerning online communications requires more information and support from personnel than ever before. For these reasons, the USMS has focused resources on a realignment and optimization of its Judicial Security Division.

At the beginning of FY 2024, the USMS realigned personnel to establish the Judicial Threat Branch (JTB), consisting of the Judicial Threat Center (JTC), the Judicial Threat Operations Center (JTOC), and a BAU. The JTB offers a central location to provide specific expertise, guidance, and support to USMS districts in protective investigations, significant incidents involving USMS-protected persons and spaces, protective details, international judicial travel, high-threat trials, level four (the highest security level) conferences and events, and protective intelligence. While monitoring events in real time, the JTOC coordinates and leads the response to threat activity, serious incidents and events that fall under USMS authority, investigative operations, and related intelligence activities.

Also, as part of the JSD reorganization, the USMS established the Office of Security Maintenance (OSM) for bolstered electronic security systems (ESS) support. With four units dedicated to maintenance and repair, controlled entry, operations and administration, and training and security standards, the OSM's mission is to support and sustain existing ESS across the judiciary and USMS facilities.

Operation Crescent Shield secures a high-profile trial. From December 28, 2023–March 23, 2024, the USMS coordinated investigative efforts to safeguard USMS-protected persons prior to and during a high-profile trial in the District of Hawaii. Named Operation Crescent Shield, the endeavor stemmed from a complex murder-for-hire plot focused on the district court judge and assistant U.S. attorneys who were trying a case involving racketeering, murder, kidnapping, robbery, arson, and other charges. The USMS worked closely with the FBI and other law enforcement partners to provide guidance and to investigate the plot. Field analysts provided critical intelligence updates, DUSMs provided 24/7 protection, and the team coordinated investigative next steps and mitigation strategies with FBI investigators.

With exemplary collaboration between teams, Operation Crescent Shield transitioned seamlessly between operational stages, from increasing mitigation efforts to protection detail downgrade. As a result of the effective teamwork, the USMS helped ensure a secure trial reached a conclusion without incident.

Protecting Judges Cannon and Chutkan. Both U.S. District Court Judge Aileen Cannon (Southern District of Florida) and U.S. District Court Judge Tanya Chutkan (District of Columbia) have made legal decisions based on the indictments of Former President Donald Trump, and these decisions generated threats directed at the judges that warranted protective service details. The USMS initiated the protective service detail for Judge Cannon in June 2023 and for Judge Chutkan in August 2023. These protective service details continued through FY 2024.

Protecting two assistant US attorneys from murder-for-hire plot. On March 5, 2024, the USAO, Major Crimes Unit, notified the USMS District of Massachusetts of a murder-for-hire threat to two assistant United States attorneys (AUSA). Two members of the Harvard Street Gang were involved in this threat, and one of their former cell mates who was aware of the plot notified his public defender, who passed on the information. Assisting with the investigation, the USMS confirmed the threat's legitimacy and initiated a protective security detail for both AUSAs.

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

On May 21, 2024, the USMS assisted with the execution of search and arrest warrants on two private homes and the detention facility. As a result, one of the men involved in the plot was charged with Solicitation of a Violent Crime and Attempted Murder for Hire. The other man was arrested and charged with Solicitation of a Violent Crime and Attempted Murder for Hire. The USMS and FBI continue to investigate this case jointly. The District of Rhode Island is continuing to prosecute the defendants.

Operating a protective detail during significant physical training. Every protective service detail is unique; however, one element is consistent in every detail: Where the protectee goes, USMS DUSMs must follow.

During one protective service detail, the protectee trained heavily in cycling and running. Throughout FY 2024, the protectee's USMS protective service detail kept up through every exercise routine, covering more than 13,000 miles on bicycles and running more than 450 miles.

Among this protective service detail's physical accomplishments, they have participated in multiple sprint triathlons, 5K races, and bicycle races alongside the protectee. The protective service detail conquered a grueling Gran Fondo, which was a 126.4-mile bicycle course through challenging terrain, including more than 8,500 feet of elevation change. Additionally, they embarked on an ambitious cycling ride, covering approximately 185 miles from Washington, D.C., to Cumberland, Maryland.

Migrating alarm monitoring and intrusion detection to a federal facility. In FY 2024, the USMS launched an initiative to migrate the central station alarm monitoring for intrusion detection systems and duress alarm monitoring from a third-party vendor to a federal facility. This migration is projected to reduce annual costs and troubleshooting response time from the current vendor average of 11 days to 48 hours or less using remote troubleshooting, alleviating the costs for onsite troubleshooting response. This migration also eliminates the USMS's need to procure new monitoring services every five years, preventing the risk of major vendor changes or mass disruptions in service during repeated migration to new contracted commercial vendors. The USMS migrated 28 percent of its judicial and USMS-facility alarm panels to this facility in FY 2024.

Training for active shooter/active threats (ASATs). In June, the USMS conducted ASAT training, which is designed to help anticipate and recognize an ASAT situation and respond immediately and appropriately, for all judiciary personnel. Through realistic scenarios and adult learning concepts, judiciary personnel learned what it takes to survive an ASAT event. Each trainee learned how to effectively respond to a threatening event inside and outside of the courthouse. The training covered the basic life-saving measures to control bleeding and provided new skills in improvised medicine. Willing court members are now empowered to act as force multipliers in the aid and protection of each other and their loved ones.

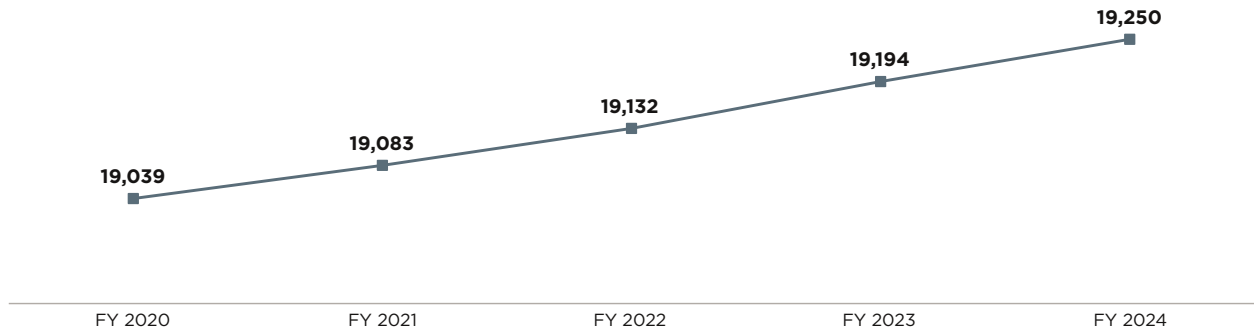
GOAL 3: SAFEGUARD AGAINST SECURITY THREATS AND ENSURE SAFETY THROUGH INNOVATION

MISSION: WITNESS PROTECTION

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

MISSION PROGRAM DATA

Figure 9: Total Number of Witness Security Program Participants



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



Affirming a vital partnership with Italian law enforcement. In December 2023, USMS Director Davis traveled to Rome to meet with Chief of Police-Director General of Public Security Vittorio Pisani. In the Eternal City, the two leaders affirmed what each leader hopes will be an enduring, mutually beneficial partnership wherein these two law enforcement agencies share expertise and best practices. Director Davis and Chief of Police Pisani signed a pledge to assist each other's agencies with cross-training programs.

Researching and being proactive against biometric and artificial intelligence (AI) threats. In FY 2024, the USMS consulted with and enlisted the help of biometrics subject-matter experts to research and respond to inquiries from DUSMs in the field as it relates to emerging biometrics technology, and the USMS procured and deployed seven biometrics workstation units to designated sites across the country in support of operational field activities. This deployment is the first phase in a plan to modernize information sharing across agencies and divisions. As the

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

USMS moves into the second phase, it will implement secure cloud capabilities and other technologies for improved systems networking. On completion of the technological upgrade, the USMS will have achieved a more streamlined process and greater efficiencies, and the agency will have identified meaningful metrics.

Beyond technological implementations, the USMS's biometrics subject-matter experts drafted thought-leadership research papers comparing policies related to emerging technology and the associated privacy and other implications related to personal data. Since education is an important asset in the fight against technological threats, the USMS provided five dedicated trainings on emerging issues related to biometrics and privacy and numerous presentations to international law enforcement partners (e.g., Europol, Bitcom), sharing best practices related to biometrics and AI. On the latter, the USMS conducted real-world case studies (relevant to concerns raised in the field) to identify AI's current and potential impact on USMS missions. By leveraging internal and external subject-matter expertise, the USMS is able to further enhance capabilities in training, threat monitoring, and protective operations in an ever-changing technological threat environment.

Getting into the psychology of witness security participants to aid in assimilation. The primary goal of the USMS's newest BAU, which launched this fiscal year, is to equip witness security field personnel with the tools and knowledge they need to support witness security participants' self-assimilation. Toward this end, the BAU hired a highly qualified and experienced contract psychologist to lead operations, partnering with the BOP and the Office of Enforcement Operations. The BAU's program helps inform management guidance and makes vocational recommendations for participants. The BAU also developed a psychological assessment guide to support SIs with program participants.

Establishing the Center of Excellence (COE) for continual improvement. By establishing the COE in early FY 2024, the USMS seeks to improve its already world-leading witness security program by driving collaboration and knowledge management to increase competency levels of the witness protection mission globally. The COE working group is reviewing and refining the USMS's methods and procedures affecting SI and program participant safety to ensure the USMS's witness security program can stay ahead of threat actors. In addition, the COE will build and strengthen relationships with domestic and international partners; gather information on evolving tactics, techniques, procedures, and tradecraft; and facilitate internal information sharing and specialized skills development. Fundamentally, the COE will ensure a greater integration of the witness security mission within the broader USMS organization by aligning goals, fortifying personnel support, and improving training.

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

MISSION: PRISONER TRANSPORT

The USMS transports prisoners to support the federal judiciary and the Federal Bureau of Prisons (BOP). The agency also provides prisoner transportation to state and local law enforcement agencies and other federal agencies, including the military, on a space-available basis. JPATS manages the coordination, scheduling, and secure handling of prisoners in federal custody, transporting them to detention facilities, courts, and correctional institutions across the 94 judicial districts through a network of aircraft, cars, vans, and buses.

MISSION PROGRAM DATA

Figure 10: Requests to Transport Prisoners by Air or Ground

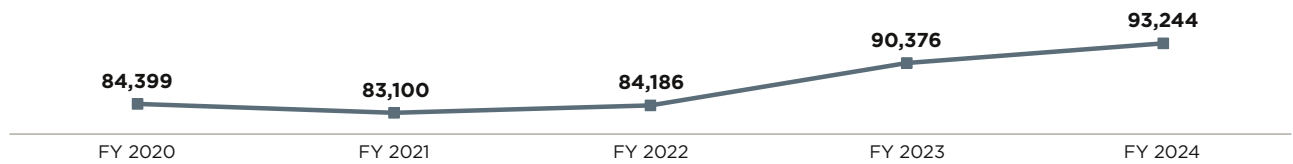
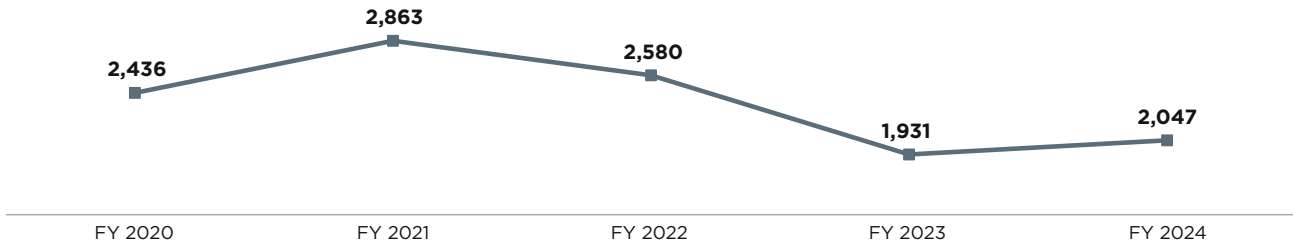


Figure 11: Transportation Unit Costs (in Dollars)



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

Following through on JPATS transfer of function. In FY 2023, when the USMS identified and selected Kansas City, Missouri, as the best location for its JPATS transfer of function from Las Vegas, it based that selection on the BOP providing housing for in-transit prisoners at Federal Correctional Institution (FCI) Leavenworth. However, prior to the completion of the transfer of function, the BOP capped the number of USMS prisoners at FCI Leavenworth and limited airlift transports to one per week, effectively eliminating the potential to use FCI Leavenworth for in-transit prisoners. Despite the challenge, the USMS followed through on its commitment and completed the JPATS transfer of function. In 1Q24, the USMS obtained in-transit bed space for up to 600 inmates at Greene County Jail in Springfield, Missouri. By the end of FY 2024, the USMS had moved over 2,300 inmates through Greene County Jail.

The USMS initiated this transfer of function in response to President Biden’s 2021 executive order 14006, which eliminated the use of privately operated criminal detention facilities. As a result of the order, the USMS not only had to support the BOP in the transport of its 14,100 prisoners to other facilities but also faced the challenge of identifying and securing facilities for in-transit USMS prisoners. The loss of FCI Leavenworth as a USMS resource was a significant

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

complication for the transfer of function; however, the USMS has found a stopgap in-transit prisoner facility at Greene County Jail.



Replacing the second of three prisoner transport aircraft. On January 25, 2024, the USMS accepted delivery of its second of three 737-800 aircrafts, continuing the cyclical replacement of aging 737-400 models. The new 737-800 aircraft meets federal regulations to assess the age and condition of owned aircraft and to replace such assets when maintenance becomes too costly over time. In addition to reducing maintenance and repair costs, the new 737-800 aircraft will reduce downtime. The new plane is also longer and provides more seating configurations. The new aircraft's first revenue flight occurred on February 20, 2024, and as of the end of FY 2024, it had flown 125 missions in service to the USMS.

Assisting the BOP in the time-sensitive transfer of 456 inmates. In April, the USMS assisted the BOP by moving prisoners out of FCI Dublin, as part of a high-priority, time-sensitive facility closure. The USMS conducted 15 ad hoc bus trips from FCI Dublin to other BOP facilities, including FCI Victorville, FCI SeaTac, and CoreCivic at Pahrump along with airlifts out of Victorville. The coordinated effort of the USMS and BOP moved a total of 456 female inmates out of Dublin in seven days.

Replacing JPATS Assisted Routing and Scheduling (JARS) software. After 13 years of utilizing commercial shipping software to plan transportation missions and prisoner movements, the USMS developed a custom-built solution for its JARS planning system. Recent upgrades to the commercial software had caused unresolved errors, and the USMS concluded the software was no longer capable of meeting agency needs. The custom-built solution is able to plan more prisoner movements in less time with improved accuracy through the use of historical patterns and predictive algorithms. In addition to offering greater capabilities, the system replacement directly saves the USMS approximately \$150,000 per year and presents further automation opportunities in the future.

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

Enhancing and expanding the JPATS mobile app. In FY 2024, the USMS enhanced and expanded the use of its prisoner custody exchange mobile application to include ground transports. As a result, USMS personnel can now utilize their government-issued mobile device to view required electronic prisoner movement paperwork. The delivery of these electronic documents is possible due to the app's integration with the new Movement Packet system, which automates the required documents for each prisoner transport. Ground and air transports can also utilize the facial recognition feature to confirm identity and record the custody exchange of prisoners.

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

MISSION: PRISONER OPERATIONS, DETENTION, AND CARE

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

MISSION PROGRAM DATA

Figure 12: Average Daily Prisoner Population

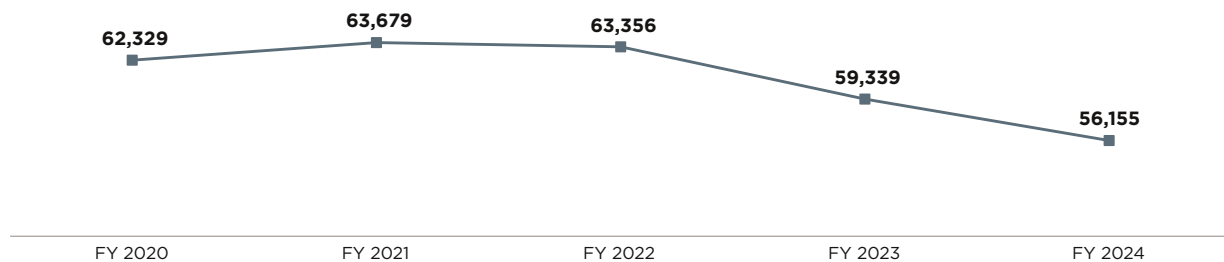


Figure 13: Per Day Detention Costs (in Dollars)

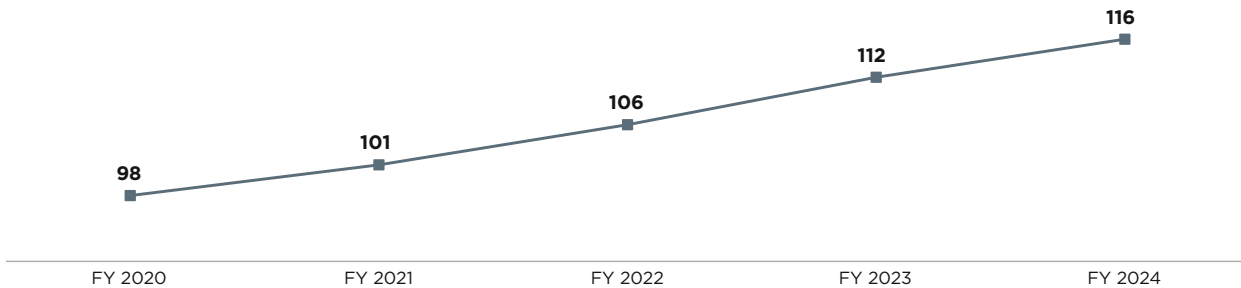


Figure 14: Prisoners Produced for Required Events

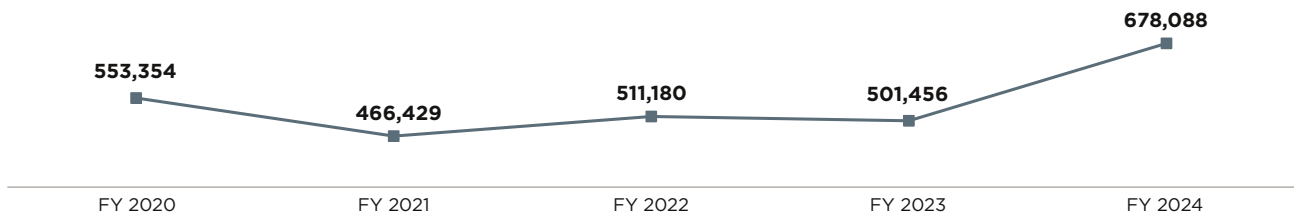


Table 3: Prisoners Received (By Offense)

Performance Measure	FY 2023	FY 2024
Total	97,630	101,405
Immigration	23,151	28,472
Weapons	7,724	7,207
Drugs	17,290	16,223
Other	49,465	49,503

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

Commencing the Detention Management Coordinator (DMC) Program. In FY 2024, the USMS developed a nationwide detention management program to sustain risk mitigation methodologies, strategies, and practices that will provide for the processing, housing, transportation, and care of federal prisoners in a safe, secure, and cost-effective manner. As a part of the program, the USMS developed a new national DMC Training Program in which select DUSMs go through a virtual, one-week intermediate-level detention management training course focused on prisoner management, prisoner suicide prevention, the Prison Rape Elimination Act, and security threat investigation and intelligence collection. This training program will ensure DMCs have the necessary skills to effectively perform their duties across the 94 districts. The inaugural course was held August 26–30, 2024 and was attended by 49 DUSMs.

Expanding the Incident Response Team (IRT) scope. In FY 2024, the USMS enhanced its prisoner IRT process to ensure 100 percent of reported prisoner escapes, suicides, and homicides are reviewed. The new process provides a determination on whether any corrective actions are necessary to mitigate risk of future incidents in private or intergovernmental agreement detention facilities throughout the USMS detention network. The USMS further enhanced the IRT process by introducing the review of reported attempted escapes and suicides to mitigate the risk of future incidents.

Opening a new prisoner suicide prevention training course. In FY 2024, the USMS developed a new distance-learning training course titled “USMS Prisoner Suicide Prevention Training.” This training is a continuation of the USMS’s efforts to promote prisoner suicide prevention and disseminate best practices for mitigating prisoner suicide risks in cellblocks and detention facilities. Upon training completion, operational personnel and detention contract monitors are better able to recognize prisoner vulnerabilities and behaviors that may be indicative of a mental health crisis, such as suicidal ideation. This training also provides enhanced procedures for responding to and reporting prisoner suicide attempts and suicides. By the end of FY 2024, there were 3,834 successful completions of the online course.

STRATEGIC OBJECTIVE: PROMOTE INTELLIGENCE SHARING AND COLLABORATION

Collaborating with partner agencies for mutual gain in BWC program development. In April 2024, USMS personnel met with members of the New York Police Department (NYPD) to discuss new equipment, lessons learned, training curriculums, and the future of BWC usage. The meeting emphasized the significance of BWC training and how it can help mitigate risk for law enforcement officers and their agencies. The USMS conducted classroom instruction for newly promoted lieutenants at the NYPD training academy in Queens, New York. During the same month, the USMS assisted the U.S. Department of Health and Human Services, Office of the Inspector General, with the development of its BWC program. Furthermore, the USMS also provided the Drug Enforcement Agency (DEA) with expertise in incorporating BWCs into its TFO program. USMS shared with the DEA the inner workings of TFO team management, contractor duties, and procedures. Finally, the USMS also assisted the BOP and the U.S. Postal Service with the development of their BWC programs.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT



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

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

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

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

STRATEGIC OBJECTIVE: MODERNIZE BUSINESS PROCESSES AND TECHNOLOGY INFRASTRUCTURE



Improving BWC shipment procedures through proactive measures. With every DUSM slated to be equipped with BWCs by the end of FY 2025 and the ongoing cyclical replacement of BWCs every two years, BWC shipments present a significant challenge. USMS personnel not only handle all BWCs but also all associated accessories, information technology infrastructure equipment, and more, which all must be unpacked, inventoried/logged, and then repacked for shipment to districts. In FY 2024, recognizing the critical role that timely equipment distribution plays in the BWC program's success, USMS personnel streamlined the packaging and shipping processes and worked with a third-party vendor to implement a new labeling method, which resulted in a significant reduction in processing time. These efforts not only expedite the shipping process but also minimize errors and ensure equipment is ready for immediate use upon arrival at the districts. As a result of these innovations, the distribution process is faster and more reliable for everyone involved.

Establishing a pre-procurement team. In FY 2024, the USMS established a pre-procurement team to provide specialized support for requirements development and acquisition strategy. Committing resources to this critical phase of solicitation development creates efficiencies that cascade through the other procurement phases. A well-developed requirement and thorough market research remove ambiguities and set the stage for a successful award. The team assisted with the current DOJ-05 *Security of Department Information and Systems* class deviation from the Federal Acquisition Regulation requirements and is working to revise the class deviation request based on feedback from the DOJ. Approval of this deviation will affect thousands of contracts and reduce stress when seeking support.

Avoiding expensive digitization by transferring physical archives to Federal Records Centers (FRCs) before closure. In June 2018, the Office of Management and Budget (OMB), in conjunction with the National Archives and Records Administration (NARA), issued *Transition to Electronic Records*, requiring federal agencies to move documents to a fully electronic environment. In response to delays due to the COVID-19 pandemic, the OMB and NARA issued *Update to Transition to Electronic Records*, extending the deadline to June 30, 2024. On this

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

date, FRCs would stop accepting physical records. Required to comply with OMB and NARA mandates, the USMS faced the challenge of digitizing all official paper records, which would have been costly to the agency, or racing to retire all of those records to the FRC for storage, avoiding the need for expensive digitization.

In January 2024, the USMS received official notification that the FRCs would close to new documents in June 2024. To meet this deadline, the USMS had to rely on additional staff with a records management collateral duty. These personnel had to balance fulfilling their normal duty requirements while simultaneously coordinating and managing the transfer of paper records to the FRCs. USMS personnel worked diligently to transfer more than 4,100 boxes of paper records to the FRCs before the closure date. Permanent records of USMS Capstone Officials were also transferred during this effort. This included Capstone positions that were in office, retired, or had left the position. This record transfer not only complies with OMB and NARA mandates but also aids in the USMS's goals for space reduction and resource reutilization.

Constructing a new COOP facility for USMS operations during emergencies. Pursuant to presidential and federal guidelines, the USMS requires a continuity of operations (COOP) facility outside of the National Capital Region to continue its essential functions during an emergency. In 2022, the GSA had determined bringing the existing USMS's COOP facility up to mandated COOP standards would have been too expensive. In June 2024, the USMS took possession of a newly constructed COOP facility that will ensure, in the event of an emergency, the USMS can continue to operate, providing reliable logistical support, services, and infrastructure systems for personnel up to 30 days or until normal business operation can be resumed.

Advancing the IT security posture and streamlining authentication processes. To simplify authentication and improve security, the USMS removed the need for its users to enter passwords for Microsoft Office 365 applications. The USMS migrated from a local internet address (LIA) to a global internet address (GIA), which not only simplifies login processes but also enhances security and technology compliance for approximately 8,500 users. The transition to GIA also streamlines the agency's 6,000 mobile device users' authentication process and use of mobile Microsoft services (such as Teams, Outlook, and Power BI). Integrating GIA boosts cybersecurity by minimizing the risk of unauthorized access to essential productivity tools agencywide. In addition to improving security and compliance, eliminating the login requirement within Office 365 applications improved user experience by reducing the burden of password management and maintenance for both USMS personnel and the IT service desk.

The shift from LIA to GIA supports the Presidential Executive Order 14028, *Improving the Nation's Cybersecurity*, and DOJ's Zero Trust Architecture initiative. Additionally, in further support of DOJ's initiative, the USMS implemented a zero-trust virtual private network (VPN) tool, which enhances security and prevents data loss by monitoring Internet traffic for potential threats while ensuring sensitive information is protected. This zero-trust security model ensures users access authorized applications only, significantly reducing the risk of data breaches and unauthorized data exfiltration. By the end of FY 2024, the USMS had converted 96 percent of its users to the new VPN tool. Furthermore, by the end of FY 2024, the agency implemented single sign-on through a DOJ login for 93 percent of USMS mission applications and services.

The USMS completed a years-long effort to move its enterprise services to the cloud. A monumental multi-year effort to move all USMS enterprise services to the cloud culminated in FY 2024 with the final relocation of all administrative and mission applications out of the FBI's Criminal Justice Information Services data centers. The migration of more than 75 applications and services provides the USMS with more robust compliance, enhances data security through advanced encryption, reduces risk by decentralizing data, minimizes downtime and data loss, and enables the agency to scale server capacity up or down as needed. Transitioning to the cloud complies with the

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

OMB's Federal Cloud Computing Strategy to improve asset utilization, eliminate duplicative systems, enhance environment management, and reduce procurement times.

Improving mobile cybersecurity by implementing the first USMS mobile app store.

The USMS established its first mobile application store. USMS personnel with agency-issued mobile devices may now download apps from the new USMS private store only. This initiative mitigates the risk associated with users downloading unmanaged and unsecured applications to the USMS environment. With the implementation of the USMS app store, the agency removed the public app store and deleted all unapproved apps from all mobile devices. Additionally, the USMS conducted a comprehensive security review of all mobile applications prior to download. This transition to a private store met all related DOJ security and compliance directives, streamlined operations, and optimized mobile app and device management. Finally, the USMS streamlined the approval process for usage of mobile apps.

The USMS acted quickly to remedy the outage caused by a worldwide defective CrowdStrike patch. On Friday, July 19, 2024, cybersecurity technology company CrowdStrike pushed a software update that crashed more than 6,500 USMS machines. In a matter of hours, USMS personnel restored all enterprise services, excluding workstations. Within a week, by working around the clock, the USMS restored the agency's mission-ready status, confirming restoration of 94.6 percent of USMS workstations. While the USMS promptly identified a fix, the solution required physical access to the workstations and an individual willing and able to perform the technical instructions. The agency's IT personnel worked with district and division leadership to determine the best approaches to provide online access to the USMS network and to navigate the scenario in a very complex and fluid situation. The USMS restored all active workstations within one and one-half weeks of the defective patch.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

MISSION: FINANCIAL MANAGEMENT MODERNIZATION AND COMPLIANCE

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

Further increasing robotic process automation (RPA) to save time and prevent errors. The USMS continued to develop and deploy RPA solutions to streamline operations and achieve time-savings by automating agency business processes. In FY 2024, the USMS developed new automations and enhanced existing automations in these areas:

- A new automation loads invoices from the agency's invoicing portal into the agency's financial management system, reducing time spent by agency personnel and reducing errors related to manual data entry in multiple systems. The function validates the data up front to identify issues and requires users to correct errors prior to loading into the agency's financial management system. This automation saves an estimated 18 minutes per invoice.
- A new payment performer automation loads itemized payments into the agency's financial management system. This automation is used for the agency's invoicing portal payments, as well as manual schedule payments for the digital payment and Agency Debit Card Programs.
- Updates to the existing deposit automation accommodate the loading of the check deposit information collected from the FedRevCollect application into the agency's financial management system, eliminating the need for manual data entry.
- A new email notification functionality communicates automation status and statistics to RPA users and other interested parties.

In FY 2024, the agency's automations via the RPA have yielded 6,381 hours of time savings.

Innovating the Procurement Due Date Launchpad. In January 2024, the USMS released the Procurement Due Date Launchpad, a key initiative designed to make the procurement process more efficient and accessible for all USMS divisions, districts, and staff offices. This centralized platform provides all the necessary information in one easily accessible location. Launchpad users can quickly find due dates, submission guidelines, and instructions with only three clicks.

The launchpad not only saves time but also promotes improved compliance and consistency. By offering clear guidance on submitting requests and package instructions, the launchpad helps divisions, districts, and staff offices adhere to procurement policies and deadlines, mitigating the risk of non-compliance and errors. For the USMS, this means reducing the risk of delays or other issues that could affect operations. The launchpad also provides access to information tailored to divisions, districts, and staff offices, enabling teams to determine how best to assign and manage their resources effectively.

Primary improvements reported by surveyed users include a greater consistency with the uniform submission forms, automated email notifications, organized databases for submission views at a glance, modernization of the late procurement process, and elimination of single points of failure.

Overall, the USMS launchpad underscores the agency's commitment to improving internal processes and optimizing resource utilization. USMS procurement personnel can expect a more seamless procurement experience with reduced administrative burdens and a stronger foundation for managing resources efficiently.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

Launching an upgraded procurement help desk. In April 2024, the USMS launched an upgraded procurement help desk application, significantly enhancing the management of procurement-related inquiries. The new help desk was developed as a one-stop resource for procurement customers to submit questions or request assistance on various procurement activities, including specific procurement actions, procurement-related training, acquisition-related certifications, the USMS's government purchase card program, USMS-wide commodity contracts, and procurement-related systems. The upgraded help desk app provides a modern, user-friendly interface that is more intuitive and accessible across various devices compared with its predecessor, making it easier for personnel to submit and track their requests. With the inclusion of real-time tracking and a centralized dashboard, users can review their previously submitted and responded-to questions while efficiently tracking the status of pending submissions, enhancing transparency and communication. Furthermore, the new system allows for better management of USMS procurement-related questions, actions, and associated tasks.

The upgrade also supports greater customization and scalability, enabling the help desk to adapt to changing needs without requiring extensive development. Finally, it integrates with other USMS tools to provide robust analytics and reporting capabilities.

By the end of FY 2024, the USMS had received more than 500 questions through the app.

Modernizing payment platforms for greater efficiency and security. The USMS has partnered with the U.S. Department of the Treasury (Treasury), Bureau of the Fiscal Service to transition to a new digital payment platform and implement the U.S. Debit Card Program. The new digital payment platform provides the USMS with a convenient, simple, and secure way to initiate and process digital payments to designated recipients. The seamless transition to the new platform in FY 2024 resulted in no payment disruptions.

Leveraging the debit card as an alternative payment solution offers increased flexibility and delivery options for on-the-spot and operational payment needs. Two debit card pilots are in progress at the USMS:

Consumer Debit Cards—Intended for payments to external parties, the Consumer Debit Card Program enables the USMS to make on-the-spot payments to non-agency recipients with a prepaid debit card. The primary use of the Consumer Debit Card Program is to replace the usage of Treasury blank check stock at district offices for fact witness payments, resolving potential delays with recipients being able to cash checks from the time the check is issued until the check is registered as valid at the Treasury. As of the end of FY 2024, USMS districts were live on the Consumer Debit Card Pilot.

Agency Debit Cards—Intended for payments to internal USMS personnel, the Agency Debit Card Program enables the USMS to make payments to agency personnel in support of operational needs. Funds are loaded onto the Agency Debit Cards and withdrawn at fee-free ATMs or at a local financial institution. The Agency Debit Card improves tracking and security. Additionally, it eliminates a potential need for individual offices to maintain and secure cash on hand in anticipation of operational needs. At the end of FY 2024, the Agency Debit Card Program was being piloted at three USMS field sites. During the pilot phase, the USMS was gathering feedback and refining business processes and procedures for a broader agency-wide deployment.

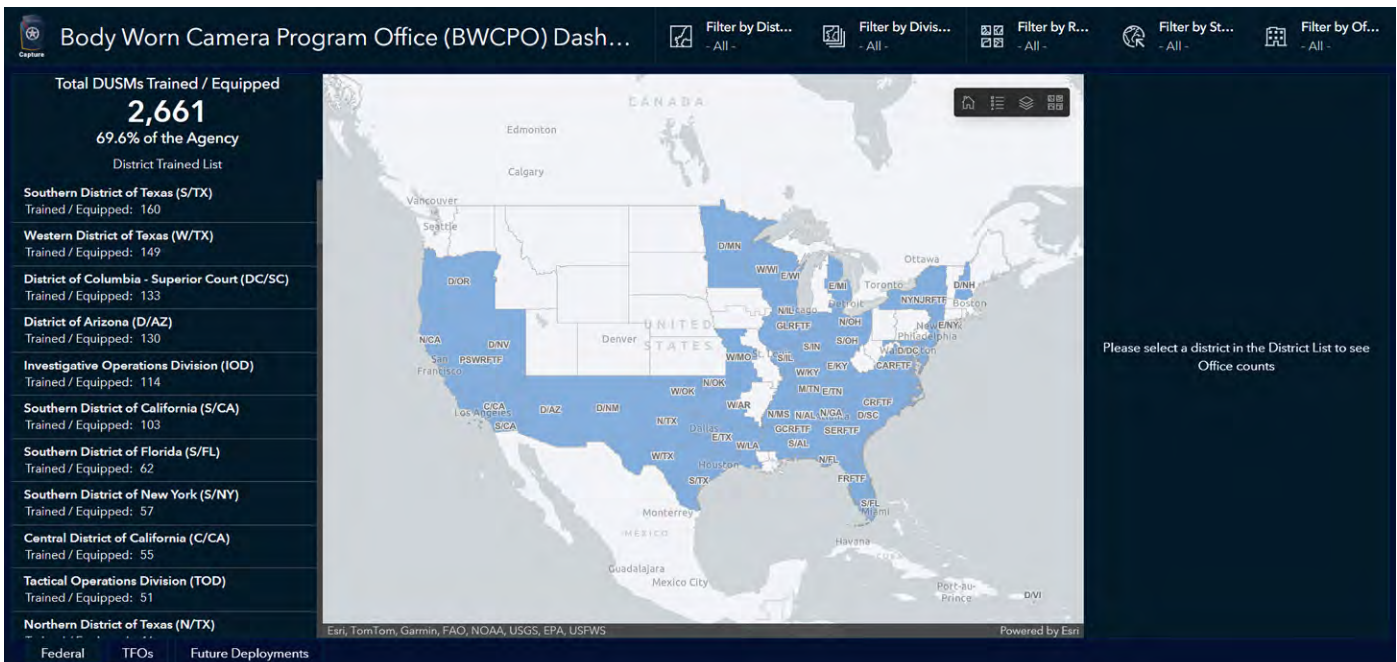
GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

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

Leveraging data analytics to gain key budgetary and financial insight. To strengthen data-driven decision-making across the enterprise, the USMS implemented the District Profile Report (DPR), a dynamic and interactive tool that provides a monthly and historical status on key budgetary details and financial measurements, and it comprises nine financial and travel performance metrics. With drillable options to display detailed transactional data as well as visual analytics and data download capabilities, the DPR enables users to readily identify high-risk financial areas and potential issues. Additionally, the DPR increases district managers' understanding of the financial requirements and performance progress over a span of time, enabling leadership to monitor performance and act.

Improving the Home Intrusion Detection System (HIDS) Program. The USMS enhanced the HIDS Application with a new interactive budget tab that features real-time data streams for accurate budgeting predictions and insights into spending trends. In addition, a new tool in the HIDS Program offers the ability to claim expenditures and add reimbursement requests across fiscal years, limiting repeat submissions. Furthermore, in collaboration with the Administrative Office of United States Courts (AOUSC), the USMS developed a comprehensive HIDS program survey to gauge participant satisfaction, translating the results into a frequently asked questions document and training programs.

On these topics, the USMS developed and conducted 10 training sessions. As a result of continuous improvement, the HIDS program has reached 72.8 percent participation of eligible judges, the largest number of judicial participants since the initial rendition in 2005.



Developing the BWC Dashboard. The USMS has a new tool designed to streamline data access, enhance transparency, and support informed decision-making. The BWC Dashboard aggregates critical information such as DUSMs trained/equipped, task force partner agencies and TFOs onboarded, and the deployment schedule. This tool not only enables USMS leadership to monitor progress in real-time but also serves as a resource to analyze the data and assess the program's effectiveness, and it will continue to inform effective decision-making.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

Reducing outdated and irrelevant policy guidance for clear direction. Every federal agency needs clear, accessible, and relevant policy guidance to ensure effective operations. In FY 2024, the USMS identified 240 active policy memoranda and archived 165 of them because they were outdated or irrelevant. By archiving 69 percent of the agency's policy memoranda, the USMS eliminated outdated guidance, minimized risk to the agency, and helped ensure clear and consistent policy guidance for all agency personnel.

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

Modernizing payment collection and depositing. The USMS has partnered with the Treasury, Bureau of the Fiscal Service to pilot a mobile application, FedRevCollect, that will streamline the paper check deposit process. The Treasury developed FedRevCollect to provide government agencies with a free, convenient, simple, and secure way to electronically collect and deposit checks. The FedRevCollect application can be installed on mobile devices enabling users to take a picture of a check and immediately record the deposit information without the need for a physical check scanner. With this feature, employees can process checks anywhere. The check deposit information recorded in the mobile application integrates with the Treasury check processing system. Finally, an automated process has been developed for loading the FedRevCollect deposits into the agency's financial management system and, with asset forfeiture deposits, into the department's asset tracking system through an RPA solution.

This initial pilot included two district offices, the Western District of North Carolina and the Eastern District of North Carolina, and four standard deposit types, including the two most frequent deposit types for asset forfeiture. The first mobile deposit was recorded July 2024. By the end of the fiscal year, a total of 73 deposits for \$19,080,567.70 had been processed. Future plans for the FedRevCollect pilot include on-boarding additional districts and adding more standard deposit types.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

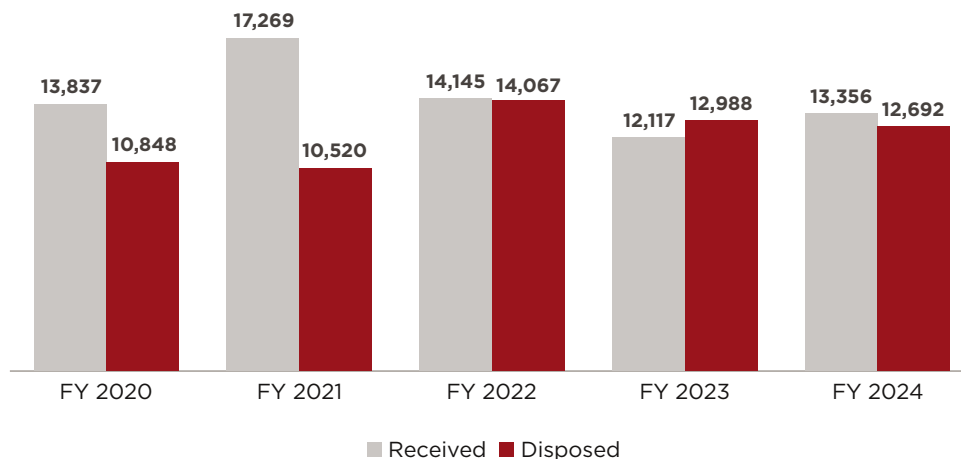
MISSION: ASSET FORFEITURE PROGRAM



The DOJ Asset Forfeiture Program (AFP) plays a critical role in disrupting and dismantling illegal enterprises, depriving criminals of the proceeds of illegal activity, deterring crime, and restoring property to victims. The USMS is the primary custodial agency of the AFP. In addition to core fiduciary responsibilities associated with the management and disposition of assets valued in the billions of dollars, the USMS also provides vital support to USAOs and investigative agencies by assisting with pre-seizure planning and financial investigations. As a world leader in asset management and asset disposal, the USMS AFP also receives requests for technical assistance from countries around the world. These requests range from assessing a country's AFP to assisting with the restraint of property, both foreign and domestic. In FY 2024, the USMS received 13,356 assets and disposed of 12,692 assets.

MISSION PROGRAM DATA

Figure 15: Assets Received and Disposed of by the USMS



GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

Compensating victims of crime and making payments to forfeiture partners. In FY 2024, the USMS issued 860 payments, totaling \$605 million, to victims who suffered a direct loss caused by the offenses underlying the forfeiture actions. This included \$156 million to the Government of Malaysia resulting from the Malaysia Development Berhad case, which was a global money-laundering and embezzlement scheme implicating institutions and individuals across many industries. The USMS also processed 30,093 equitable sharing payments, worth \$383 million, to approximately 2,462 domestic, federal, and international law enforcement partners.

Supporting international partners by sharing asset forfeiture information. In FY 2024, the USMS international asset forfeiture caseload included 61 active cases involving 39 countries. The agency partners with a growing number of countries focusing on the impactful use of forfeiture. The USMS participated in virtual and in-person information sessions throughout the year, with more than 139 attendees from countries in Europe, Asia, and Latin America. These sessions serve to educate international partners on the agency's role in asset forfeiture and foster collaboration.



Conducting forfeiture financial investigations. In FY 2024, the USMS identified \$8.8 million in assets targeted for forfeiture, contributed to the investigative efforts of \$89.1 million in assets subject to forfeiture, and assisted USAOs in defeating third-party claims against \$3.5 million in assets. Additionally, the USMS collected more than \$20.8 million in money judgment cases through cash payments, established payment plans, and identified assets.

United States v. Wolf: Between 2013 and 2021, James Clayton Wolf, a certified organic farmer, engaged in a scheme to defraud grain purchasers by selling them non-GMO grains falsely represented as organic. In his guilty plea in May 2023, Wolf admitted purchasing conventionally farmed grains from a supplier and reselling the grains labelled as organic. The scheme netted profits of more than \$19.6 million, which Wolf used to purchase real estate, vehicles and farm equipment, and investments. As part of the plea agreement, Wolf forfeited all of the proceeds of the fraud.

In October 2022, the USAO and FBI sought the assistance of the USMS in the financial investigation and execution of a preliminary order of forfeiture, during which federal agents seized farming equipment valued at over \$4.98 million. This case is the result of investigative collaboration between the USMS, the U.S. Department of Agriculture, the Office of the Inspector General, the DOJ, the FBI, and the Cottonwood County (Minnesota) Sheriff's Office.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

United States v. Carrasquillo: From 2016 to 2019, Bill Omar Carrasquillo, also known by his YouTube handle as “Omi in a Hellcat,” operated a large-scale internet protocol television (IPTV) piracy scheme in which he and his codefendants fraudulently obtained cable television accounts and then resold copyrighted content to thousands of their own subscribers, who could then stream or playback content. The scheme earned the defendants more than \$30 million in profits, which Carrasquillo then converted into homes and dozens of vehicles, including high-end sports cars.

For his role in the scheme, Carrasquillo was convicted of one count of conspiracy; one count of violating the Digital Millennium Copyright Act; one count of reproduction of a protected work; three counts of public performance of a protected work; one count of access device fraud; one count of wire fraud; one count of making false statements to a bank; one count of money laundering; one count of making false statements to law enforcement officers; and one count of tax evasion. He was sentenced to 66 months in prison and ordered to pay \$10.7 million in restitution to the victim cable companies, more than \$5 million in restitution to the Internal Revenue Service, and to forfeit over \$30 million in illegal proceeds that he reaped from the scheme.

In October 2023, the USMS hosted a live auction of Carrasquillo’s multimillion dollar car collection, featuring more than 57 vehicles, exotic cars, motorcycles, and all-terrain vehicles. The two-day event was held at the historic B&O Railroad Museum in Baltimore, Maryland, and showcased a Power Rangers-styled Lamborghini Aventador, which sold for \$441,000 and was the largest individual car sale for FY 2024. The auction resulted in proceeds of \$3.22 million.

United States v. Singh: From approximately 2012 through 2017, Banmeet Singh, 40, of Haldwani, India, ran a dark web narcotics conspiracy that moved hundreds of kilograms and tens of thousands of pills of controlled substances throughout the United States and established a multi-million-dollar drug enterprise. Singh controlled at least eight distribution cells within the United States (including operations in Ohio, Florida, North Carolina, Maryland, New York, North Dakota, and Washington) where individuals received drug shipments from overseas and then re-packaged and re-shipped the drugs to locations in all 50 states and the U.S. Virgin Islands, Canada, England, Ireland, Jamaica, and Scotland.

Singh was arrested in London in April 2019 and extradited to the United States in 2023. He is one of eight defendants who have been convicted of drug trafficking charges associated with this case. In January 2024, in the Southern District of Ohio, Singh pleaded guilty to conspiracy to possess with the intent to distribute controlled substances and conspiracy to commit money laundering.

In June 2024, the USMS completed a \$245 million Bitcoin liquidation for cryptocurrency assets related to the case, the largest liquidation for a DOJ case and the second largest when including Treasury Executive Office for Asset Forfeiture cases.

GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT



GOAL 4: ENHANCE THE BUSINESS ENVIRONMENT

STRATEGIC OBJECTIVE: PROMOTE KNOWLEDGE SHARING AND ENHANCE COMMUNICATION ACROSS THE ORGANIZATION

Deploying the Criminal Investigations Module for improved threat management. In September 2024, the USMS deployed a new Criminal Investigations Module (CIM) for its data management software to replace two outgoing legacy modules. The CIM provides USMS criminal investigators with a single platform to manage and track investigations relating to threats against the judiciary, violations of the Adam Walsh Act and International Megan's Law, and other violations the USMS has scope to investigate. It also allows for singular, standardized data reporting. New or improved capabilities include creating cases for unknown subjects, tracking threats against federal facilities, and tracking multiple contact histories simultaneously, all of which greatly reduce the time needed to manage these investigations and reduce the need for manual steps to be performed outside of the system. The USMS expects the CIM to manage up to 5,000 criminal and threat cases annually.

Improving detention facility review capabilities. To replace a legacy system, which was used to help ensure safe, secure, and humane confinement conditions in private detention facilities, the USMS developed the Private Detention Facility Review module for its data management software. This new workflow tool assists with the scheduling and tracking of quality assurance reviews, after-action reviews, follow-up reviews, and corrective action plans for private detention facilities. The module offers the fully automated tracking of a review checklist consisting of the 55 federal performance-based detention standards organized into seven functional checklists of 728 individual areas of inquiry. It has built-in timelines to streamline the review process by ensuring proper action is taken, displays a transparent and complete lifecycle for each facility review, and allows access to approved external users contracted to assist in facility reviews and document review findings.

ENACTED RESOURCES BY USMS STRATEGIC GOAL

FY 2022-FY 2024 ENACTED RESOURCES BY USMS STRATEGIC GOAL

Dollar amounts are in thousands (000s)

S&E = Salaries & Expenses

() = Funding sources

GOAL 1 & 4:

STRATEGIC GOAL 1&4 All S&E Decision Units (S&E)	2022 Enacted			2023 Enacted			2024 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	538	452	166,372	568	540	175,278	584	569	188,167
Fugitive Apprehension	533	519	157,486	569	506	177,068	560	518	171,322
Prisoner Security and Transportation	275	251	74,607	277	253	77,631	298	278	86,078
Protection of Witnesses	65	62	17,118	66	60	17,979	65	61	18,072
Tactical Operations	46	43	18,751	48	42	19,703	47	44	19,161
Total Enacted - S&E	1,457	1,327	434,334	1,528	1,401	467,659	1,554	1,470	482,799
Reimbursable FTE		197			196			205	
Total Enacted with Reimbursable FTE - S&E	1,457	1,524	434,334	1,528	1,597	467,659	1,554	1,675	482,799

Note: Represents S&E administrative resources only

GOAL 2:

STRATEGIC GOAL 2 Fugitive Apprehension (S&E)	2022 Enacted			2023 Enacted			2024 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Fugitive Apprehension	1,556	1,403	459,751	1,615	1,437	502,573	1,576	1,459	482,150
Total Enacted - S&E	1,556	1,403	459,751	1,615	1,437	502,573	1,576	1,459	482,150
Reimbursable FTE		86			85			83	
Total Enacted with Reimbursable FTE - S&E	1,556	1,489	459,751	1,615	1,522	502,573	1,576	1,542	482,150

Note: Represents S&E operational resources only

ENACTED RESOURCES BY USMS STRATEGIC GOAL

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)	2022 Enacted			2023 Enacted			2024 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	1,282	1,222	396,449	1,351	1,286	416,902	1,294	1,260	416,931
Prisoner Security and Transportation	737	680	199,945	742	676	207,950	699	652	201,908
Protection of Witnesses	184	167	48,458	185	169	50,395	181	169	50,322
Tactical Operations	126	115	51,363	145	126	59,521	142	130	57,889
Total Enacted - S&E	2,329	2,184	696,214	2,423	2,257	734,768	2,316	2,211	727,051
Reimbursable FTE		37			60			55	
Total Enacted with Reimbursable FTE - S&E	2,329	2,221	696,214	2,423	2,317	734,768	2,316	2,266	727,051
Detention Services	42	25	2,123,015	42	29	2,129,789	42	36	2,100,000
Construction			15,000			18,000			15,000
Grand Total Enacted - S&E, FPD, and Construction	2,371	2,246	2,834,229	2,465	2,346	2,882,557	2,358	2,302	2,842,051
JPATS	123	113	70,651	123	113	68,739	123	113	71,328
Total Operating (President's Budget) Level - JPATS	123	113	70,651	123	113	68,739	123	113	71,328
Actual Operating Level - JPATS	123	96	58,091	123	98	56,979	123	95	80,999
Note: Represents S&E operational resources only, FPD appropriation, Construction, and JPATS Revolving Fund									

GLOSSARY OF ACRONYMS

ACRONYM	DESCRIPTION
AEDP	Administrative Employee Development Program
AOUSC	Administrative Office of the United States Courts
ASAT	active shooter/active threat
ATF	Bureau of Alcohol, Tobacco, Firearms, and Explosives
AUSA	Assistant United States Attorney
BAU	behavioral analysis unit
BIC	Business Integration Center
BOP	Federal Bureau of Prisons
BRF	Ballistic Research Facility
BWC	body-worn camera
CARFTF	Capital Area Regional Fugitive Task Force
CBP	Customs and Border Protection
CEHTTF	Child Exploitation and Human Trafficking Task Force
CFFO	Colombian Foreign Field Office
CIM	Criminal Investigations Module
COE	Center of Excellence
COOP	continuity of operations
COVOTF	Colorado Violent Offender Task Force
CPR	cardiopulmonary resuscitation
CSOSA	Court Services and Offender Supervision Agency
D/	District of (e.g., D/AK = District of Alaska [USMS district])
DEA	Drug Enforcement Agency
DHS	Department of Homeland Security
DMC	detention management coordinator
DOA	delegation of authority
DOJ	Department of Justice
DPSS	district physical security specialist
DRFFO	Dominican Republic Foreign Field Office
DUSM	Deputy U.S. Marshal
ECTO-V	emergency communication tactical operations vehicle
EOUSA	Executive Office for United States Attorneys
ESF#13	Emergency Support Function #13
ESS	electronic security systems
FBI	Federal Bureau of Investigation
FCRFTF	Florida/Caribbean Regional Fugitive Task Force
FEMA	Federal Emergency Management Agency
FEO	federal enforcement officer
FRMS	facility review management system
FY	fiscal year

APPENDIX

ACRONYM	DESCRIPTION
GIA	global internet address
GSA	General Services Administration
HIDS	home intrusion detection system
HSI	Homeland Security Investigations
ICE	Immigration and Customs Enforcement
ICP	incident command post
IML	International Megan's Law
IMT	Incident Management Team
INTERPOL	International Criminal Police Organization
IRT	Incident Review and Response Team
JPATS	Justice Prisoner and Alien Transportation System
JSD	Judicial Security Division
JTB	Judicial Threat Branch
JTOC	Judicial Threat Operations Center
LIA	local internet address
MCU	Missing Child Unit
NARA	National Archives and Records Administration
NCIC	National Crime Information Center
NCMEC	National Center for Missing and Exploited Children
NYC ACS	New York City Administration of Child Services
NY/NJRFTF	New York/New Jersey Regional Fugitive Task Force
NYPD	New York Police Department
OCDEF	Organized Crime Drug Enforcement Task Force
OMB	Office of Management and Budget
ONS	Operation North Star
OPO	Office of Protective Operation
OSM	Office of Security Maintenance
OSP	Office of Security Projects
OTB	Operation Triple Beam
OWO	Operation Washout
POCC	Protective Operations Command Center
PSTP	Protective Services Training Program
QRT	quick response team
RAM	rapidly advancing manhunt
RFTF	regional fugitive task force
RPA	robotic process automation
S/	Southern District of (e.g., S/FL = Southern District of Florida)
SCOTUS	Supreme Court of the United States
SI	senior inspector
SOG	Special Operations Group
SORB	sex offender registry board

ACRONYM	DESCRIPTION
SORNA	Sex Offender Registration and Notification Act
TFO	task force officer
TFPA	task force partner agency
TK9	tactical canine
TMC	Threat Management Center
TOG	Technical Operations Group
TTO	tactical training officer
USAO	United States Attorney's Office
USCP	United States Capitol Police
USMS	United States Marshals Service
USPO	United States Probation Office
VRS	video retention system
VPN	virtual private network

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