

ANNUAL REVIEW

2020

AIR AND MARINE OPERATIONS



U.S. Customs and
Border Protection

**SAFEGUARDING THE NATION
FROM THE AIR AND SEA**



AIR INTERDICTION AGENTS
SECURING LANDING AREA

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message from

LEADERSHIP

Leadership is the ability to communicate the vision to others and then influence and guide them toward goal success while developing them along the way.

Air and Marine Operations (AMO) is a world class aviation and maritime law enforcement component under U.S. Customs and Border Protection. We ended Fiscal Year 2023 with close to 100,000 flight hours and 43,000 float hours. AMO enforcement actions resulted in over 1,000 arrests and 90,000 apprehensions of illegal aliens, as well as the seizure or disruption of 256,883 pounds of cocaine; 2,049 pounds of fentanyl; 4,050 pounds of methamphetamine; 2,200 weapons, and \$15.3 million in cash. Our unmanned aircraft systems made over 57,000 detections and our agents rescued 272 individuals.

The 272 rescues sound impressive, but it doesn't come close to telling the stories behind each and every one of these events. Many of these involved incredibly technical efforts by our crews that made the difference between life or death for the victims involved.

The phenomenal efforts of all AMO employees keep us up and running. The technology and resources we are dedicating to domain awareness are taking us further than we've ever been. We've acquired new assets, matured our training programs, and gained a lot of momentum pushing us into 2024. The teamwork, leadership, and accountability shown this year reflects a commitment to a shared vision, values, and culture that serve as the core of Air and Marine Operations.

The support we receive from our stakeholders is integral to our success. We look forward to leading Air and Marine Operations in 2024.



JONATHAN P. MILLER
EXECUTIVE ASSISTANT COMMISSIONER

Mr. Miller has served in this role since 2023, appointed from his position as Executive Director, Operations



KEITH M. JONES
DEPUTY EXECUTIVE ASSISTANT COMMISSIONER

Mr. Jones has served in this role since 2023, appointed from his position as Executive Director, Air and Marine Operations Center



NATHAN P. ALLER
CHIEF OF STAFF

Mr. Aller has held this position since 2021. He oversees a Headquarters team that services a staff of more than 1,800 federal agents and mission support personnel



ERIK R. SOYKAN
EXECUTIVE DIRECTOR, OPERATIONS

Mr. Soykan provides guidance, oversight, and direction to security missions that counter threats in the land, sea, and air operations environments



SCOT T. WINSLOW
EXECUTIVE DIRECTOR TRAINING, SAFETY, AND STANDARDS

Mr. Winslow oversees aviation and maritime training, safety, and standardization as AMO's senior safety and technical advisor



TREVOR A. BLOW
EXECUTIVE DIRECTOR, MISSION SUPPORT

Mr. Blow oversees air and marine asset acquisition, financial and human capital management, material readiness, and facilities



W. HUNTER ROBINSON
EXECUTIVE DIRECTOR, SOUTHWEST REGION

Mr. Robinson coordinates operations across 19 locations in the Southwest Region



JOHN W. PRIDDY
EXECUTIVE DIRECTOR, SOUTHEAST REGION

Mr. Priddy coordinates operations across 25 locations in the Southeast Region



TONY AREVALO
EXECUTIVE DIRECTOR, NORTHERN REGION

Mr. Arevalo coordinates operations across 30 locations in the Northern Region



VACANT
EXECUTIVE DIRECTOR, NATIONAL AIR SECURITY OPERATIONS



VACANT
EXECUTIVE DIRECTOR, AIR AND MARINE OPERATIONS CENTER

MISSION AREAS

MISSION AREAS

AMO's assigned mission areas are established in legislation, executive orders, and departmental and U.S. Customs and Border Protection strategy and doctrine. AMO possesses unique and specific authorities within each of these mission areas and draws on specific functions in carrying them out.

AVIATION AND MARITIME LAW ENFORCEMENT

AMO is the lead federal organization in aviation and maritime law enforcement and participates in joint operations with U.S. Border Patrol; Office of Field Operations; and other federal, state, and local law enforcement partner agencies. AMO seeks to predict, detect, identify, classify, track, interdict, and conduct investigative activities to deter and intercept threats to the integrity of the United States through the coordinated application of aviation and maritime law enforcement resources. This includes detecting and deterring illicit border crossings, interdicting targets, collecting intelligence, performing patrols and surveillance, and preventing the import and export of illegal goods.

DOMAIN AWARENESS

To achieve aviation and maritime security, AMO requires domain and situational awareness. This refers to the ability to continuously detect, monitor, and track all potential air or marine threats operating within or approaching the U.S. borders in diverse environments that vary in weather, terrain, and lighting conditions. Domain awareness for land surveillance includes situational awareness coordination with U.S. Border Patrol to enable the detection, identification, classification, and tracking of land threats using a variety of capabilities. Both domain and situational awareness are critical elements in AMO's ability to successfully execute the surveillance continuum — predict, detect, track, identify, classify, respond, and resolve.

EXTENDED BORDER AND FOREIGN OPERATIONS

Air and Marine Agents conduct joint operations with U.S. and foreign government partners along our land and coastal borders and in the extended border of the Source and Transit Zones in the Caribbean Sea and the eastern Pacific and Atlantic Oceans. AMO is manned, equipped, and funded with border security at the forefront to interdict smugglers who traffic drugs, weapons, and undocumented individuals. These operations foster partnerships with foreign governments and collaboration with foreign law enforcement operations.

CONTINGENCY AND NATIONAL SECURITY OPERATIONS

AMO provides aviation and maritime expertise, coordination, observation, protection, communication enabling, and other services as part of a whole-of-government approach to major or large-scale incidents. Contingency and national security operations include federal disaster and humanitarian relief; designated National Special Security Events; response to terror threats, active shooters, and incidents; partnerships with non-law enforcement foreign operations; and search and rescue operations.

MARINE INTERDICTION
AGENTS PATROL THE COAST

STRATEGIC GOALS



AGENT WORKING ON AN AIRCRAFT

PEOPLE



AMO'S ABILITY TO CARRY OUT ITS MISSION RESTS HEAVILY ON THE SKILLS AND PROFESSIONALISM OF OUR PEOPLE. AMO REQUIRES A WELL-TRAINED, SPECIALIZED WORKFORCE THAT IS EMPOWERED, SUPPORTED, AND EQUIPPED FOR SUCCESS.



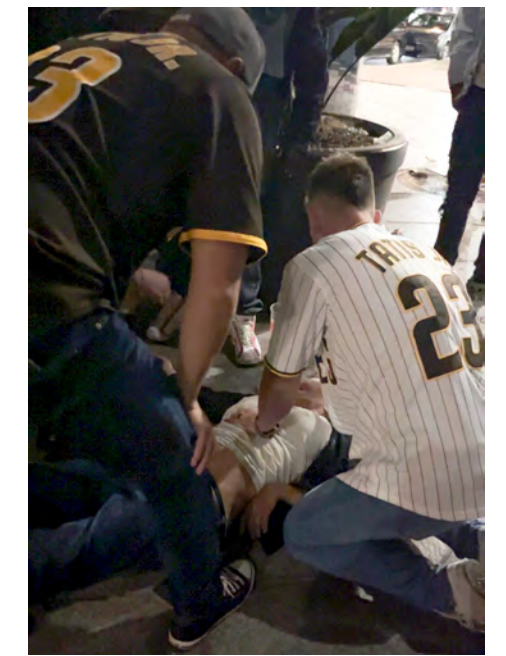
TWO OFF-DUTY AGENTS RESPOND TO HEALTH EMERGENCY IN SAN DIEGO

In June 2023, two off-duty AMO Aviation Enforcement Agents were in the downtown area of San Diego, California, with their families when they encountered an unconscious female on the ground in the midst of a health emergency.

The agents immediately identified themselves as first responders and assessed her breathing and pulse, which they could not find.

One agent rapidly initiated CPR while the other contacted 911 for medical assistance.

After administering CPR for approximately 5-7 minutes, the woman briefly regained consciousness and exhibited shallow breaths. San Diego EMS arrived and took over her medical care before transferring her to a local hospital.



OFF-DUTY AGENT RESPONDS TO INCIDENT IN NORTHERN VIRGINIA

A Marine Interdiction Agent who works within AMO's Safety and Risk Management Division contacted local police when he witnessed a man with a knife at the Fairfax Metro Bus Shelter. During the agent's commute home from work, he observed a man aggressively approach a younger man at the bus stop. The agent overheard the young man state that he had no money to give.

The agent contacted the Fairfax Police Department after seeing that the aggressor had opened a folding knife and was making threatening gestures toward the young man. The agent worked with the arriving police unit and responded to stop the man who attempted to flee. He was taken into custody without incident.

"Our agents are always on the clock," stated Rafael Cabrera, Director of Requirements. "Their dedication to protecting others extends beyond their official workday. We are proud of our agent's actions and quick response with our local police partners."



OFF-DUTY AGENT PROVIDES CPR TO JET SKI ACCIDENT VICTIM

On January 2, 2023, an off-duty Aviation Enforcement Agent was spending time with his family on an afternoon bike ride in the Key Largo, Florida, area. While riding through a public park, he witnessed a collision between a boat and a jet ski.

The agent immediately called 911 to report the event as he watched a good Samaritan vessel respond to the crash scene and recover the jet ski operator. Once the boat docked, he assessed the situation and began to perform CPR on the unresponsive victim. The agent continued to provide medical aid until he was relieved by Key Largo Fire Rescue.



TRAGEDY IN PUERTO RICO

The job of a Marine Interdiction Agent (MIA) is always challenging, but the waters surrounding Puerto Rico are a uniquely tough environment to patrol. Its close proximity to a drug trafficking transit zone as well as its accessibility, makes the waters surrounding Puerto Rico enticing to domestic and foreign criminal organizations.

On November 17, 2022, three MIAs launched off the southwest coast by Cabo Rojo to inspect a fishing vessel. A short time later, a shootout occurred and all three agents were airlifted with life-threatening injuries. MIA Michel O. Maceda was fatally wounded. The surviving agents, Mark Lamphere and Jorge Santiago, recovered from their injuries

and were honored by both the Commissioner of U.S. Customs and Border Protection and the Executive Assistant Commissioner of Air and Marine Operations for going above and beyond the call of duty. Their unwavering bravery and sacrifice are a testament to their courage in the face of extreme danger.

Following MIA Maceda's death, an investigation between multiple federal and local law enforcement agencies targeted the drug trafficking organization responsible for his death. As of December 2023, multiple people have been charged and a major drug ring has been dismantled.

In September 2023, the Mayagüez Marine Unit was renamed the Michel O. Maceda



IT'S WITH GREAT PRIDE THAT I CAN SAY THAT I WORK FOR AIR AND MARINE OPERATIONS, ESPECIALLY HERE IN PUERTO RICO."

**- Jorge Santiago
MARINE INTERDICTION
AGENT**

Marine Unit. In November, an inaugural 5K Run took place in his honor. AMO employees, at locations throughout the country, began at the exact same time - the moment when the first radio call came in requesting crewmember assistance. MIA Maceda's sacrifice will never be forgotten.



EMPLOYEE SUPPORT

In 2023, AMO worked to increase employee support through various programs and initiatives. AMO believes employees are its greatest asset, and is committed to creating an engaged workforce.

Employee engagement guides focused discussions and fosters constructive dialogue on innovative programs, tools, and resources for employees and supervisors.

In turn, these programs empower leadership to address issues and root causes of dissatisfaction, such as communication and workplace inclusion, by creating employee-centric programs and resources, including the Workforce Advisory Group, Task Force for Women, Peer Support Program, Chaplains, Veteran Support Program, Physical Fitness Program, Critical Incident Response Team, and Suicide Prevention Training.



FY23 HIRING STATS

+40

AIR INTERDICTION AGENTS

An Air Interdiction Agent (AIA) is a pilot that detects, tracks, and intercepts aircrafts, vessels, people, and contraband from the air environment at and beyond the border and within our nation's interior.

+36

AVIATION ENFORCEMENT AGENTS

An Aviation Enforcement Agent (AEA) is a law enforcement specialist on interdiction aircraft. AEAs identify trends and patterns to prevent terrorist acts and unlawful movement across our borders, apprehend suspects, and seize evidence.

+45

MARINE INTERDICTION AGENTS

A Marine Interdiction Agent (MIA) is a commander or crewmember of a vessel who conducts maritime patrols, surveillance, and pursuit activities. MIAs intercept suspects and search vessels and suspects to gather evidence of illegal activity or potential terrorism.

+42

OPERATIONS AND SUPPORT STAFF

Operations and administrative support staff are key members of a team dedicated to serving and protecting the American people.

+163

TOTAL

Total number of agents and support staff that are dedicated to serving and protecting the American people from beyond the border and within our nation's interior.

in
MEMORIAM



“ THE WATCH STANDS. RELIEVED. RELIEVED BY THOSE YOU HAVE LED, GUIDED, AND TRAINED. YOU STAND RELIEVED... WE HAVE THE WATCH.”



MICHEL O. MACEDA
MARINE INTERDICTION AGENT

Mike began his CBP career in 2016 as a Border Patrol Agent in Douglas, Arizona. He transferred to AMO on January 31, 2021, as a Marine Interdiction Agent in Mayagüez, Puerto Rico. MIA Maceda honorably served with the U.S. Army prior to joining CBP.

END OF WATCH: NOVEMBER 17, 2022



ESTEBAN (STEVE) G. PEÑA
AVIATION ENFORCEMENT AGENT

Steve joined AMO in 2016 as a Flight Engineer and converted to an Aviation Enforcement Agent in 2017 with National Air Security Operations Center-Corpus Christi. Steve enlisted in the U.S. Navy in 1979 where he served as a P-3 Orion Flight Engineer Instructor prior to joining CBP.

END OF WATCH: APRIL 15, 2023



THOMAS STEPHENSON
REGIONAL MAINTENANCE OFFICER

Tom first joined AMO as a contractor at the Tucson Air Branch and was permanently hired by AMO in 2009, relocating his family to Grand Forks, North Dakota and joining AMO's Unmanned Aircraft System Program. Ten years later, he was selected as the Regional Maintenance Officer for AMO's Southwest Region Headquarters in El Paso, Texas.

END OF WATCH: JULY 31, 2023

AIR INTERDICTION AGENTS
GOING THROUGH PRE-
FLIGHT CHECK



SAFETY

Safety is a priority and an enduring AMO value. The intent is to shift AMO's focus on safety from an occupational requirement to a core part of its culture, beginning with its leadership and embraced across the workforce.



ADVANCEMENTS IN AMO HEALTH AND WELL-BEING

In 2023, AMO expanded its safety and medical care for employees by welcoming a new Medical Officer. The AMO Medical Officer is assigned from the CBP Office of the Chief Medical Officer (OCMO), which was established in 2020. OCMO provides expert health and medical advice to CBP leadership at Headquarters and to all components.

CBP employees have an occupational injury rate that is several times higher than similar occupations, including the U.S. military. Mariners, in particular, are even more prone to injury due to the nature of their work.

Having a Medical Officer on staff provides a number of useful resources, including EMS

guidance and medical direction when agents provide medical care to migrants. In addition, having a Medical Officer available to the workforce when agents express general or behavioral health concerns, increases overall resiliency in AMO.




The Medical Officer also works with AMO's Training, Safety, and Standards Directorate on identifying opportunities for increased agent safety. The Medical Officer collaborates with the Resilience and Engagement Division on strengthening and expanding resilience and well-being programs and with the AMO Academy/National Marine Training Center on their health, safety, and well-being curriculum.



AIR AND MARINE EMERGENCY MEDICAL SERVICES

The Air and Marine Emergency Medical Services (AMEMS) Program was established to help protect the workforce and provide specialized medical aid to ill and injured persons in difficult aviation and maritime environments.

AMEMS is a national-level program providing emergency and contingency medical support with deployment capabilities to federal, state, local, and tribal law enforcement and emergency management agencies.

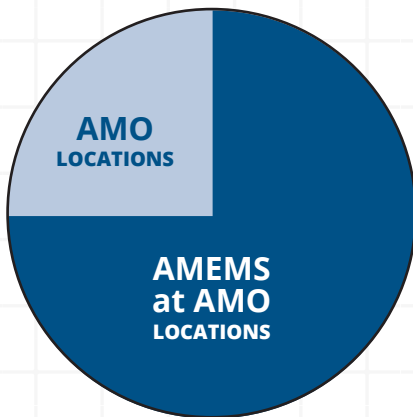
FY23 CURRENT NUMBERS

| | |
|---|---|
|  | 108 EMS Providers approx. 10% of LEO Workforce |
|  | 171 Air Rescues |
|  | 39 Marine Rescues |

| | |
|---|--|
|  | 1939 Flights had EMT on-board |
|  | 3337 Boats dispatched had EMT on-board |



AMEMS is in approximately 75% of AMO operating locations



AIR AND MARINE TRAINING AND SAFETY SUCCESSES

During 2023, AMO implemented a focused approach to review and update all program policy, handbook, and desk reference manuals to ensure standardization. Part of this effort included improvements to the Air and Marine Safety Action Program (AMSAP) to enhance the reporting process, including the capability to transmit real-time notifications to keep employees informed as their reports progress through the AMSAP process. Furthermore, Training, Safety, and Standards (TSS) incorporated a robust tracking mechanism to ensure all recommendations are followed through to completion. These revisions will improve AMO's ability to work together to identify, report, analyze, and address any potential safety threats throughout our organization.

AMO's Training Division team drove AMO's workforce and retention efforts by introducing an expanded professional development program for all AMO employees seeking to enhance their skillsets through classroom instruction. Resources dedicated to this program successfully resulted in maximizing TSS's training budget to provide an additional 430 class seats to include curriculum on leadership development, administrative and soft skill enhancement workshops, and highly requested women's leadership seminars.



ASSET OVERVIEW



SIKORSKY UH-60 BLACK HAWK
(A, L OR M MODELS)

SIKORSKY S-76

AIRBUS AS350 A-STAR

LOCKHEED P-3 ORION AIRBORNE
EARLY WARNING (AEW)

LOCKHEED P-3 ORION LONG
RANGE TRACKER (LRT)

BOMBARDIER DHC-8

INTERCEPTOR CLASS
ALL-WEATHER 33FT SAFE BOAT

INTERCEPTOR CLASS 39FT
MIDNIGHT EXPRESS

INTERCEPTOR CLASS COASTAL
41FT SAFE BOAT

MULTI-ROLE ENFORCEMENT
AIRCRAFT SUPER KING AIR 350ER

PILATUS PC-12

BEECHCRAFT KING AIR SERIES
200 AND C-12C

INTERCEPTOR CLASS
ALL-WEATHER 38FT SAFE BOAT

30FT INTREPID

CESSNA C-206

UNMANNED AIRCRAFT SYSTEM
MQ-9 PREDATOR B



OPERATIONS

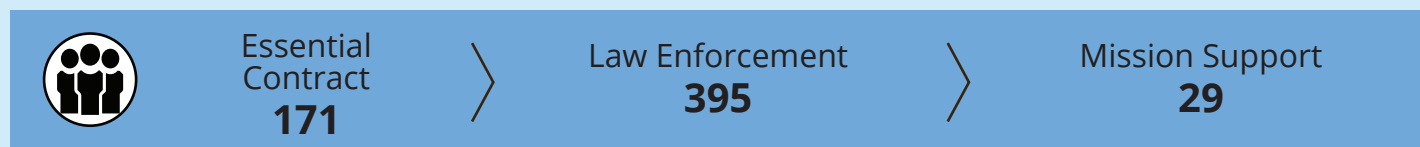
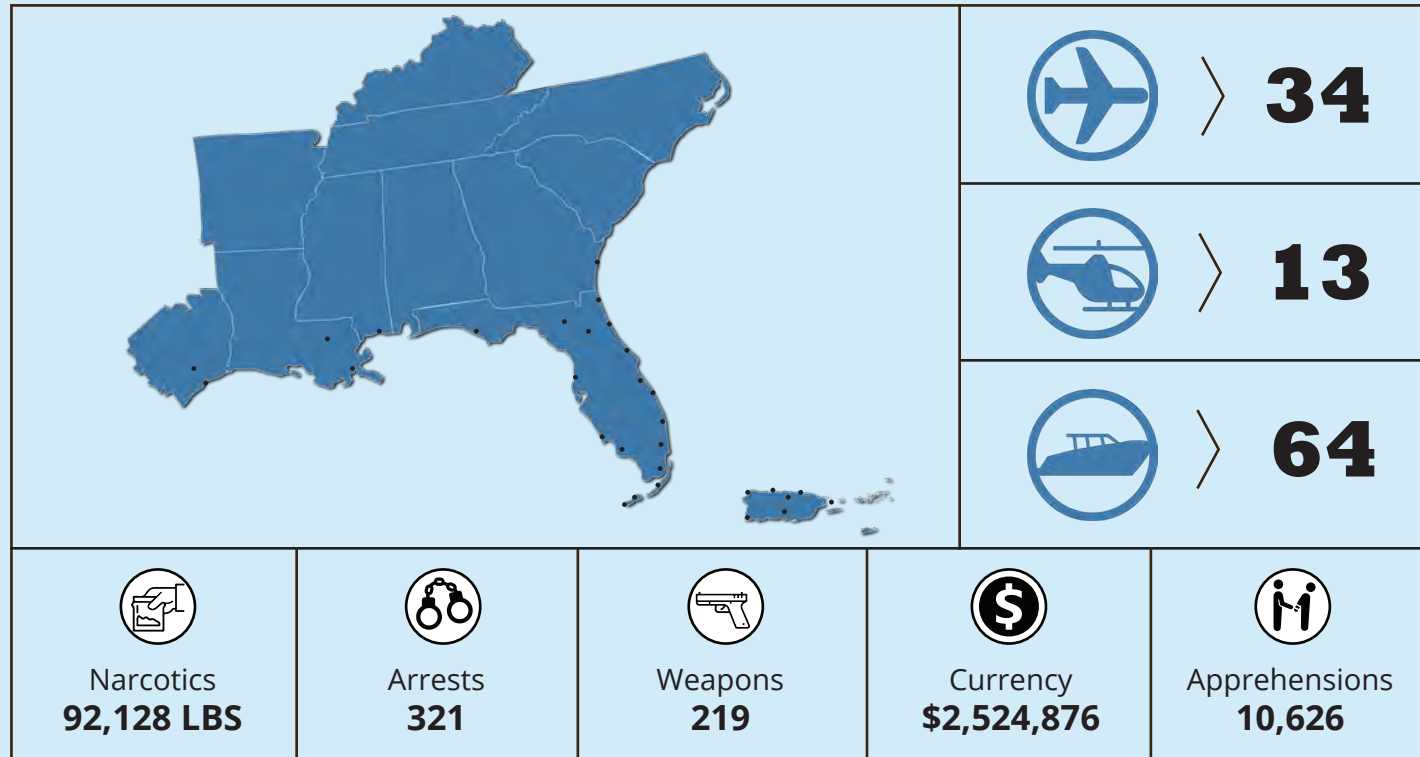
AMO operates in an environment with increasing demands and sometimes stagnant or decreasing resources. This requires AMO to identify ways to operate more efficiently and effectively using finite resources. This will strengthen AMO's ability to face threats which grow in magnitude and become increasingly sophisticated.



BLACK HAWK FLYING OVER
MOUNT HOOD IN OREGON

SOUTHEAST REGION

 **25** LOCATIONS



OPERATING LOCATIONS

CARIBBEAN AIR AND MARINE BRANCH

FAJARDO MARINE UNIT
MICHEL O. MACEDA MARINE UNIT
PONCE MARINE UNIT
SAN JUAN MARINE UNIT
ST. THOMAS MARINE UNIT

HOUSTON AIR AND MARINE BRANCH

GALVESTON MARINE UNIT

JACKSONVILLE AIR AND MARINE BRANCH

FT. MYERS MARINE UNIT
JACKSONVILLE MARINE UNIT
PANAMA CITY MARINE UNIT
TAMPA MARINE UNIT

NEW ORLEANS AIR AND MARINE BRANCH

GULFPORT MARINE UNIT
HOUMA MARINE UNIT

MIAMI AIR AND MARINE BRANCH

FT. LAUDERDALE MARINE UNIT
FT. PIERCE MARINE UNIT
KEY LARGO MARINE UNIT
KEY WEST MARINE UNIT
MARATHON MARINE UNIT
MIAMI MARINE UNIT
WEST PALM BEACH MARINE UNIT

SOUTHEAST HEADQUARTERS - MIAMI, FLORIDA

MARINE INTERDICTION
AGENTS PATROLLING
THE MIAMI COASTLINE



AMO SEIZES MORE THAN 4,000 LBS OF COCAINE OFF THE COAST OF PUERTO RICO

On May 28, 2023, AMO and Puerto Rico Police Forces of Rapid Action (FURA) Units seized 4,616 pounds of cocaine found inside a vessel that landed on the southeastern coast of Puerto Rico. The estimated street value is approximately \$48.1 million.

During a nighttime patrol, an AMO aircrew located a vessel with three occupants without navigation lights moving south near the island of Culebra, Puerto Rico.

The aircrew surveilled the vessel while contacting an AMO coastal interceptor vessel (CIV) to reach a suspect Eduardoño-type vessel with two outboard engines.

The CIV intercepted the vessel near Yabucoa, Puerto Rico. When they turned on their blue law enforcement lights and spotlight, the operators of the vessel failed to stop and, during the pursuit, struck another vessel. The three occupants then fled on foot into a wooded area.

“Smuggling organizations are attempting to disguise their illegal activities as those of normal leisure boaters,” explained Augusto Reyes, Director of the Caribbean Air and Marine Branch. “AMO agents are highly skilled, able to see through their tactics, and committed to using all of our capabilities



SMUGGLING ORGANIZATIONS ARE ATTEMPTING TO DISGUISE THEIR ILLEGAL ACTIVITIES AS THOSE OF NORMAL LEISURE BOATERS. AMO AGENTS ARE HIGHLY SKILLED, ABLE TO SEE THROUGH THEIR TACTICS, AND COMMITTED TO USING ALL OF OUR CAPABILITIES TO INTERDICT THEM AND STOP THEIR ILLEGAL SMUGGLING VENTURES.”

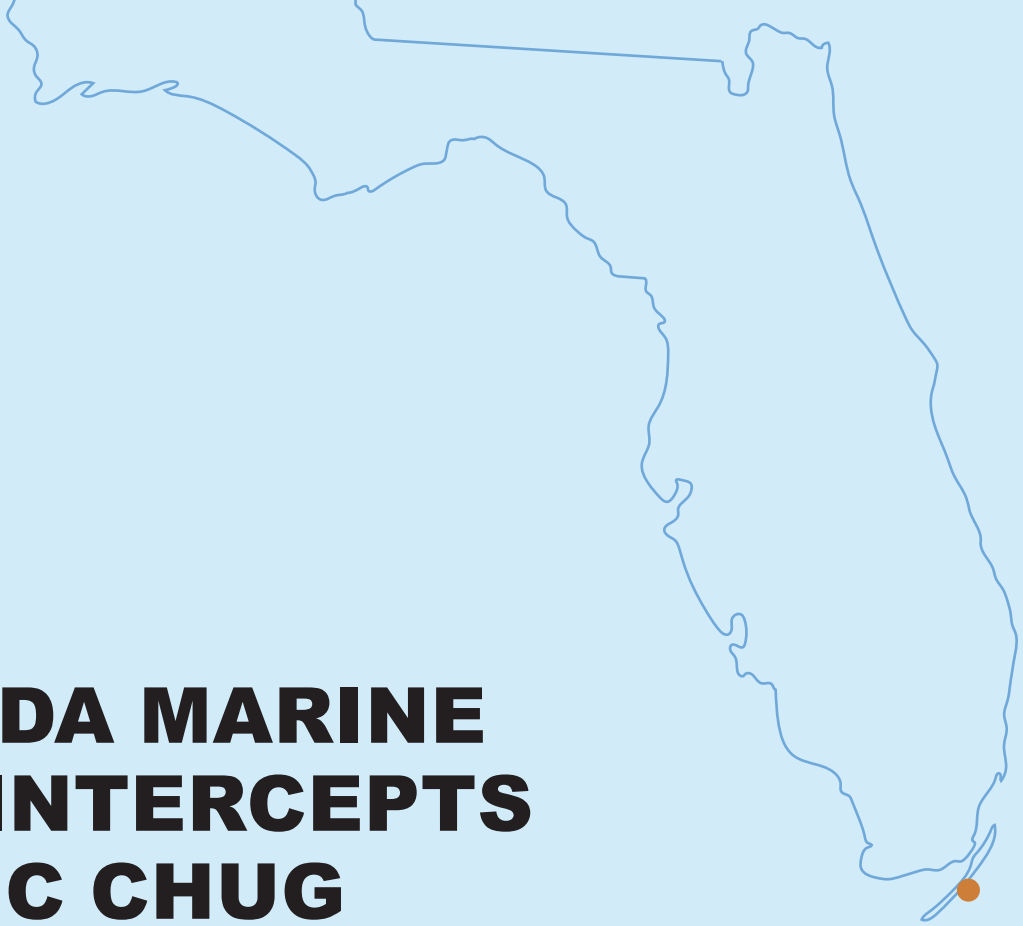
- Augusto Reyes
DIRECTOR, AIR AND MARINE OPERATIONS
CARIBBEAN AIR AND MARINE BRANCH

to interdict them and stop their illegal smuggling ventures.”

Puerto Rico Police and FURA officers searched the area. Due to the dense vegetation and rocky terrain, agents and officers were unable to locate the individuals but seized 58 bales of cocaine found on the vessel. U.S. Immigration and Customs Enforcement, Homeland Security Investigations, took custody of the narcotics for investigation.



FLORIDA MARINE UNIT INTERCEPTS RUSTIC CHUG



On February 23, 2023, a Marathon Marine Unit crew responded to a report of a possible Cuban migrant rustic chug one mile off Key Colony Beach near Marathon, Florida.

One coastal interceptor vessel (CIV) arrived on scene and assisted the U.S. Coast Guard (USCG) with stopping the non-compliant vessel with 19 migrants on board. One of the migrants was holding a knife to his chest and two other migrants were threatening to set the vessel on fire with lighters and a can of gasoline.

Agents were able to verbally deescalate the situation, and the man threw his knife overboard. The other people on the vessel threw the lighters and gas cans into the water.

Mostly everyone on board became compliant and stopped paddling the vessel, but five migrants jumped overboard.

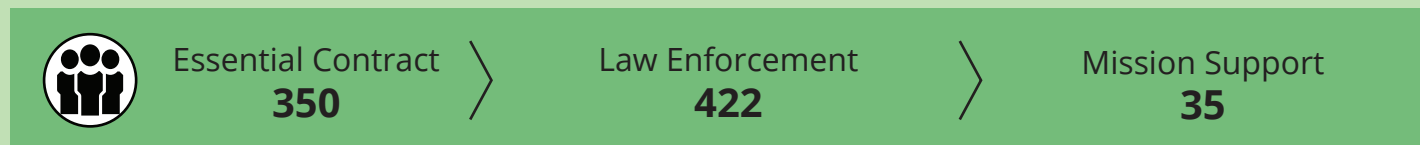
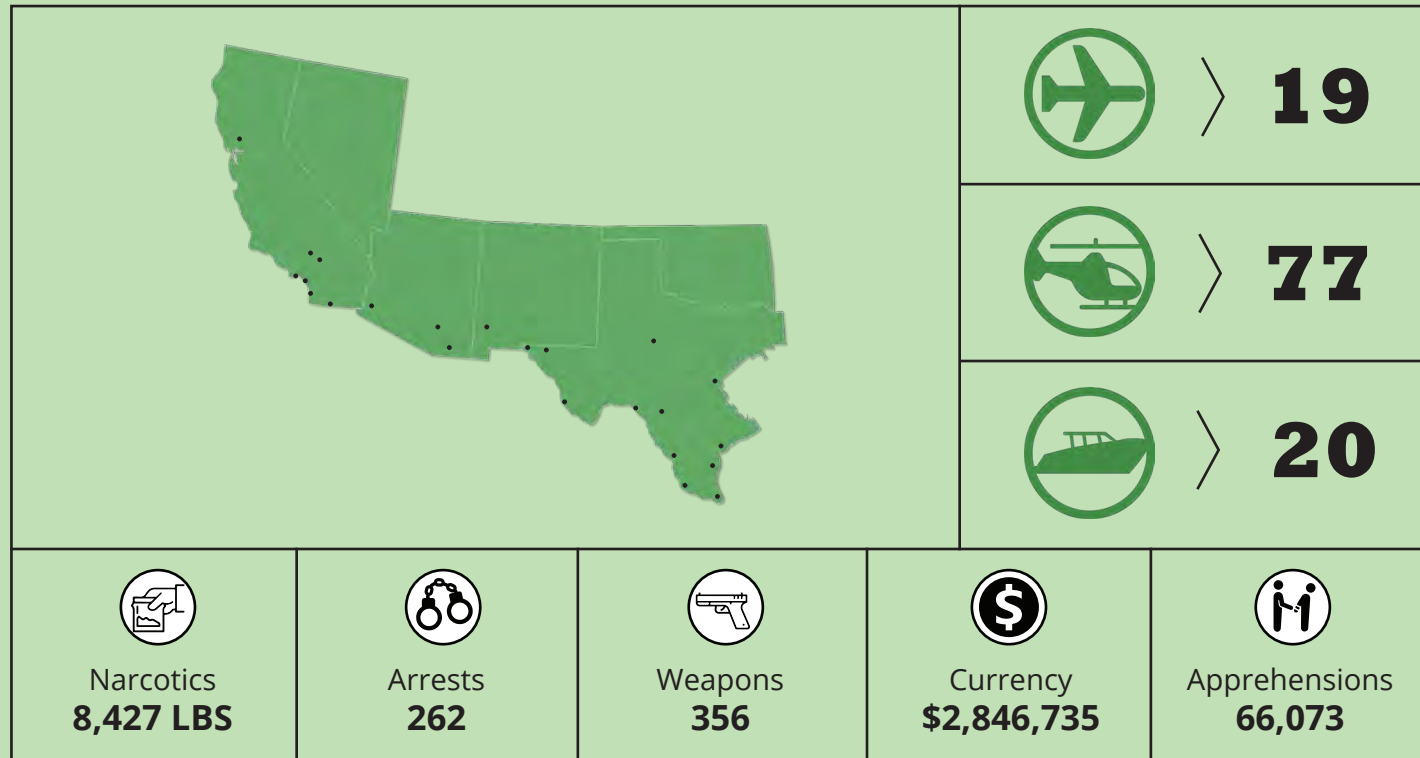
Agents on the CIV recovered the migrants from the water and re-approached the rustic chug to take custody of the remaining people. Agents then noticed a severe wound on the abdomen of one of the individuals. They provided life-saving care by applying pressure bandages to the injured person. Another migrant was suffering from a distended abdomen and complaining of severe pain.

After transferring 17 individuals to USCG vessels, AMO agents transported the two injured migrants to EMS and U.S. Border Patrol Agents waiting onshore.



SOUTHWEST REGION

 **19** LOCATIONS



OPERATING LOCATIONS

SAN DIEGO AIR AND MARINE BRANCH

BROWN FIELD AIR UNIT
LONG BEACH MARINE UNIT
RIVERSIDE AIR UNIT
SACRAMENTO AIR UNIT
SAN DIEGO MARINE UNIT

YUMA AIR BRANCH

TUCSON AIR BRANCH

EL PASO AIR BRANCH

ALPINE AIR UNIT
DEMING AIR UNIT

UVALDE AIR BRANCH

DEL RIO AIR UNIT

LAREDO AIR BRANCH

SAN ANTONIO AIR UNIT

MCALLEN AIR AND MARINE BRANCH

BROWNSVILLE MARINE UNIT
CORPUS CHRISTI MARINE UNIT

SOUTHWEST REGION HEADQUARTERS - EL PASO, TEXAS

CREW PREPARING TO PROVIDE SECURITY AT SBLVII. GLENDALE, ARIZONA





YUMA AIRCREW PLAYS CRITICAL ROLE IN PURSUING CARJACKERS

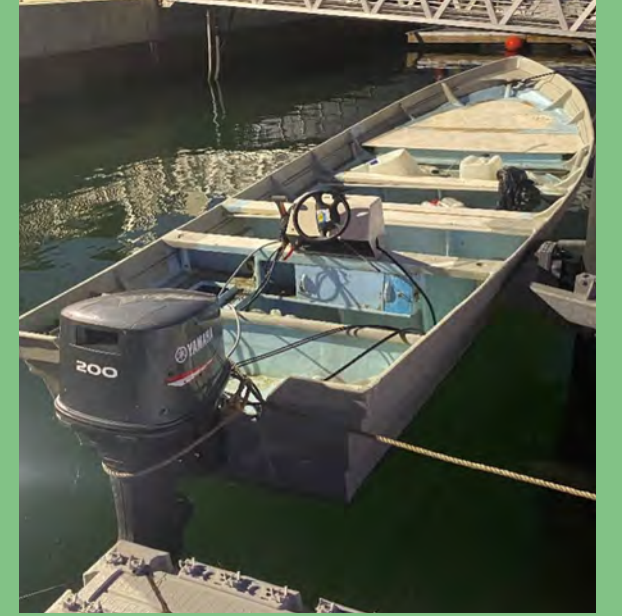
On March 8, 2023, the Yuma Air Branch assisted in a multi-agency pursuit of an armed and dangerous carjacking suspect in the Yuma, Arizona, area. Earlier in the day, the suspect carjacked several citizens in Yuma, stole a water truck, displayed a shotgun, and engaged in a high-speed chase with the Yuma Police Department.

When a helicopter aircrew from the Yuma Air Branch detected the vehicle, the driver was leading a multi-agency caravan of law enforcement officers through and around the city. The crew maintained situational awareness and constantly relayed the location to all local and federal law enforcement in the area, which allowed the pursuing units to back off without losing visibility.

Soon after, the driver fired his shotgun at a police officer and two elderly carjack victims, and caused numerous traffic collisions. The pursuit lasted about 45 minutes and abruptly ended when the driver of the stolen vehicle ran a red light and was hit by a tractor-trailer. The impact of the collision rolled the tractor-trailer on to its side, killing the driver of the stolen vehicle.

Being closest to the catastrophic event, the aircrew landed the helicopter at the scene. An Aviation Enforcement Agent, who is a trained paramedic, immediately sprang into action and started assessing victims at the scene for injuries.

AMO'S SMALL BOAT INTERDICTION PROGRAM



On April 4, 2023, a Long Beach Marine Unit coastal interceptor vessel (CIV) detected a panga vessel six nautical miles west of Laguna Beach, California. The panga was stopped after the CIV crew initiated the Small Boat Interdiction Program (SBIP), leading to the apprehension of 16 migrants on board the panga.

SBIP is used by highly trained Marine Interdiction Agents and allows agents on board AMO marked vessels to deploy Marine Warning Shots and Marine Disabling Fire against vessels that fail to comply with a lawful order to stop. Since the inception of the program, AMO deployed the SBIP nearly 300 times without incident or injury.





TUCSON AIR BRANCH AIRCREW RESCUE HIKER FROM MT. LEMMON

On April 4, 2023, at around 5:30 a.m., the Tucson Air Branch received a call for aid from the Pima County Search and Rescue (SAR) coordinator. Members of the Pima County SAR team had responded to a call for an injured U.S. citizen who had fallen the day before. The hiker complained of multiple injuries and was unable to traverse the terrain back down the mountain that evening. Pima County SAR team members found the hiker on the night of April 3 and stayed with her overnight to minimize hypothermia.

Due to high winds and altitude, the Tucson Air Branch deployed a UH-60 Black Hawk helicopter aircrew. Upon arrival, agents began rescue operations before 9:00 a.m. They devised a plan with Pima County SAR members to extract the hiker. Once the agent was lowered, the hiker was triaged prior to being hoisted into the helicopter using an air rescue vest. The injured hiker was evacuated to Banner - University Medical Center in Tucson for further treatment.

“We train to work with our federal, state, and local partners on AMO’s capabilities,” said Director of the Tucson Air Branch, Michael Montgomery. “The same tools used for border security are immediately directed to the person in need, whether they are atop a mountain near Tucson or along the border.”

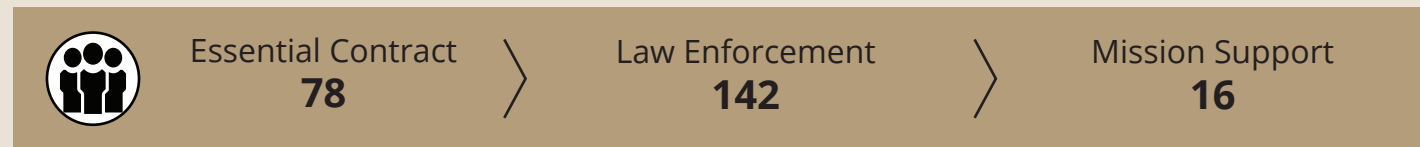
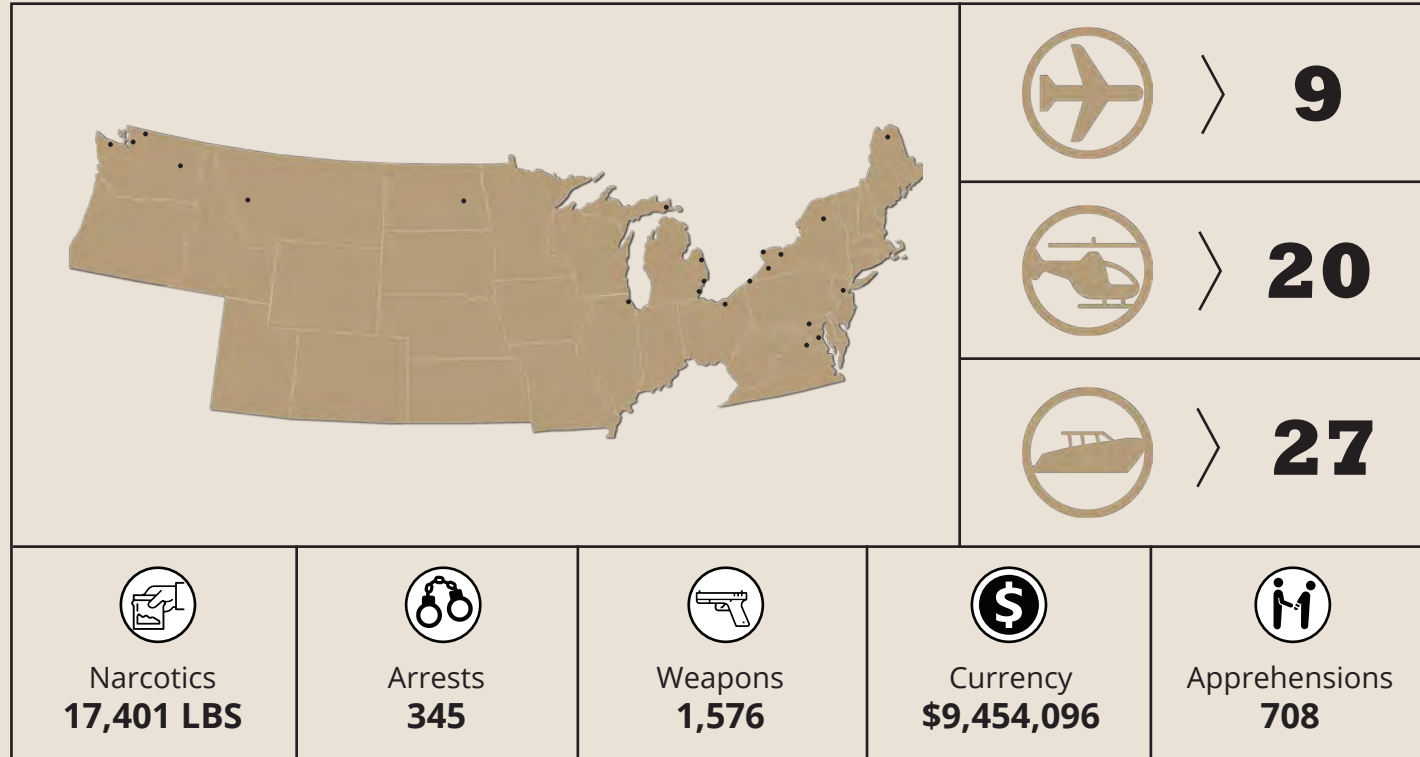


THE SAME TOOLS USED FOR BORDER SECURITY ARE IMMEDIATELY DIRECTED TO THE PERSON IN NEED, WHETHER THEY ARE ATOP A MOUNTAIN NEAR TUCSON OR ALONG THE BORDER. ”

- Michael Montgomery
DIRECTOR, AIR AND MARINE OPERATIONS,
TUCSON AIR BRANCH

NORTHERN REGION

 **20** LOCATIONS



OPERATING LOCATIONS

MANASSAS AIR BRANCH

MAINE AIR UNIT
NEW YORK AIR UNIT
PLATTSBURGH AIR UNIT

BELLINGHAM AIR AND MARINE BRANCH

MONTANA AIR UNIT
SPOKANE AIR UNIT
BELLINGHAM MARINE UNIT
PORT ANGELES MARINE UNIT

GREAT LAKES AIR AND MARINE BRANCH

BUFFALO AIR UNIT
CHICAGO AIR UNIT
BUFFALO MARINE UNIT
ERIE MARINE UNIT
PORT HURON MARINE UNIT
ROCHESTER MARINE UNIT
SANDUSKY MARINE UNIT
SAULT SAINTE MARIE MARINE UNIT
TRENTON MARINE UNIT

NORTHERN REGION HEADQUARTERS - SELFRIDGE AIR NATIONAL GUARD BASE, MICHIGAN

MANASSAS AIR UNIT
PATROLLING NYC





NORTHERN BORDER SURGE OPERATION IN UPSTATE NEW YORK YIELDS EFFECTIVE RESULTS

In response to unprecedented illicit cross-border activity on the U.S.-Canadian border, AMO's Plattsburgh Air Unit, located in upstate New York, worked with federal, state, and local partners to execute Operation Jagdakommando.

During the operation, Plattsburgh Air Unit crews, as well as agents from the Bellingham Air and Marine Branch and the Great Lakes Air and Marine Branch, contributed to the apprehension of 124 individuals between April 4 and May 13, 2023. Aircrews contributed to the apprehension of 212 individuals in Fiscal Year 2023, marking a significant increase in migrant apprehensions. Additionally, Plattsburgh Air Unit apprehensions accounted for 83 percent of all apprehensions along AMO's northern border between October 1, 2022, and June 31, 2023.

CHICAGO AIR UNIT PLAYS INTEGRAL ROLE IN TRACKING CARJACKERS

The Chicago Air Unit provided air surveillance to interrupt carjackings in Chicago and its surrounding suburbs, enabling several significant arrests and seizures throughout Fiscal Year 2023. On several occasions, subjects fled on foot, and aircrews communicated subjects' locations to responding ground units. At times, evidence (weapons and narcotics) was thrown away by

fleeing criminals, and ground units were able to retrieve contraband thanks to the aircrews' guidance.

On February 21, 2023, the Chicago Air Unit conducted air support during a joint anti-carjacking operation, resulting in the arrest of 10 subjects, and the seizure of two handguns and ammunition.





NORTHERN CREWS RESCUE 15

Between June 5 and July 12, 2023, air and marine crews made 15 rescues at different locations in the northern part of the United States.

On June 28, a Rochester, New York, 38' SAFE Boat crew observed a sailing vessel that appeared to be in distress. The crew approached, seeing one person on board and one in the water. Agents rescued the individual in the water, who was showing signs of hypothermia. They then determined the person driving the boat did not have control and towed the boat to the nearest marina.

On July 3, an Erie, Pennsylvania, 38' SAFE Boat crew was conducting a joint patrol with U.S. Border Patrol when AMO agents heard radio traffic indicating people were in the water after a vessel overturned. The crew responded and conducted a quick assessment, transferring four people from the capsized vessel to the 38' SAFE Boat. Agents treated the rescued individuals for hypothermia.

On July 12, during a return flight from Turner, Montana, an AS350 Air Interdiction Agent (AIA) spotted a capsized vessel floating downstream on the Missouri River, with an individual floating next to it and two additional people in the water nearby. The AIA landed on a nearby sandbar, assessed the condition of the two people, and guided them back to helicopter. He then rescued the third person and flew all three individuals safely back upriver.



GREAT LAKES AIR AND MARINE PERSONNEL ASSIST IN THE CAPTURE OF ESCAPED FUGITIVE

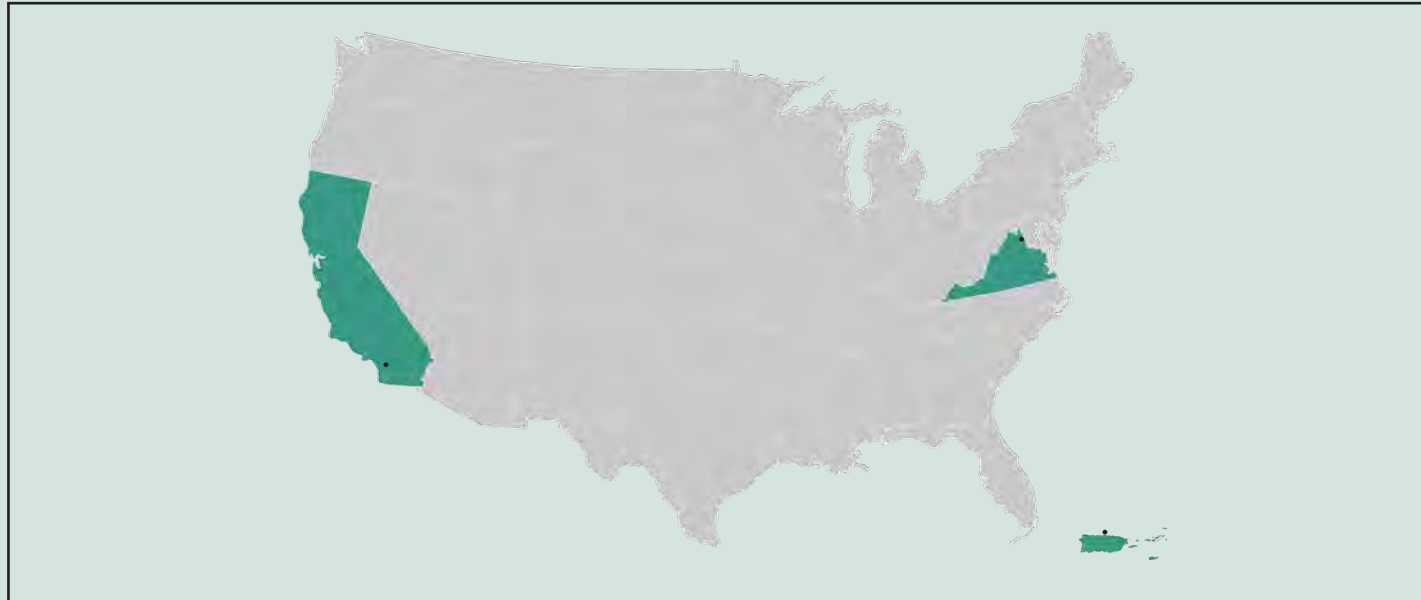
In July 2023, personnel and assets from Great Lakes Air and Marine Branch, Buffalo Air Unit, Buffalo Marine Unit, Ground Tactical Air Controller (GTAC) Team, and Mobile Command Center were part of a fugitive taskforce that captured a violent escaped fugitive. The suspect had evaded authorities for approximately eight days and had become a national news story.


Upon notification from the GTAC agent, AMO launched two AS350 and UH-60 helicopters


to a location in Warren, Pennsylvania, where the suspect was believed to be seen. Units conducted an aerial search using electro-optical and infrared sensors. They coordinated with their law enforcement partners on the ground and in the air for maximum coverage and were able to drive the suspect through a forested area into officers and agents who were waiting for him. He was captured and arrested.

AIR AND MARINE OPERATIONS CENTER

 **3** LOCATIONS



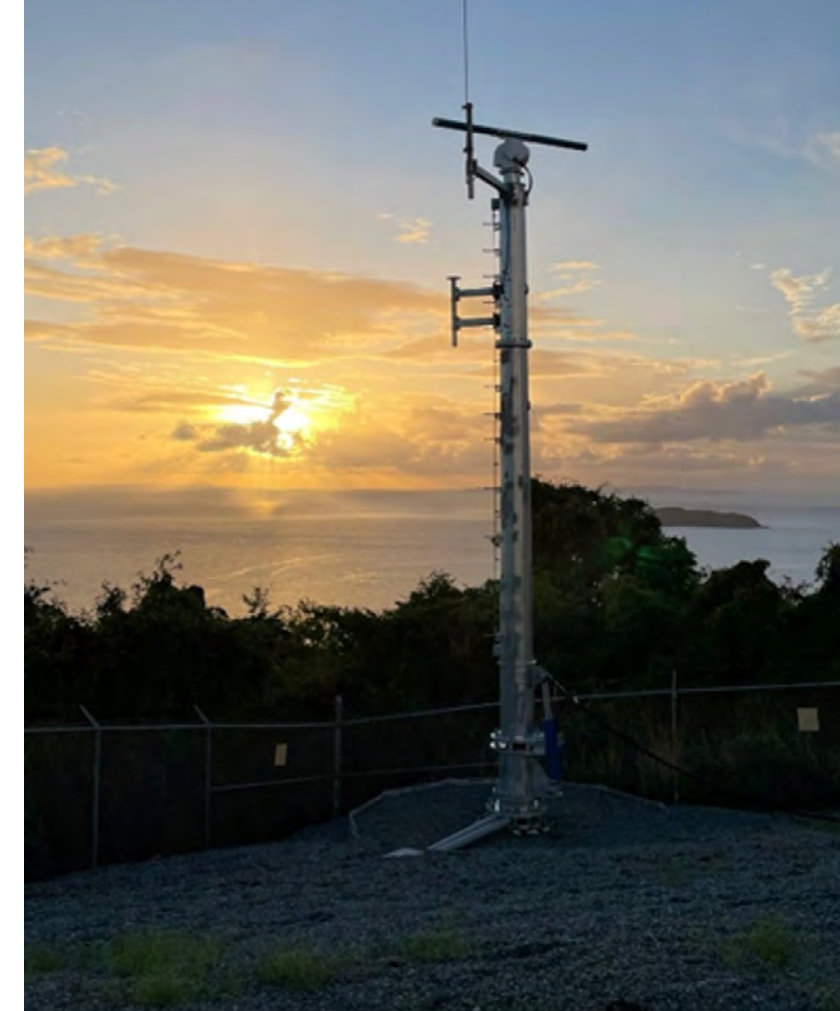
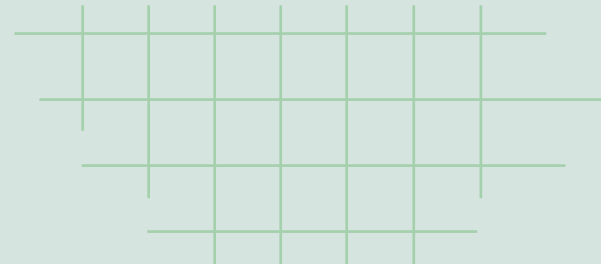
| | | | |
|---|---|---|---|
|  Narcotics 57,864 LBS |  Arrests 45 |  Weapons 6 |  Currency \$152,012 |
|---|---|---|---|

| | | |
|---|------------------------------|------------------------------|
|  Detection Enforcement Officer 99 | Law Enforcement 12 | Mission Support 29 |
|---|------------------------------|------------------------------|

OPERATING LOCATIONS

AIR AND MARINE OPERATIONS CENTER (AMOC)
 RIVERSIDE, CALIFORNIA
 ASHBURN, VIRGINIA

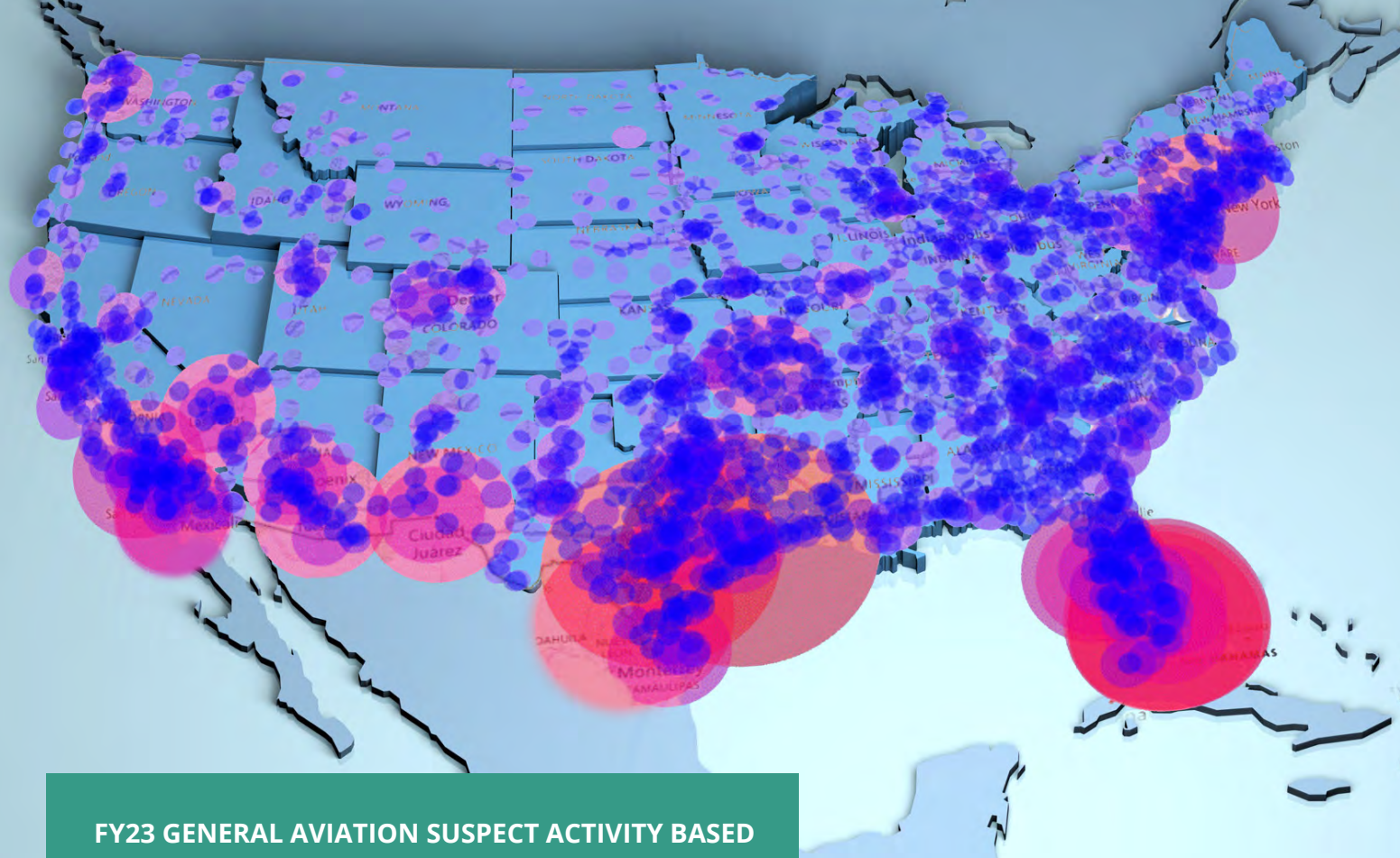
CARIBBEAN AIR AND MARINE OPERATIONS CENTER (CAMOC)
 LEVITTOWN, PUERTO RICO



THE AIR AND MARINE OPERATIONS CENTER

The Air and Marine Operations Center (AMOC) is CBP's focal point for collecting, analyzing, and disseminating threat information primarily in air and maritime domains. This information is used to significantly increase situational awareness and inform tactical decision-making. AMOC plays a pivotal role as a key enabler for interagency and international law enforcement partners' response efforts through the real-time sharing of critical case information. During Fiscal Year 2023, AMOC supported over 40 individual law enforcement operations led by AMO and federal partners.





FY23 GENERAL AVIATION SUSPECT ACTIVITY BASED ON FLIGHT PLANS FILED BY SUSPECT AIRCRAFT



This shift in maritime domain awareness yielded tangible results, with multiple seizures totaling over 55,000 pounds of cocaine and nearly \$1 million in bulk cash seized as well as a significant impact on combating illegal fishing activities within the Gulf of Mexico.

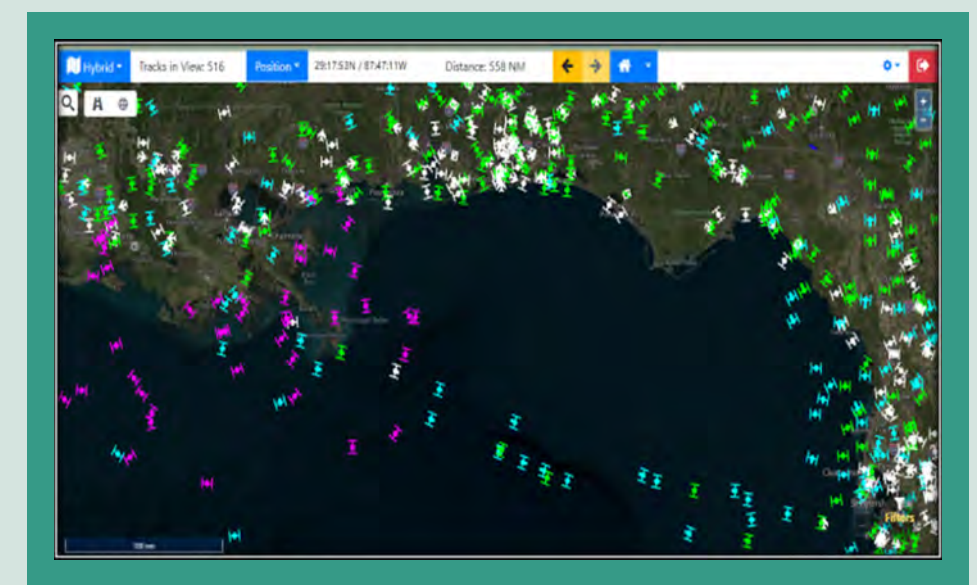
AMOC continued exploring and integrating artificial intelligence and machine learning technologies to gain operational efficiencies in data analysis, predictive modeling, and the allocation of finite resources. These collective activities underscore AMOC's commitment to advancing technological innovation in an operational environment at the speed of relevance. This technological integration is also vital in maintaining pace with our adversaries as threats continue to evolve.

Fiscal Year 2023 also highlighted a major shift in focus to increasing maritime domain awareness. This adjustment reflects evolving security threats, priorities, and challenges in the maritime domain as well as the AMOC's ability to rapidly adapt to a dynamic threat environment.



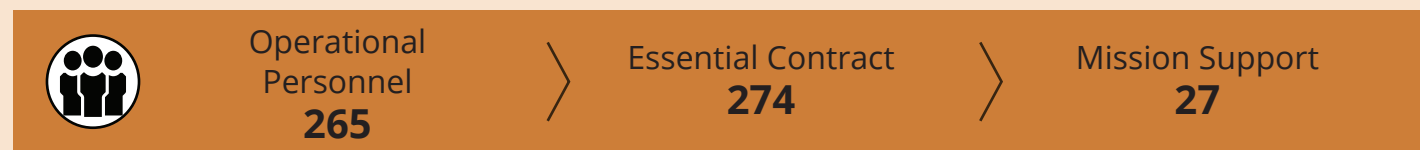
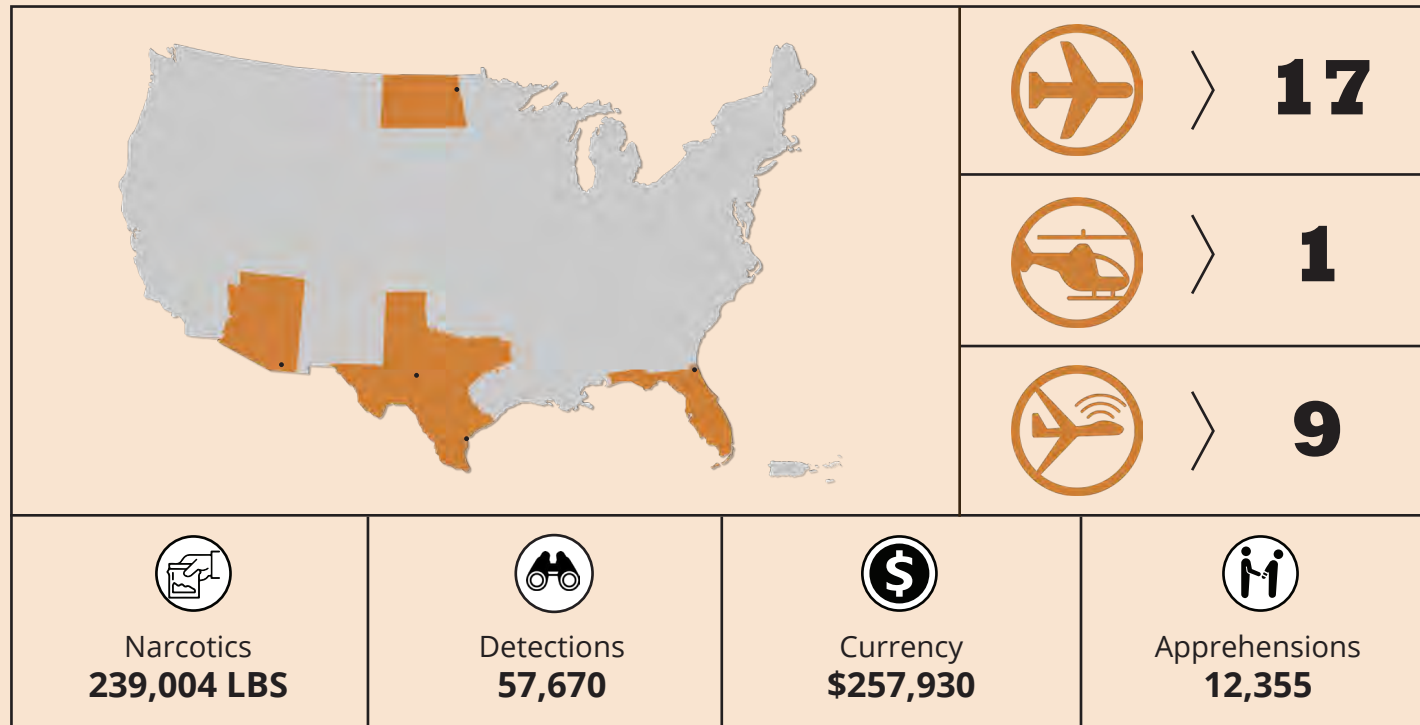
INTERNATIONAL AIR AND MARINE OPERATIONS SURVEILLANCE SYSTEM

AMO engaged in capacity building activities with the Mexican military throughout 2023. In April 2023, AMO conducted a course for the Government of Mexico at the Air and Marine Operations Center. The class focused on the International Air and Marine Operations Surveillance System (I-AMOSS), a joint system between the United States and Mexico.



NATIONAL AIR SECURITY OPERATIONS

📍 5 LOCATIONS



OPERATING LOCATIONS

NASOC-SIERRA VISTA
FT. HUACHUCA, ARIZONA

NASOC-GRAND FORKS
GRAND FORKS, NORTH DAKOTA

NASOC-SAN ANGELO
SAN ANGELO, TEXAS

NASOC-CORPUS CHRISTI
CORPUS CHRISTI, TEXAS

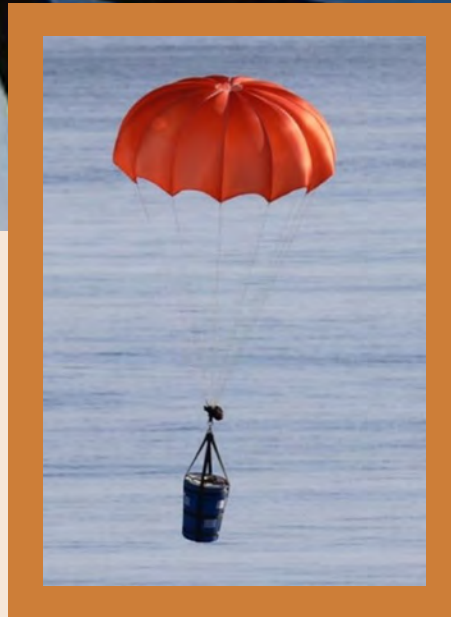
NASOC-JACKSONVILLE
JACKSONVILLE, FLORIDA



FIRST MARITIME SCAN EAGLE ENFORCEMENT EVENT

On May 3, 2023, the Caribbean Air and Marine Operations Center (CAMOC) detected a track of interest from Culebra, Puerto Rico, heading towards the west side of St. Thomas, U.S. Virgin Islands. AMO launched coastal interceptor vessels from the Fajardo Marine Unit and St. Thomas Marine Unit, while the Scan Eagle unmanned aircraft system (UAS) was relocated between Culebra and St. Thomas. The UAS confirmed a vessel without lights heading towards St. Thomas, which briefly met with another vessel west of Savana Island in St. Thomas before separating and returning to their respective ports. The vessel that went towards St. Thomas was never identified but the vessel that returned to Culebra was monitored the entire time by the UAS. It was observed dropping two subjects at a wooden dock, which was confirmed by agents in the

interceptor vessels. They stopped the vessel and detained the captain. The UAS continued to monitor the two subjects from the dock and observed them getting into an SUV. The Puerto Rico Police in Culebra attempted to stop the SUV but were unable to due to the driver's high speeds and erratic driving. Despite this, the UAS continued to track the vehicle and notified ground units that the individuals had exited the vehicle. The subjects fled and hid in different locations. Agents were notified of the dropoff point and Marine Interdiction Agents and a Border Patrol Search, Trauma, and Rescue unit recovered a duffle bag that contained 23 bricks of cocaine. One individual was arrested and the vessel was seized.



AIRBORNE DEPLOYABLE DELIVERY SYSTEM DROP

Throughout Fiscal Year 2023, AMO collaborated with several federal partners on a new aerial resupply operation at sea, a program which began in March 2022. The resupply operation, known as an Airborne Deployable Delivery System, is a collaboration with the U.S. Coast Guard and Joint Interagency

Task Force South in the Eastern Pacific. The operation enables air transport of cargo and equipment to U.S. Coast Guard crews via parachute, helping to maintain task force operations. This rapid delivery technique enables Coast Guard cutter crews to remain on station and operational instead of

returning to port to receive critical resources, preserving both fuel and operational patrol time. Aerial resupply at sea via the airborne system saves approximately \$1.3 million per operation.



AMO P-3 AIRCREW AND PARTNERS INTERCEPT SIX TONS OF DRUGS

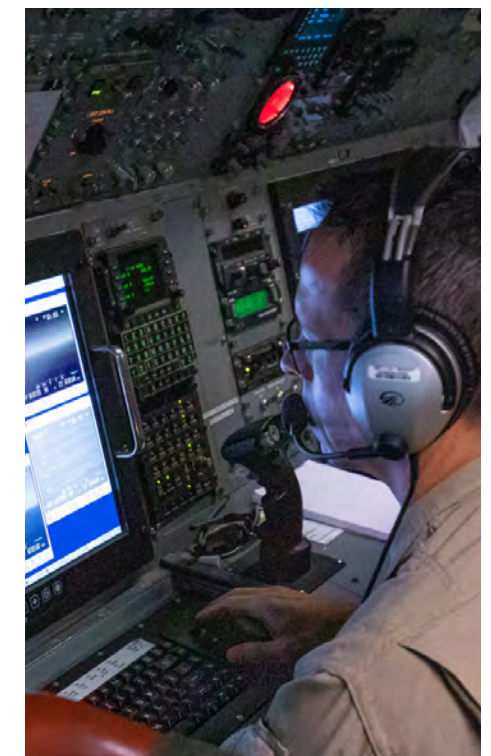
AMO National Air Security Operations (NASO) P-3 aircrews worked with law enforcement partners to detect six suspect vessels and stopped over six tons of cocaine and marijuana from entering the United States.

From July 8 - 13, 2023, the crew of the P-3 Long Range Tracker aircraft patrolled the waters of the Pacific Ocean west of Central and South America. The crew, in conjunction with other law enforcement partners, detected five different smuggling vessels and took over surveillance of a sixth vessel from a second AMO aircraft.

Once detected, the crew worked with its allies in the region to interdict the vessels and seize the drugs. The result was over 5,500 pounds of cocaine and 6,900 pounds of marijuana, valued at more than \$79 million, and the detention of 13 suspects.

“This operation demonstrated just how good our agents are at their jobs,” said Scott Peterson, Deputy Director of Air Operations for the National Air Security Operations Center in Corpus Christi. “This is just another example of the outcomes that are possible

when law enforcement agencies work together to stop smuggling on the seas.”



THIS OPERATION DEMONSTRATED JUST HOW GOOD OUR AGENTS ARE AT THEIR JOBS.”

- Scott Peterson
DEPUTY DIRECTOR,
AIR OPERATIONS
NASOC-CORPUS CHRISTI



AMO DETECTS SELF-PROPELLED SEMI-SUBMERSIBLE

While conducting bilateral operations, an AMO aircrew spoiled cocaine smugglers' efforts to traffic nearly four metric tons of cocaine across open waters southwest of Mexico.

During June 2023, a National Air Security Operations P-3 Long Range Tracker aircrew detected an 85' Self-Propelled Semi-Submersible (SPSS). The AMO crew, in conjunction with the Information Analysis Center, Joint Interagency Task Force South, and other

law enforcement partners, detected the SPSS and monitored its movement. The crew then coordinated the subsequent interdiction of the vessel, which resulted in 8,232 pounds of cocaine seized and the apprehension of five suspects.

"This is another great example of the collaborative work that goes on every day between AMO and our partners to keep illicit drugs from entering our country," said Marshall Dillon, Director of Air and Marine

Operations for the National Air Security Operations Center in Corpus Christi. "The P-3 aircrew detected, tracked, and led the interdiction of this SPSS by one of our partners. This seizure kept over \$108 million in illicit proceeds from going to transnational criminal organizations."



AMO P-3 CREWS, PARTNERS SEIZE 20 TONS OF NARCOTICS

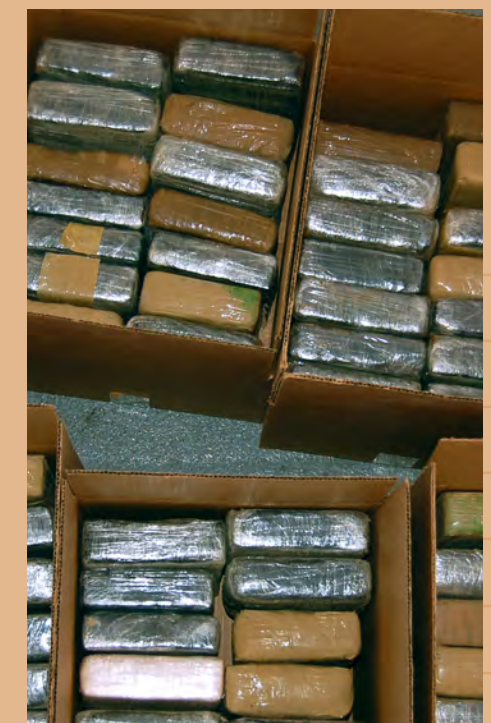
Between November 1 and December 31, 2022, AMO worked with federal and international partners to seize nearly 37,887 pounds of cocaine and 1,518 pounds of marijuana, denying criminal organizations an estimated \$500 million in proceeds.

On November 10, a National Air Security Operations Center P-3 Long Range Tracker crew responded to reports of a suspect low-profile vessel in the Caribbean. The P-3 aircrew tracked the vessel and communicated with our

international law enforcement partners, who recovered nine bales of cocaine and apprehended three people before losing contact with the partially submerged vessel.

On December 15, AMO and Joint Interagency Task Force South partners seized 1.9 tons of cocaine. A P-3 Long Range Tracker located a low-profile vessel in the Eastern Pacific and relayed the position to Southern Command partners. An international maritime crew responded and apprehended one Colombian

national and two Ecuadorian nationals, and seized 3,792 pounds of cocaine.



EXTENDED BORDER AND FOREIGN OPERATIONS

AMO's extended border and foreign operations mission involves collaborating with U.S. and international partners to conduct joint operations in the Source and Transit Zones of the Western Hemisphere, which include the Caribbean Sea, the Gulf of Mexico, and the eastern Pacific Ocean.

OPERATION ALBATROS

AMO personnel at the Information Analysis Center (IAC) located at the U.S. Embassy in Mexico City assisted in detecting and monitoring illicit air and maritime traffic in source, transit, and destination regions and coordinated interdiction and apprehension efforts with Mexico and other partner nations. As a result, the IAC reestablished Operation Albatros, a joint operation between AMO and the Mexican Secretary of the Navy, Secretaría de Marina (SEMAR). This operation targets and disrupts the narcotic transshipment methods utilized by transcontinental organizations in the eastern Pacific Ocean and Gulf of



Mexico. Operation Albatros, in collaboration with SEMAR's maritime strategy, resulted in a record year for SEMAR, with over 105,822 pounds of cocaine seized in 2023. AMO provided 579 hours of P-3 support to Operation Albatros, contributing to 26,920 pounds of SEMAR's

seizures. Additionally, the IAC coordinated and conducted approximately 1,839 hours of Intelligence, Surveillance, and Reconnaissance missions and approximately 373 hours of airborne technical collection support to Government of Mexico initiatives.

AMO'S EXTENDED BORDER AND FOREIGN OPERATIONS MISSION COLLABORATION CONTINUES TO STRENGTHEN OUR PARTNERSHIPS WITH OUR INTERNATIONAL ALLIES AND ENABLE SUCCESSFUL EXECUTION OF OUR MISSION TO COMBAT DRUG TRAFFICKING ORGANIZATIONS AND PREVENT NARCOTICS AND OTHER THREATS FROM REACHING THE UNITED STATES.

TRAINING INTERNATIONAL LAW ENFORCEMENT PARTNERS

In Fiscal Year 2023, AMO welcomed international partners to the National Marine Training Center in St. Augustine, Florida for different tactical and vessel operator courses, marine assessments, and training classes. Delegations from Panama, Trinidad and Tobago, Indonesia, Turks and Caicos,

and Mexico participated in courses that covered topics such as general deck seamanship, safety and risk management, and underway and tactical operations. AMO trainers also traveled to Malaysia for two weeks for a tactical vessel operator course in Langkawi, Malaysia.



PANAMA

Alongside P-3 and Multi-Role Enforcement Aircraft (MEA) deployments, AMO also deployed the DHC-8 for the first time in Panama. In 2023, the DHC-8s provided 1,584 flight hours dedicated to maritime interdiction operations in the Panamanian coastal waters, resulting in the seizure of 34,583 pounds of cocaine and 44,644 pounds of marijuana. Additionally, AMO successfully completed its first long-term duty advisor assignment to the U.S. Embassy in Panama. AMO also reached an agreement with the Government of Panama to allow AMO to conduct overland flight operations in support of



joint U.S.-Panama initiatives. AMO Foreign Operations partnered with the Department of State Bureau of International Narcotics and Law Enforcement (INL) to provide Maritime Interdiction Training to nine Panamanian officers from National Aeronaval Service of Panama, National Border Service, and Panama's National Police at the National Marine Training Center in St. Augustine, Florida. This joint INL/CBP Initiative provided standardized curriculum and will enhance collective maritime interdiction capability in the region.

MALAYSIA

AMO, in conjunction with the CBP Office of International Affairs, partnered with the Department of State to conduct maritime capacity building activities in Malaysia. In February 2023, AMO personnel from the National Marine Training Center traveled to Langkawi, Malaysia, to provide tactical boat operator training to 25 personnel from various Malaysian maritime enforcement authorities. The training included underway and dockside practical exercises; basic boarding tactics; rescue and survival swimming techniques; proper operation and wear of new personal floatation devices; vessel search techniques; and hidden compartment identification.

BY THE NUMBERS

FY22 STATS

FY23 STATS

250,616 LBS
Cocaine Seized



256,883 LBS
Cocaine Seized

1,475 LBS
Fentanyl Seized



2,049 LBS
Fentanyl Seized

104,262 LBS
Marijuana Seized



91,360 LBS
Marijuana Seized

1,342
Weapons Seized



2,200
Weapons Seized

134,981
Apprehensions



89,909
Apprehensions

967
Arrests



1,004
Arrests

38,598
Underway Hours



42,597
Underway Hours

99,099
Flight Hours



97,530
Flight Hours

104,755
UAS Detections



57,670
UAS Detections

SOUTHWEST REGION

19 LOCATIONS



19 77 20



PERSONNEL

Law Enforcement
422
Essential Contract
350
Mission Support
35

8,427 LBS
Narcotics
262
Arrests
356
Weapons
\$2,846,735
Currency
66,073
Apprehensions

NORTHERN REGION

20 LOCATIONS



9 20 27



PERSONNEL

Law Enforcement
142
Essential Contract
78
Mission Support
16

17,401 LBS
Narcotics
345
Arrests
1,576
Weapons
\$9,454,096
Currency
708
Apprehensions

SOUTHEAST REGION

25 LOCATIONS



34 13 64



PERSONNEL

Law Enforcement
395
Essential Contract
171
Mission Support
29

92,128 LBS
Narcotics
321
Arrests
219
Weapons
\$2,524,876
Currency
10,626
Apprehensions

AMOC

3 LOCATIONS



PERSONNEL

DEO
99
Law Enforcement
12
Mission Support
29

57,864 LBS
Narcotics
45
Arrests
6
Weapons
\$152,012
Currency

HEADQUARTERS

1 LOCATION



HEADQUARTERS IS THE HUB FOR OUR LEADSHIP TEAM AND THESE FUNCTIONS:

- ACQUISITIONS
- BUDGET · CAPITAL
- COMMUNICATIONS
- FOREIGN OPERATIONS
- HIRING · HUMAN CAPITAL
- POLICY · PROCUREMENT
- RECRUITMENT · RESILIENCY
- SAFETY · SENSORS
- STRATEGY · TRAINING
- UNIFORMS

NASO

5 LOCATIONS



17 1 9



PERSONNEL

Operational Personnel
265
Essential Contract
274
Mission Support
27

239,004 LBS
Narcotics
57,670
Detections
\$257,930
Currency
12,355
Apprehensions



AMO BREAKS GROUND ON TWO NEW FACILITIES



MICHEL O. MACEDA MARINE UNIT

In February 2023, AMO broke ground on a new administrative building for the Mayagüez Marine Unit - later renamed the Michel O. Maceda Marine Unit - in the Boquerón ward in western Puerto Rico. The Mayagüez Marine Unit has been conducting Department of Homeland Security missions from temporary mobile trailers at this location since 1997. These trailers were inadequate and have been in need of constant repair or replacement. A new, permanent facility located adjacent to AMO marine assets will greatly increase AMO's ability to respond to border security threats in a timely manner.

The new facility has a budget of approximately \$18 million, and will include an over 13,000 square foot administrative operations building, a boat maintenance and storage hangar with hurricane tie downs, boat trailer parking, and state-of-the-art security systems.



LAREDO AIR BRANCH

In February 2023, AMO broke ground on a new Laredo Air Branch facility. The new Laredo Air Branch will include a 14,236 square foot administrative operations building, a 32,000 square foot maintenance hangar, storage hangar, a 68,000 square foot aircraft parking apron and ramp, an aircraft wash and rinse rack, vehicle parking, hazardous material storage, enhanced lighting, signage, security fencing, and a communications tower.

"This new building will allow for AMO agents to better carry out their Homeland Security mission," said Executive Director, Southwest Region, Hunter Robinson. "We will be more able to rapidly respond to a variety of missions and operations with the enhanced facility features."

The new facility will resolve overcrowding challenges existing with the current building, allow the Laredo Air Branch to expand operations and deploy resources more effectively, and allow for better maintenance and servicing of assets.

INTEGRATION

AMO's mission integration continues to grow in complexity and breadth. AMO must respond by focusing on organization, business, and resource needs for the future while maintaining its assets, which include planes, boats, helicopters, and technology. Given the long-term acquisition lifecycle for operational assets, AMO must mature the resource-planning processes to ensure its people are equipped with what they need, when they need it.



RECEIPT OF THE 29TH MEA, THE FINAL MARITIME AND AIR INTERCEPT VARIANT, FOR THE AMO FLEET IS THE CULMINATION OF DEDICATED WORK BY A VAST TEAM OF MISSION SUPPORT, OPERATIONS, AND CONTRACT PERSONNEL. THE CAPABILITIES THESE AIRCRAFT BRING TO OPERATIONS GREATLY ENHANCE OUR CAPABILITIES IN HOMELAND SECURITY OPERATIONS.”

- Jonathan Miller
AMO EXECUTIVE ASSISTANT COMMISSIONER



FINAL AIR AND MARINE MULTI-ROLE ENFORCEMENT AIRCRAFT DELIVERY

AMO personnel took delivery of the 29th and final Multi-Role Enforcement Aircraft (MEA) in the Maritime and Air Interdiction configuration on March 9, 2023, in Hagerstown, Maryland, in support of AMO’s strategic goal to standardize and modernize the aviation fleet. The next configuration, built for land interdiction, is currently in the design phase.

Since AMO incorporated MEAs into its fleet in 2011, aircrews have worked with law enforcement partners to contribute to the apprehension of 13,003 people and the seizure of nearly 740,000 pounds of illicit drugs, \$5.48 million, 169 vehicles, 283 vessels, and 109 weapons.

“Receipt of the 29th MEA, the final maritime and air intercept variant, for the AMO fleet is the culmination of dedicated work by a vast team of mission support, operations, and contract personnel,” said Jonathan Miller, Executive Assistant Commissioner of AMO. “The capabilities these aircraft bring to

operations greatly enhance our capabilities in homeland security operations.”

The MEA is a medium-range, fixed-wing, twin turboprop aircraft used by AMO to conduct aerial patrol and surveillance over land and water and for enforcement relocation of personnel and equipment. Employing a crew of four, consisting of two pilots and two sensor operators, the MEA fleet has already replaced Piper PA-42 aircraft and will eventually replace King Air C-12C and B-200 aircraft currently in inventory. Standardizing aircraft models in inventory will further streamline AMO crew interoperability and maintenance programming.

The MEA is equipped with state-of-the-art sensor equipment for detection, tracking, and surveillance operations that require standoff capability to avoid counter detection. In addition, the MEA enhances law enforcement and emergency efforts with a reconfigurable cabin that can rapidly adapt to carry cargo and personnel.



COMMUNICATION

AMO's fast-paced evolution and mission sensitive work have presented obstacles to more transparent and effective communication to both internal and external stakeholders. Direct and open communication is vital to supporting better-informed employees, stakeholders, and a public that understands AMO's value and unique capabilities.



AMO RECRUITMENT SUCCESS

AMO's Frontline Recruitment Division faced a defining challenge in recent years - a very difficult pilot hiring and retention environment. The global pilot shortage led airlines to offer unprecedented compensation, resulting in intense competition for pilots and record attrition among CBP's Air Interdiction Agents (AIA). AMO's recruiting team saw that existing methods and hiring authorities could not keep pace with the rapid losses.

The recruiting team worked tirelessly to appeal to DHS and the Office of Personnel

Management (OPM) to grant Direct Hire Authority (DHA) to AMO. Battling administrative headwinds, AMO ultimately prevailed. With the assistance of AMO's Human Capital Division, they immediately employed DHA to reestablish a robust presence in online pilot hiring and to aggressively attend job fairs where hiring specialists could now make selections on the spot.

This strategy has been so successful that, by July 2023, AMO issued more than 515 selection letters compared to 187 in all of Fiscal Year 2022. The recruiting team has successfully implemented a waiver of the

100-flight hours in the last 12 months requirement to OPM.

In order to improve the hiring process, the team deployed additional personnel to conduct applicant care and establish new protocols with the hiring center to ensure no applicant falls through the cracks.

In addition to the changes made with DHA, applicant care personnel took action to allow AIA applicants immediate access to CBP's revised polygraph test. That single act improved the AIA pass rate from 30 percent to 85 percent. The recruiting team also instituted preparatory calls with applicants, which have better prepared them for their flight assessments. Since these calls began, the pass rate for the 3-part air assessment has improved from 81 percent to 89 percent.

Despite the challenging hiring environment, AMO has also steadily increased its hiring of under-represented demographics, such as women and African American law enforcement officers. With an enthusiastic and growing cadre of recruiters, the Frontline Recruiting division continues to work to secure AMO's future.



WOMEN IN AIR AND MARINE

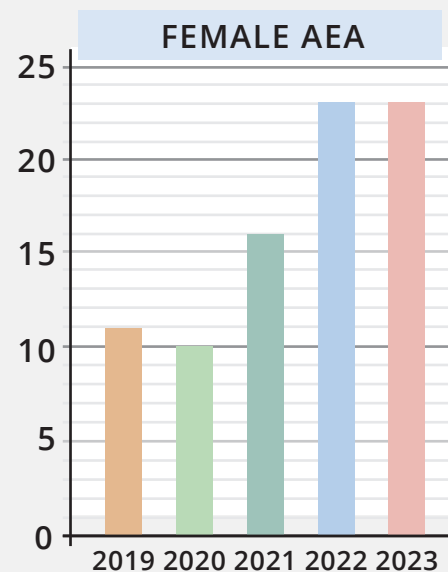
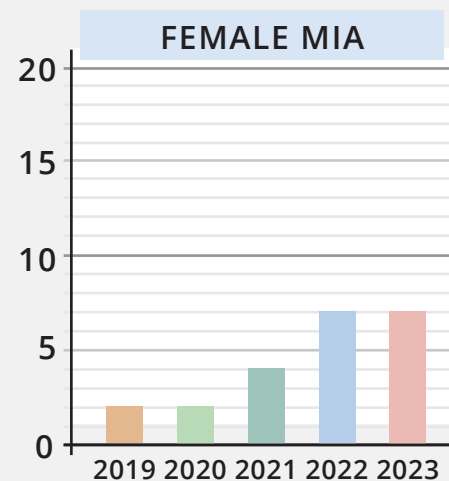
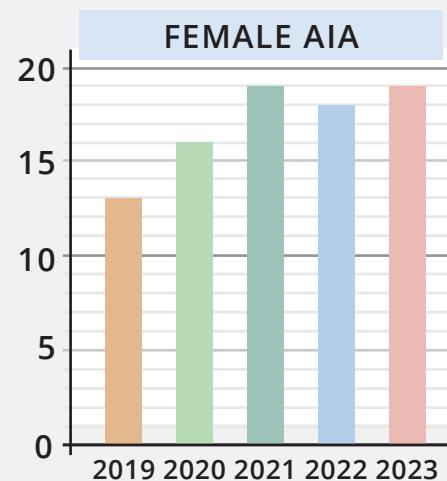


FEMALE AIR INTERDICTION AGENT DURING PRE-FLIGHT CHECK



FEMALE AGENTS FROM 2019 - 2023

2023 ANNUAL REVIEW



As part of AMO's goal to hire more female agents, AMO attended the 2023 Women in Aviation International (WAI) Conference in Long Beach, California. WAI is the largest organization in the world dedicated to increasing the number of women involved in all aspects of aviation and aerospace.

The women in AMO serve in mission critical positions that are necessary to protect the United States in the aviation and maritime domains. AMO continues to recruit a greater number of women to serve as law enforcement aviators

and mariners who have an interest in safeguarding their nation. Women in AMO ensure the accomplishment of CBP's mission in protecting U.S. borders and defending the rights and liberties of people in their local communities.

AMO recruiters engage with potential applicants and candidates across the aviation and maritime industries and beyond. AMO actively seeks to hire women with a passion for law enforcement and a calling to serve their country.

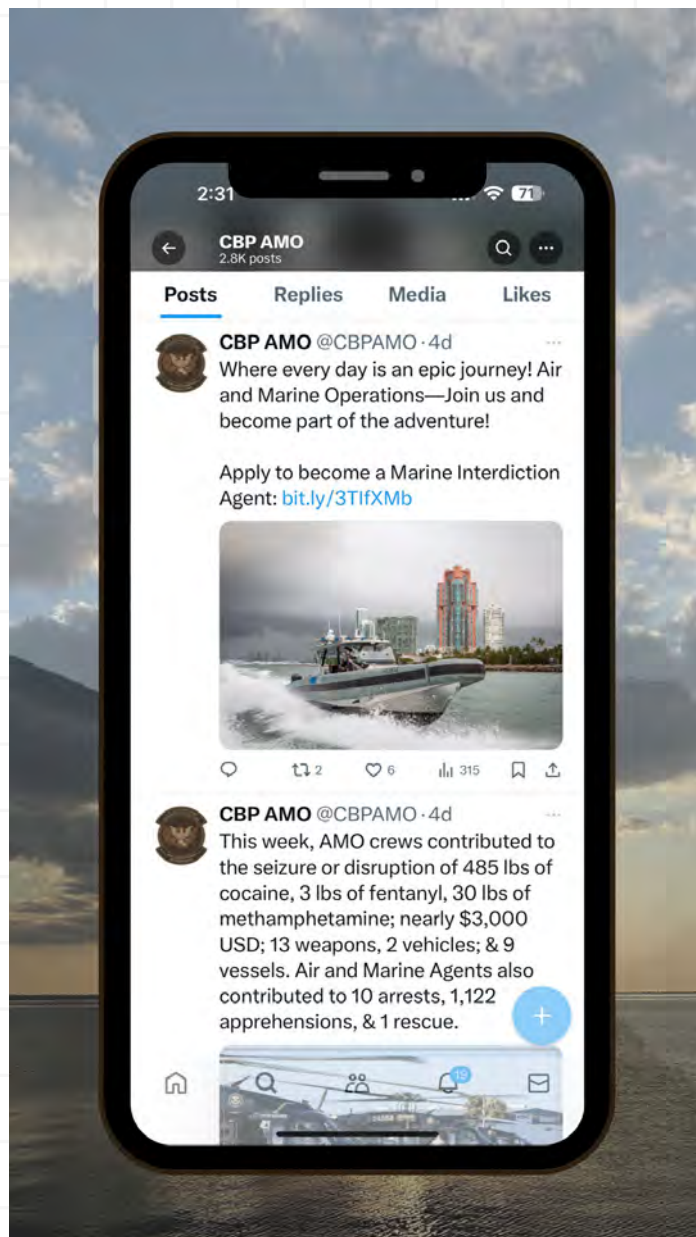
The aviation and maritime agents of AMO contribute to the agency's vital border security mission and protecting U.S. national security and prosperity interests.



2023 ANNUAL REVIEW

COMMUNICATING OUR SUCCESSES

AMO SIGNIFICANT SOCIAL MEDIA, NEWS, MEDIA RELEASES FOR FISCAL YEAR 2023



AMO IN THE NEWS: PROTECTING OUR BORDERS



AMO MEDICAL PARAMEDIC TRAINING



COMMISSIONER AWARDS

EXECUTIVE ASSISTANT COMMISSIONER AWARDS

THE TREMENDOUS ACTIONS AND ACCOMPLISHMENTS OF AMO'S DEDICATED AND DIVERSE WORKFORCE ARE ESSENTIAL TO ACCOMPLISHING OUR MISSION TO SAFEGUARD OUR NATION BY ANTICIPATING AND CONFRONTING SECURITY THREATS THROUGH OUR AVIATION AND MARITIME LAW ENFORCEMENT EXPERTISE, INNOVATIVE CAPABILITIES, AND PARTNERSHIPS AT THE BORDER AND BEYOND.

THEREFORE, AMO PRIORITIZES RECOGNIZING AND REWARDING THE EXEMPLARY EFFORTS OF OUR EMPLOYEES WHO WORK HARD TO SUPPORT THE AMO MISSION. WHETHER FOR ACTIONS ABOVE AND BEYOND THE CALL OF DUTY ON THE FRONT LINE, OR FOR OUTSTANDING EFFORT BEHIND THE SCENES SUPPORTING THE MISSION, AMO'S AWARDS PROGRAM STRIVES TO PROVIDE MEANINGFUL RECOGNITION TO EMPLOYEES FOR HELPING TO FULFILL OUR VISION OF BEING THE NATION'S LEADING AVIATION AND MARITIME LAW ENFORCEMENT ORGANIZATION.

AMO RECOGNIZES ITS HARD-WORKING PERSONNEL WITH INTERNAL MONETARY AND NON-MONETARY AWARDS, AS WELL AS A WIDE ARRAY OF PRESTIGIOUS EXTERNAL AWARDS.



JACQUELINE CHANEY
MISSION SUPPORT SPECIALIST
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JORGE L. SANTIAGO
MARINE INTERDICTION AGENT
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MARK A. LAMPHERE, JR.
MARINE INTERDICTION AGENT
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MIAMI AIR AND MARINE BRANCH MARATHON MARINE UNIT



MARK A. LAMPHERE, JR.
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SCAN EAGLE TECH DEMO TEAM



HONOR GUARD TEAM



DAVID E. FULCHER
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CARIBBEAN AIR AND MARINE BRANCH

HONORARY AWARDS

MEDAL of VALOR

THE MEDAL OF VALOR IS AMO'S HIGHEST HONORARY AWARD.

It may be presented to any qualified individual who performs an evident act of heroism above and beyond the normal call of duty. The act performed must present an imminent danger to the life of the nominated individual or the life of another.



MEDAL of PURPLE CROSS

The AMO Purple Cross award is presented to any qualified individual who while in the scope of duty sustains a severe or fatal injury from a single, traumatic event during an enforcement action, lifesaving effort, or other interaction with a criminal element and must be of a degree requiring treatment by a medical professional. The injury or wound may not be attributed to bravado or negligence, and the nomination must be based on convincing information to establish the validity of the claim.



MEDAL of COMMENDATION

The AMO Commendation Award is presented to an individual or team for an exceptional meritorious achievement act or a service performed in a manner above and beyond normal expectations and sufficient to distinguish the recipient among those performing similar services. An individual or team may receive the award for extraordinary heroism or valor, not justifying the AMO Medal of Valor.



MEDAL of ACHIEVEMENT

The AMO Achievement award is presented to an individual or team for a meritorious achievement or service based on sustained performance or specific achievement of a superlative nature, but which is not significant enough to justify the AMO Commendation Award and shall be of such merit to warrant more recognition than is possible by non-traditional awards.

An individual or team may receive the award for life saving efforts or exceeding expectations not involving valor. An individual or team may receive the award for heroism or valor, not justified by the Commendation Award.







20TH ANNIVERSARY

AMO 20th Anniversary Commemorative Award will be awarded to every AMO employee serving on January 17, 2026. Air and Marine Agents attending the Air and Marine Operations Academy on January 17, 2026, will be eligible to receive the 20th Anniversary Commemorative Award upon graduation.

SAFEGUARDING THE NATION FROM THE AIR AND SEA



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