

Annual Review 2016



U.S. Customs and
Border Protection

Air and Marine
Operations



**WE ARE A FEDERAL LAW ENFORCEMENT ORGANIZATION
DEDICATED TO SERVING AND PROTECTING
THE AMERICAN PEOPLE**

**WE APPLY ADVANCED
AERONAUTICAL AND MARITIME CAPABILITIES
AND EMPLOY OUR UNIQUE SKILL SETS TO
PRESERVE AMERICA'S SECURITY INTERESTS**



WELCOME FROM THE ACTING EXECUTIVE ASSISTANT COMMISSIONER

I am pleased to bring you the **2016 edition of the Air and Marine Operations Annual Review**.

Each year, I look forward to this opportunity to present our program, performance, and financial data together with photographs and stories from the field to bring you closer to the action in the air and on the sea.

Air and Marine Operations has a critical role in safeguarding the American people. We secure our nation by interdicting unlawful people and cargo approaching the U.S. borders; investigating criminal networks; providing domain awareness in the air and maritime environments; and responding to contingencies and national taskings.

Within these pages, you'll go behind the scenes of what it takes to keep our borders safe, and how the advanced capabilities and unique skill sets of Air and Marine Operations led to our many accomplishments in calendar year 2016.

I am proud that these achievements are the positive results of identifying our operational challenges, analyzing how we can do better, and following through with sound fiscal decisions and responsible assessments of our goals. Many of these achievements were

generated from the 2016 Executive Assistant Commissioner's Priorities, a compilation of short-range projects that advance our long-term goals.

I am sharing with you these accomplishments because our success is made possible thanks to your investment in our mission. In turn, Air and Marine Operations invests in the strategic acquisition of technology, innovative methods for maximizing the impact of our resources, and a commitment to developing our people by hiring, training, and retaining the very best.

The statistics and stories in this Annual Review show you what we've done in 2016 — and the way forward for Air and Marine Operations. **Thank you for your continued support.**

— **EDWARD E. YOUNG**
ACTING EXECUTIVE ASSISTANT COMMISSIONER
AIR AND MARINE OPERATIONS



WHO WE ARE

- 06 WHO WE ARE & WHERE WE OPERATE
- 08 LEADERSHIP

WHAT WE DO

- 10 INTERDICTION
- 20 INVESTIGATION
- 26 DOMAIN AWARENESS
- 38 CONTINGENCY OPERATIONS AND NATIONAL TASKINGS



GROWTH AND DEVELOPMENT

- 46 AIR AND MARINE ASSETS
- 49 BUDGET
- 56 HUMAN CAPITAL
- 57 TRAINING & SAFETY
- 59 AIR AND MARINE EMERGENCY MEDICAL SERVICE
- 60 PERFORMANCE MEASURES



REGIONAL SPOTLIGHTS

- 18 **SOUTHWEST REGION**
- 24 **NORTHERN REGION**
- 36 **SOUTHEAST REGION**

OUR LOCAL COMMUNITIES

- 63 **AWARDS AND RECOGNITION**
- 68 **OUTREACH**



ACCOUNTABILITY ► Our Annual Review presents a snapshot of our achievements and milestones from Calendar Year 2016 alongside summaries of performance and financial data from Fiscal Year 2016. This year's publication brings attention to our *Executive Assistant Commissioner's Priorities* — a yearly series of short-range projects that advance our five long-term goals.

- Goal 1 – Maximize Interdiction Effectiveness
- Goal 2 – Enhance Investigative Effectiveness
- Goal 3 – Develop our Domain Awareness Network
- Goal 4 – Prepare for Contingencies and National Taskings
- Goal 5 – Continue AMO's Growth and Development

The 15 Priorities featured in the 2016 Annual Review build on plans set forth in two companion publications, our *Vision 2025* & U.S. Customs and Border Protection's *Vision and Strategy 2020*.

Look for these two symbols inside the Annual Review to find our Fiscal Year 2016 Executive Assistant Commissioner's Priorities.



Green checkmarks indicate that we met or exceeded our objective. We explain how certain projects aligned with our long-term goals and our means and methods for successfully achieving our target numbers and tasks.



Red exclamations indicate that we have yet to meet our objective. We explain our reasons for establishing certain targets; identify what led to our lack of success; and preview our plans to meet these targets in the near future.

Statistics reported in the Annual Review were verified in TOMIS — Tasking, Operations, and Management Information System — the official system of record for Air and Marine Operations.

AIR AND MARINE OPERATIONS (AMO)
is a federal law enforcement organization
within U.S. Customs and Border Protection
(CBP) serving as the nation's experts in
air and maritime law enforcement.

We are authorized by Congress to detect,
interdict, and prevent acts of terrorism and
the unlawful movements of people, illicit
drugs, and other contraband across the
borders of the United States.

In 2016, we celebrated our 10th anniversary
as a unified air and marine force. AMO's
Air Interdiction Agents, Marine Interdiction
Agents, Aviation Enforcement Agents, and
non-law enforcement personnel —
Detection Enforcement Officers, operations
support staff, and administrative support staff
— are key members of a team dedicated to
serving and protecting the American people.



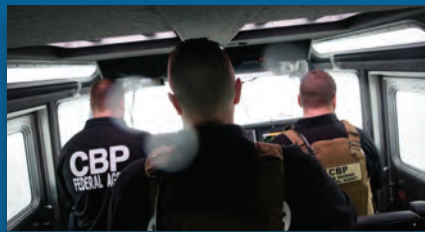
WHO WE ARE & WHERE WE OPERATE

— as of December 2016



AIR INTERDICTION AGENTS
serve as our airplane and heli-
copter pilots. They detect, track,
and intercept aircraft, vessels,
people, and contraband at and
beyond borders
and within the
nation's interior.

613 AIAs
nationwide



MARINE INTERDICTION AGENTS
serve as our vessel commanders and
crew. They conduct maritime patrol,
surveillance, and pursuit activities
to intercept suspects and gather
evidence of illegal
maritime activity or
potential terrorism.









329 MIAs
nationwide



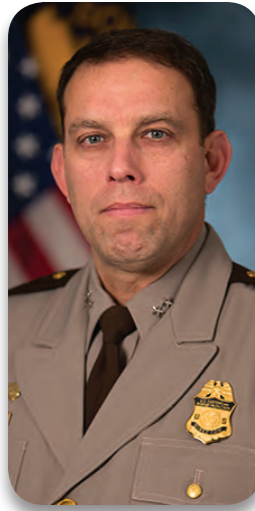
AVIATION ENFORCEMENT AGENTS
serve as our law enforcement agents on
interdiction aircraft. They apprehend
suspects, seize evidence, and identify
patterns in suspect aviation activities to
prevent terrorist acts
and unlawful move-
ment across borders.

208 AEAs
nationwide



-  AMO HEADQUARTERS
-  AIR AND MARINE OPERATIONS CENTER
-  AIR AND MARINE BRANCHES
-  AIR BRANCHES
-  AIR UNITS
-  MARINE UNITS
-  NATIONAL AIR SECURITY OPERATIONS CENTERS
-  NATIONAL AIR TRAINING CENTER
-  NATIONAL MARINE TRAINING CENTER

LEADERSHIP



EDWARD E. YOUNG

STEPHEN A. BOYER

JAMES E. PLATSKE

DOUGLAS J. KOUPASH

Acting
Executive
Assistant Commissioner

Deputy
Executive
Assistant Commissioner

Executive
Director,
Operations

Executive Director,
Training, Safety
and Standards

Executive
Director,
Mission Support

Mr. Young has served in this role since October 2016, appointed from his position as AMO's Deputy Executive Assistant Commissioner. He has more than 25 years of law enforcement experience, beginning his federal career with the former U.S. Customs Service as an Air Interdiction Officer. He received his Bachelor of Science degree in public administration and criminal justice from the University of Arizona.

The incumbent of this position is responsible for leading the implementation of the Executive Assistant Commissioner's vision and objectives.

Mr. Boyer is responsible for oversight of aviation and maritime operations, operational planning, and formulating requirements. He began his federal career with the Department of Commerce as a special agent. He received his bachelor's degree with a major in criminal law, and minors in psychology and sociology, from Radford University.

Mr. Platske is the senior safety and technical advisor for all aviation and marine training, safety, and standardization. He began his federal career with the U.S. Army as a pilot. He has over 5,000 flight hours and holds airplane and rotorcraft instructor and airline transport pilot certificates. He received the 2005 U.S. Customs and Border Protection Leadership Award.

Mr. Koupash is responsible for national aircraft and marine vessel acquisition; financial, asset, and human capital management; maintenance and logistic support; and facilities requirements. He began his federal career as an officer in the U.S. Navy. He has held leadership and management positions in the Navy and the National Aeronautics and Space Administration.

**DENNIS J. MICHELINI**

Executive Director,
National Air Security
Operations

Mr. Michelini is responsible for oversight of strategic air assets which include the P-3 Orion maritime patrol aircraft and Predator B unmanned aircraft systems. He began his federal career with the U.S. Border Patrol as a pilot. He received his Master of Military Art and Science degree at the U.S. Army Command and General Staff College and a master's in security studies from Kansas State University.

**TONY D. CROWDER**

Executive Director,
Air and Marine
Operations Center

Mr. Crowder is responsible for the oversight of AMO's homeland air security efforts from centers in California and Puerto Rico which integrate sensor data, law enforcement information, and intelligence to support law enforcement missions. He began his federal career as an officer in the U.S. Air Force. He received his master's degree from the University of Southern California.

**LOTHAR E. ECKARDT**

Executive Director,
Southwest
Region

Mr. Eckardt is responsible for coordinating operations across the Southwest Region. He has oversight of over 500 personnel in 19 locations and coordinates aviation and maritime activities within CBP and other agencies to secure the nation's borders. He retired as a commander from the U.S. Navy Reserve after 28 years of service. He received his master's degree from the Naval War College.

**ERIC S. REMBOLD**

Executive Director,
Southeast
Region

Mr. Rembold is responsible for coordinating operations across the Southeast Region. His duties include requirements planning and organizing operations with federal, state, and local agencies. He began his federal career with the former U.S. Customs Service as a pilot. He received his bachelor's degree in aerospace technology from Indiana State University.

**JOHN W. PRIDDY**

Executive Director,
Northern
Region

Mr. Priddy is responsible for coordinating operations across the Northern Region. His duties include requirements planning and assessing the effectiveness of air and marine forces. His aviation career began at the U.S. Army Aviation Center and School at Fort Rucker. He is a graduate of the department's Senior Executive Service Development Program at American University.

INTERDICTION

AMO intercepts, disrupts, and apprehends threats to the United States in the air, sea, and land domains.

We use a combination of patrols and intelligence-driven missions to interdict smugglers who traffic in drugs, weapons, and illegal aliens.

At land borders, our air and vessel crews locate and intercept smugglers who attempt to covertly enter the United States. Our interdictions lead to criminal arrests, contraband seizures, and illegal alien apprehensions.

Our air and marine agents who operate in the Source and Transit Zones detect smugglers at sea who are bound for our borders. We disrupt bulk shipments of drugs before the parcels arrive for sale in our communities.





FISCAL YEAR 2016 PRIORITY

AMO specializes in air and marine interdiction. We **maximize the effectiveness** of our interdiction efforts by combining traditional patrol activities with intelligence-driven missions. Our operations begin with a strategic analysis of the known threat vectors at and beyond our nation's borders. As a result of our operations in critical drug-trafficking regions, AMO interdicted **a total of \$4,783,940,713 in illicit drugs** — marijuana, cocaine, ecstasy, heroin, and methamphetamine — in Fiscal Year 2016.



THREAT VECTORS

OUR AIR AND VESSEL CREWS MAINTAIN A PRESENCE IN THE AIR AND MARITIME ENVIRONMENTS AS THREATS APPROACH OUR NATION'S BORDERS

Priority 1-A was to integrate intelligence in operational planning and data analysis so AMO could conduct at least one coordinated, intelligence-focused operation per quarter. We greatly exceeded our goal and conducted approximately 20 missions for 12 named operations. One of our successful intelligence-focused operations this year was **Operation Albatros** which targeted waterways between South and North America in an international effort to disrupt illicit movements of smugglers and drugs bound for the United States. AMO worked with our international partners in the *Secretaría de Marina* (Mexican Navy) who collaborated with our National Air Security Operations P-3 program and the Air and Marine Operations Center.

PHOTO: An AS350 crew from Tucson Air Branch is pictured landing near to where they tracked a group of smugglers in southern Arizona. AMO and U.S. Border Patrol agents apprehended 4 illegal aliens and seized 392 lbs of drugs in these makeshift backpacks. AMO's high-tempo areas of operation where we see most of our interdiction results — seizures, arrests, and apprehensions — are largely along the Southwest Border.



\$4,783,940,713

... OPERATING AT AND WITHIN THE LAND BORDER AND IN INTERNATIONAL/FOREIGN WATERS AMO INTERDICTED **OVER \$4.783 BILLION** IN DRUGS - FISCAL YEAR 2016 ESTIMATED WHOLESALE VALUE -

Priority 1-C was to execute at least 300 maritime patrol aircraft flight hours for Operation Albatros. Our P-3 crews made it possible to **exceed our goal** and achieve 511 flight hours. AMO's P-3 aircraft have been flying in the Source and Transit Zones for decades and currently conduct the majority of flight hours for Joint Interagency Task Force South, the coalition of law enforcement agencies from 15 countries who coordinate the disruption of cocaine shipped from Colombia, Peru, and Bolivia. In Fiscal Year 2016, our P-3 aircrews executed approximately 7,000 flight hours in total and disrupted \$1,262,082,220 in cocaine out at sea before smugglers and their contraband could arrive on our shores.

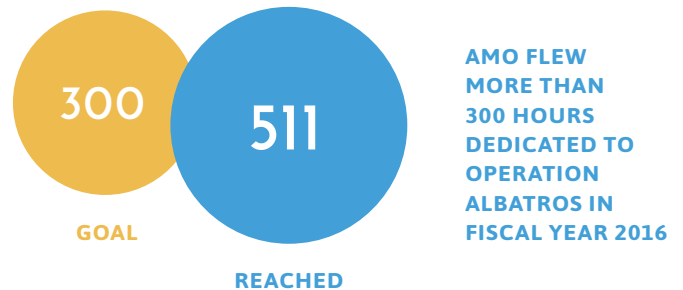


PHOTO: As the Caribbean-to-Florida drug trafficking route is undergoing a resurgence, AMO agents with the Caribbean Air and Marine Branch interdicted over 600 lbs of cocaine off the coast of Puerto Rico in just one month. Our DHC-8 aircrews detected two "yola" vessels (rudimentary, motorized skiffs) that were intercepted by Marine Interdiction Agents. The vessels' 2-man crews were arrested after our agents found cocaine bricks hidden in wooden compartments. The estimated wholesale value of the drugs is \$7.8 million.



On one of his last visits to AMO's operating locations before leaving office, former CBP Commissioner R. Gil Kerlikowske discussed the future of AMO's P-3 operations with Robert Blanchard, Director, Air Operations, National Air Security Operations Center – Jacksonville.







AT AND BEYOND THE BORDER

AMO's P-3 WING OPERATES FROM OUR National Air Security Operations Centers in Florida and Texas. Our aircrews fly in the Source and Transit Zones and conduct operations in prosecution of drug smugglers' attempts to move contraband into North America from South and Central America.



The **Orion Airborne Early Warning** (AEW) P-3 aircraft operated by AMO's crews are the world's only dedicated law enforcement AEW aircraft. These planes are distinguished by their 360-degree APS-145 radar ("The Dome") which enables covert extended-range detection and tracking.

Our **Orion Long Range Tracker** P-3s are high-speed assets outfitted with an APG-66 air-to-air intercept radar system and surveillance equipment, including SeaVue marine search radar with 360-degree maritime surveillance capability. The aircraft's radar systems can sort up to 5,000 contacts and presort legitimate shipping traffic which significantly increases AMO's maritime domain awareness.



PHOTO: A close-up of our aircrew's view of the semi-submersible vessel floating almost undetected in the wide expanse of the Pacific Ocean.

P-3 OPERATIONS

AMO's experienced P-3 aircrews fly our versatile, all-weather aircraft designed to detect, track, and coordinate interceptions of vessels and aircraft. We use a sophisticated integrated sensor package to analyze maritime and air tracks of interest during our counterdrug missions.

FROM THE FIELD ▶ A P-3 aircrew based at National Air Security Operations Center – Corpus Christi detected a self-propelled semi-submersible vessel in the Pacific Ocean northeast of Ecuador's Galapagos Islands. Drug cartels build these crude homemade vessels to transport massive loads of cocaine over single trips. On this shipment, we and our law enforcement partners at Joint Interagency Task Force South disrupted the transport of more than 12,000 lbs of cocaine.





FISCAL YEAR 2016 PRIORITY

AMO supports CBP's **global engagement strategy** through participation in Joint Interagency Task Force South. **Priority 1-C** was to also execute at least 6,000 flight hours with the Department of Defense-led task force — a subcomponent of U.S. Southern Command — responsible for coordinating interagency and international counterdrug operations in the Western Hemisphere Source and Transit Zone. This drug-trafficking region consists of **42 million square miles from the Caribbean Sea to the Pacific Ocean**. Within this vastness, AMO has operational staging sites in Puerto Rico, Costa Rica, Curaçao, and Panama, and we recently deployed to Barranquilla, Colombia. Panama City is our primary site in this Source and Transit Zone as it sits between the two cocaine smuggling routes that move approximately 84 percent of all cocaine destined for the United States.



AMO'S P-3 AND OTHER AIR ASSETS EXECUTED 6,547 HOURS WITH JOINT INTERAGENCY TASK FORCE SOUTH IN FISCAL YEAR 2016



TOP RESULTS FISCAL YEAR 2016 INTERNATIONAL & FOREIGN WATERS

COCAINE	193,196 lbs
MARIJUANA	34,107 lbs
CURRENCY	\$2,123
ARRESTS	75
VESSELS	19

“ When you get a good case and you bring home that knowledge that you did something to **stop bad people from bringing bad things** into our country . . . I feel very, very happy about what I'm doing. ”

— KRISTINA FONZI
AVIATION ENFORCEMENT
AGENT, P-3 OPERATIONS



PHOTO: A string of drug parcels tethered to a buoy awaiting handoff near the Colombian coast.

AMO'S WAY FORWARD . . .

P-3 SERVICE LIFE EXTENDED ▶ AMO's 10-year Service Life Extension Program (SLEP) completed its final P-3 airframe upgrade in March 2016 — adding 15,000 hours to the service life of each aircraft.

AMO's P-3 aircraft are the “workhorses” of our long-range maritime patrol fleet — disrupting approximately 200,000 lbs of cocaine per year in the Source and Transit Zones — yet all of our 14 aircraft exceed 40 years in age.

The costs of replacing the fleet outright — estimated in 2007 at \$2.1 billion — were greater than the projected costs for airframe maintenance and repair. Accordingly, AMO developed the SLEP to extend the fleet's longevity.

Each aircraft is now upgraded with new wings, updated wiring and fuel systems, and instrumentation changes.

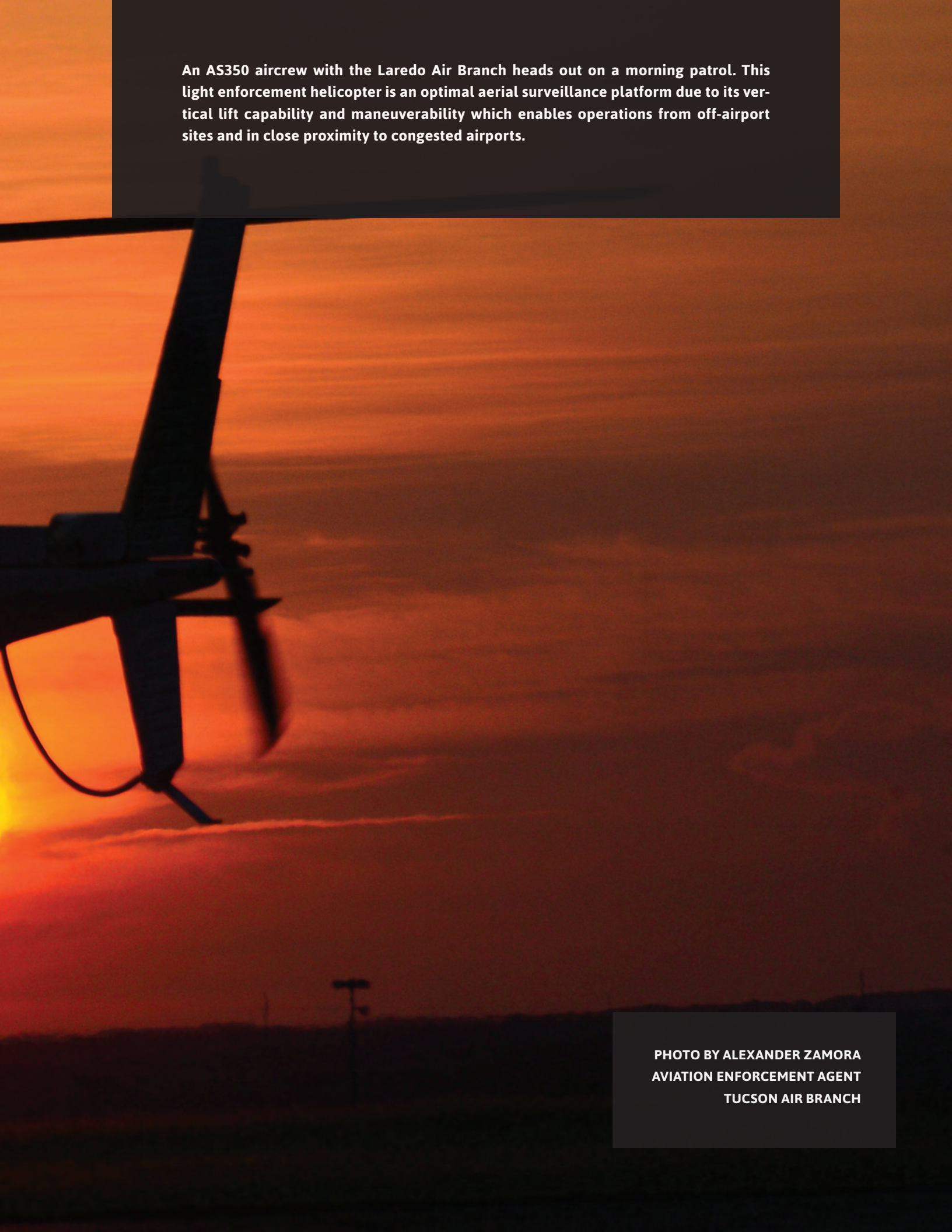
The SLEP was completed for \$13 million under budget. Its total cost: \$417 million.



**VIEW A VIDEO OF OUR
EXTENDED BORDER OPERATIONS
STARRING OUR UPGRADED
P-3 FLEET!**

<https://go.usa.gov/xXCM3>



A photograph of an AS350 helicopter in flight, silhouetted against a vibrant orange and red sunset sky. The helicopter's main rotor blades are visible, and the sun is low on the horizon, creating a strong glow. The background shows a dark horizon line with some distant structures.

An AS350 aircrew with the Laredo Air Branch heads out on a morning patrol. This light enforcement helicopter is an optimal aerial surveillance platform due to its vertical lift capability and maneuverability which enables operations from off-airport sites and in close proximity to congested airports.

**PHOTO BY ALEXANDER ZAMORA
AVIATION ENFORCEMENT AGENT
TUCSON AIR BRANCH**



REGIONAL SPOTLIGHT

EL PASO AIR BRANCH ALPINE AIR UNIT · DEMING AIR UNIT · LAREDO AIR BRANCH SAN ANTONIO AIR UNIT · McALLEN AIR AND MARINE BRANCH BROWNSVILLE MARINE UNIT · CORPUS CHRISTI MARINE UNIT · SAN DIEGO AIR AND MARINE BRANCH BROWN FIELD AIR UNIT · RIVERSIDE AIR UNIT · SACRAMENTO AIR UNIT · SAN DIEGO MARINE UNIT · TUCSON AIR BRANCH SIERRA VISTA AIR UNIT · UVALDE AIR BRANCH DEL RIO AIR UNIT · SAN ANGELO AIR UNIT · YUMA AIR BRANCH

SOUTHWEST REGION

The Southwest Region's key feature is the U.S.–Mexico border. Four states — Texas, New Mexico, Arizona, and California — span 1,900 miles of shared border from the Gulf of Mexico to the Pacific Ocean along the natural border of the Rio Grande and Colorado rivers and over 800,000 square miles of mountains, desert, plains, and forests in an area of responsibility that stretches to Nevada and Oklahoma. The areas with the highest cross-border criminal activity and illegal immigration are found in the Rio Grande Valley and southern Arizona. Region-wide threats include smuggling by backpackers and more inventive means such as small fishing boats and ultralight aircraft.

50,612 FLIGHT HOURS
6,253 UNDERWAY HOURS



TOP RESULTS FISCAL YEAR 2016 SOUTHWEST REGION

...reported by participating units; may incl. duplication across locations

APPREHENSIONS 50,874
MARIJUANA 558,226 lbs

METH 2,275 lbs
WEAPONS 424
ARRESTS 1,588

The four states that share a border with Mexico are high-traffic corridors for illegal immigration. In 2016, most of our illegal alien apprehensions took place in these states. Often, these people begin their journey in Mexico or from neighboring Central American countries such as El Salvador, Guatemala, and Honduras. The table below lists the states in the Southwest where AMO has recorded high levels of illegal alien apprehensions this fiscal year.



STATE	# OF APPREHENSIONS	DOMESTIC %
TEXAS	35,928	68%
ARIZONA	13,877	26%
CALIFORNIA	2,271	4%
NEW MEXICO	530	1%

Levels of activity in the Southwest Region highlight the need for a unified approach to protecting our nation's borders. This year's Operation Diablo Express is one high-profile example of joint cooperation in the region. The 24-hour concentrated effort between AMO, our CBP partners, U.S. Immigration and Customs Enforcement, the Drug Enforcement Administration, the FBI, Arizona's Scottsdale Police Department, and Mexico's Federal Police, among others, was designed to combat the Sinaloa cartel, a major producer and distributor of Mexican opium and marijuana. Operation Diablo Express targeted more than 20 suspected members of the Sinaloa cartel who were operating in the community of Lukeville, Arizona, just across the border from the small town of Sonoyta, Mexico. After a violent standoff, during which the suspected cartel members fired assault-style weapons at law enforcement officers, Mexico's Federal Police arrested 22 suspects and seized their stockpile of drugs and weapons. Operations like Diablo Express bring the fight closer to the source.



The Government Performance and Results Act requires agencies to report statistics related to established performance goals. In Fiscal Year 2016, AMO reached its goal of an 83 percent launch rate for our air missions in support of Homeland Security. Requests for air missions are made by state, local, and federal partners.

AMO's field agents formulate region-specific approaches to accomplish our interdiction mission. The McAllen Air and Marine Branch launched an Investigations Unit in 2014 to focus on building relationships with local sources and other investigative partners. The case below is an example of how the new unit's relationships have led to interdiction results.

FROM THE FIELD ▶ The McAllen Investigations Unit took part in a warrant service in Hidalgo County, Texas, capturing the Villarreal crime family who were wanted for drug trafficking and money laundering activities in connection to the powerful Gulf Cartel crime syndicate in Mexico. The Internal Revenue Service led this interagency effort to stop the flow of drugs into south Texas and the flow of illicit cash back to Mexico. The task force arrested 16 suspects and seized 130 weapons, \$6 million in real estate, \$4.5 million in race horses, \$1.2 million in vehicles, and \$500,000 in farm equipment.

When AMO seizes currency and liquid assets from traffickers, we take this money out of the hands of transnational criminal organizations. These criminal networks would use those funds to buy more drugs and the weapons to protect them; finance the aircraft, vessels, and vehicles to deliver them; and recruit the smugglers paid to transport these drugs over the border and onto the streets of your neighborhood.



This year, the Southwest Region was a key player in a Government Accountability Office audit into efforts by the Department of Homeland Security to address subterranean, aerial, and maritime smuggling from 2011 through 2016. In its report, the auditors concluded . . .

"As transnational criminal organizations have adapted their techniques to smuggle drugs and humans through cross-border tunnels, ultralight aircraft, panga boats, and recreational vessels to evade detection, it is vital that [the department] respond accordingly in its border security enforcement efforts. [It] has taken steps to assess and address the risk posed by these smuggling methods, but opportunities exist to ensure these efforts are effective and that managers and stakeholders have information needed to make decisions."

The Government Accountability Office made six recommendations. These include directing CBP to establish and monitor performance targets related to ultralight aircraft, pangas (small fishing boats), and other recreational vessel smuggling.

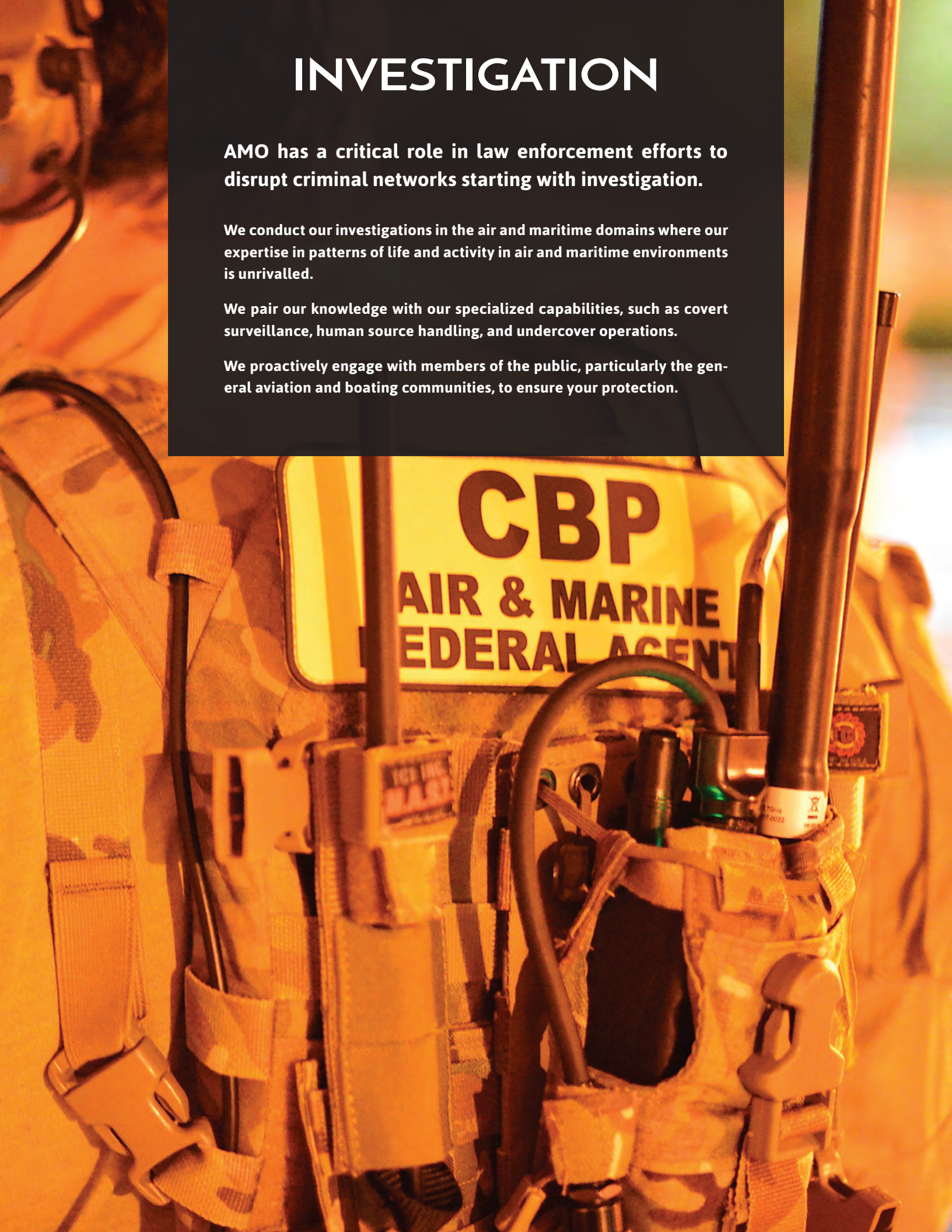
INVESTIGATION

AMO has a critical role in law enforcement efforts to disrupt criminal networks starting with investigation.

We conduct our investigations in the air and maritime domains where our expertise in patterns of life and activity in air and maritime environments is unrivalled.

We pair our knowledge with our specialized capabilities, such as covert surveillance, human source handling, and undercover operations.

We proactively engage with members of the public, particularly the general aviation and boating communities, to ensure your protection.





FISCAL YEAR 2016 PRIORITY

Part and parcel of AMO's law enforcement mission is **conducting and supporting criminal investigations**. We conduct investigations in our areas of expertise — the air and maritime domains — working independently and on task forces nationwide that are involved in case work relevant to our mission, such as U.S. Immigration and Customs Enforcement's Border Enforcement Security Task Forces and the FBI's Joint Terrorism Task Forces.

Priority 2-A was to enhance our investigative training and capabilities by enrolling 30 agents in the Criminal Investigator Training Program in Fiscal Year 2016. The Federal Law Enforcement Training Center's program provides AMO personnel with instruction in the skills — interview techniques, surveillance, undercover operations, and more — expected of criminal investigators. They will face a variety of situations requiring **expertise in human behavior, case management, law, cultural sensitivity**, and more interdisciplinary approaches for effective law enforcement.



AGENTS GRADUATED FROM CRIMINAL INVESTIGATOR TRAINING PROGRAM CLASSES

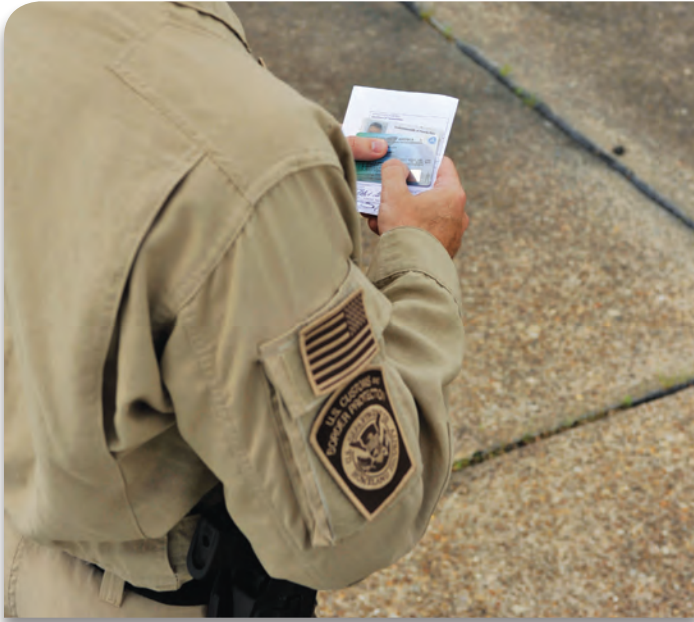
“ The tasks of contemporary law enforcement are **complex and challenging**. Essential to effective performance as a criminal investigator is a comprehensive and progressive formal training program, which provides assurance that new practitioners are fully equipped to meet the rigorous demands of the environment in which they will operate. ”

— **CRIMINAL INVESTIGATOR TRAINING SYLLABUS, FEDERAL LAW ENFORCEMENT TRAINING CENTER**

Priority 2-B was to offer an AMO Continuing Case Investigation Course to develop the investigative skills of current agents. The pilot course, which builds on a legacy concept from the U.S. Customs Service, ran from June 20 to July 1, 2016. The course took agents through a **life cycle of the investigation process** — from interviews to surveillance and arrests, and finally testifying at trial. While it is still in development, the course is envisioned as an introduction and refresher for case management skills. It is specific to AMO case management but can also be used as an intermediary class for agents awaiting the Criminal Investigator Training Program class at the Federal Law Enforcement Training Center.

PHOTO: In honor of National Peace Officers Memorial Day in 2016, Michigan's Oakland County Sheriff's Office held an awards ceremony to recognize the task force members who participated in a multi-jurisdiction investigation into a drug trafficking organization in the Metro Detroit area. Members of our Great Lakes Air and Marine Branch were honored to be recognized for their role in keeping dangerous drugs off the street. AMO's vital contributions to investigative task forces such as these are recognized nationwide.





AMO's **SKYPRO program** develops intelligence on domestic and international air smuggling activity. We identify threats while fostering positive interactions between law enforcement and the general aviation community. The vast majority of pilots are law-abiding citizens who cooperate with us and our partner agencies to protect our airways from the criminals who seek to exploit the convenience of operating general aviation aircraft to conduct illegal activities.

SKYPRO coexists with our **outreach and communication with the general aviation community**. Details can be found in our *Top-Down Review of Domestic General Aviation Law Enforcement Operations*, published in response to questions from the general aviation community. This report led us to update our procedures and internal guidance to incorporate the following.

- ☑ We increased our effectiveness and accountability by requiring agents and officers to log contacts with the community, leading to better research and decreasing the likelihood of unwarranted repeat encounters with pilots.
- ☑ We increased our capability to use our own personnel and assets to conduct pilot certificate inspections, ensuring that pilots interact with the agents and officers most skilled to conduct certificate inspections.

**AMO ENCOURAGES YOU TO CALL 1-866-AIRBUST
IF YOU NOTICE ABNORMAL AVIATION OR MARITIME ACTIVITY**

PHOTOS: When AMO agents conduct a pilot certificate inspection, we will ask to see your airman and medical certificates, photo identification, and aircraft certificate of registration. We will examine and verify these documents before returning them to you. In circumstances where border search authority or a search warrant are not present, we may only conduct searches or seizures consistent with your Fourth Amendment rights. You can expect to be treated in a courteous and professional manner.

FROM THE FIELD ▶ In May 2016, former CBP Commissioner R. Gil Kerlikowske met with the President of the Aircraft Owners and Pilots Association (AOPA), Mark Baker, to reaffirm AMO's commitments to the general aviation community.

"Not only has CBP ended the problem of unwarranted searches of general aviation aircraft," said Mr. Baker, "but the conversation has evolved into a collaborative effort to reduce both costs and unnecessary bureaucratic hoops while at the same time advancing our shared security interests."

Former Commissioner Kerlikowske added: "We are committed to working with the AOPA on different processing options, including mobile and trusted traveler technology, to ensure expeditious clearance of legitimate travelers while upholding the highest security standards."

An AS350 aircrew flies over downtown Cleveland during the 2016 Republican National Convention. AMO agents from the Northern Region conducted air and maritime security at the event. The Northern Region also secured the Democratic National Convention in downtown Philadelphia.





REGIONAL SPOTLIGHT

BELLINGHAM AIR AND MARINE BRANCH

MONTANA AIR UNIT · SPOKANE AIR UNIT · BELLINGHAM MARINE UNIT · PORT ANGELES MARINE UNIT · **MANASSAS AIR BRANCH** HOULTON AIR UNIT · PLATTSBURGH AIR UNIT · NEW YORK AIR 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

The Northern Region is demarcated by the U.S.–Canada border — the longest shared border in the world — and the boundaries of 32 states and the District of Columbia. This area measures 1.7 million square miles and features major metropolitan centers, sparsely populated territory, binational communities, and key transit hubs. Binational smuggling occurs in dynamic environments where criminals conceal themselves amidst legitimate commerce and travel in the changing seasons that can cause waterways to become passable on foot in winter. In the nation’s interior, intelligence-based strategies focus on emerging threats including millions in illicit drug proceeds.

15,204 FLIGHT HOURS
8,694 UNDERWAY HOURS



TOP RESULTS FISCAL YEAR 2016 NORTHERN REGION

...reported by participating units; may incl. duplication across locations

CURRENCY \$12,128,763
ECSTASY 260 lbs

HEROIN 199 lbs
ARRESTS 1,134
WEAPONS 199

Many of the Northern Region's successful operations are the result of AMO's strong partnerships with other law enforcement agencies, both domestic and international.

Along the world's longest international border between two countries, the Canadian Border Services Agency works with CBP and other Department of Homeland Security components.



We combat the flow of guns, drugs, and other illicit contraband traveling in both directions. The region's air and marine branches combine their efforts to enforce border security across an expansive area of responsibility where criminal activity extends into the nation's interior.

Some of this year's interstate and international cases included record seizures. For example, AMO crews from the Montana Air Unit conducted surveillance that resulted in the largest single seizure of methamphetamine in Utah's history, and facilitated Homeland Security Investigations' arrest of a Canadian citizen in Utah for trafficking drugs from California to Canada through a port of entry in Montana.

The Northern Region is notable for record numbers of single seizures of bulk currency. This year, the Chicago Air Unit with Homeland Security Investigations seized \$900,000 on a single operation. Our AS350 aircrew conducted surveillance of the suspected cash smuggler in northern Illinois. Over the past two years, the region has seized over \$38,000,000.



AMO agents in the Northern Region act as the last line of defense against drug traffickers whose shipments originate over the U.S.–Mexico border, destined for the nation's interior. Our partnerships with local law enforcement enable us to participate in drug busts involving street gangs who are the primary distributors of drugs in the United States. This year, the Manassas Air Branch participated in anti-gang operations that targeted the MS-13 gang in Virginia, the Bloods street gang in New York, and others in the region, involving AMO aircrews who protect ground team operators through aerial surveillance and “top cover” from our skilled aircrew rifle operators.

The Northern Region's air and marine branches are also very involved in contingency operations and national taskings, such as the case below.

FROM THE FIELD ▶ AMO agents from all over the Northern Region conducted air and maritime security at both the Democratic National Convention in Philadelphia, Pennsylvania, and the Republican National Convention in Cleveland, Ohio, in July 2016.

These National Special Security Events were deemed potential targets for terrorism and other criminal activity.

Planning and preparations with interagency partners began a year in advance. One full-scale exercise before the Republican National Convention was a radiological/nuclear detection exercise which drew from AMO, the Ohio Department of Public Safety, FBI, Department of Energy, Cleveland's MetroHealth Hospitals, and many other partners. Our Marine Interdiction Agents contributed their capability for maritime detection and identification of radiological and nuclear material. They coordinated with counterparts for a land-based scenario test of the medical services response and the military's decontamination procedures.

From July 16 to 23, 2016, the Republican National Convention hosted more than 4,000 delegates and alternates from the 50 states, the District of Columbia, and 5 territories. In the air, AMO's AS350 aircrews conducted surveillance while UH-60 Black Hawk aircrews provided tactical support for Maritime Security Response Teams. We transmitted nearly 100 hours of video that allowed incident commanders to have real-time situational awareness of events in the air and on the ground.

On the waterways, AMO agents patrolled from marked and unmarked vessels on countersurveillance missions along Lake Erie and the rivers in the Cleveland area.

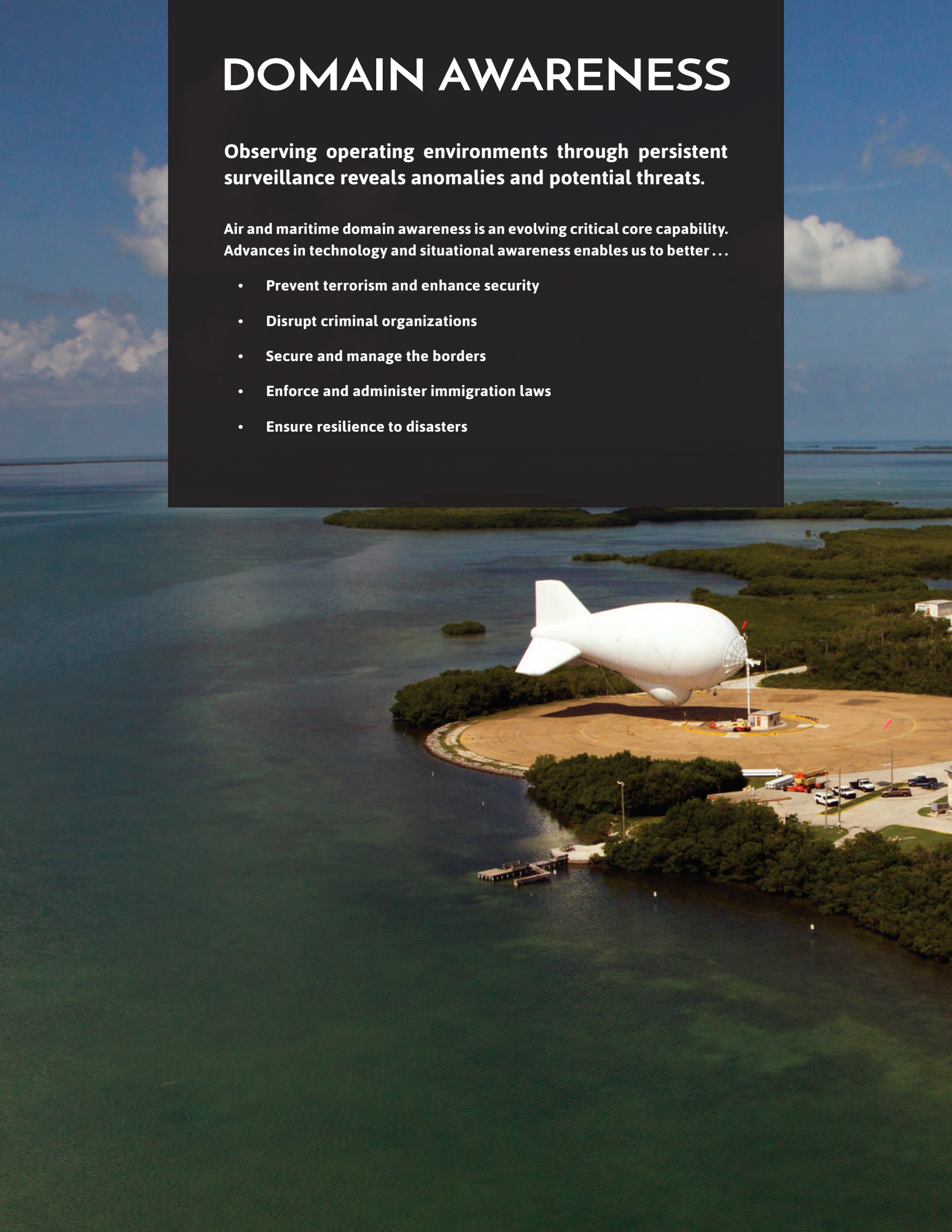
On land — at the Multi-Agency Command Center — the Northern Region's air and marine agents were joined by our Detection Enforcement Officers from the Air and Marine Operations Center in Riverside, California. Together, we employed our Air and Marine Operations Surveillance System's mobile capabilities to coordinate movement and deconflict the aircraft responsible for interdicting targets of interest within the flight restricted area.

DOMAIN AWARENESS

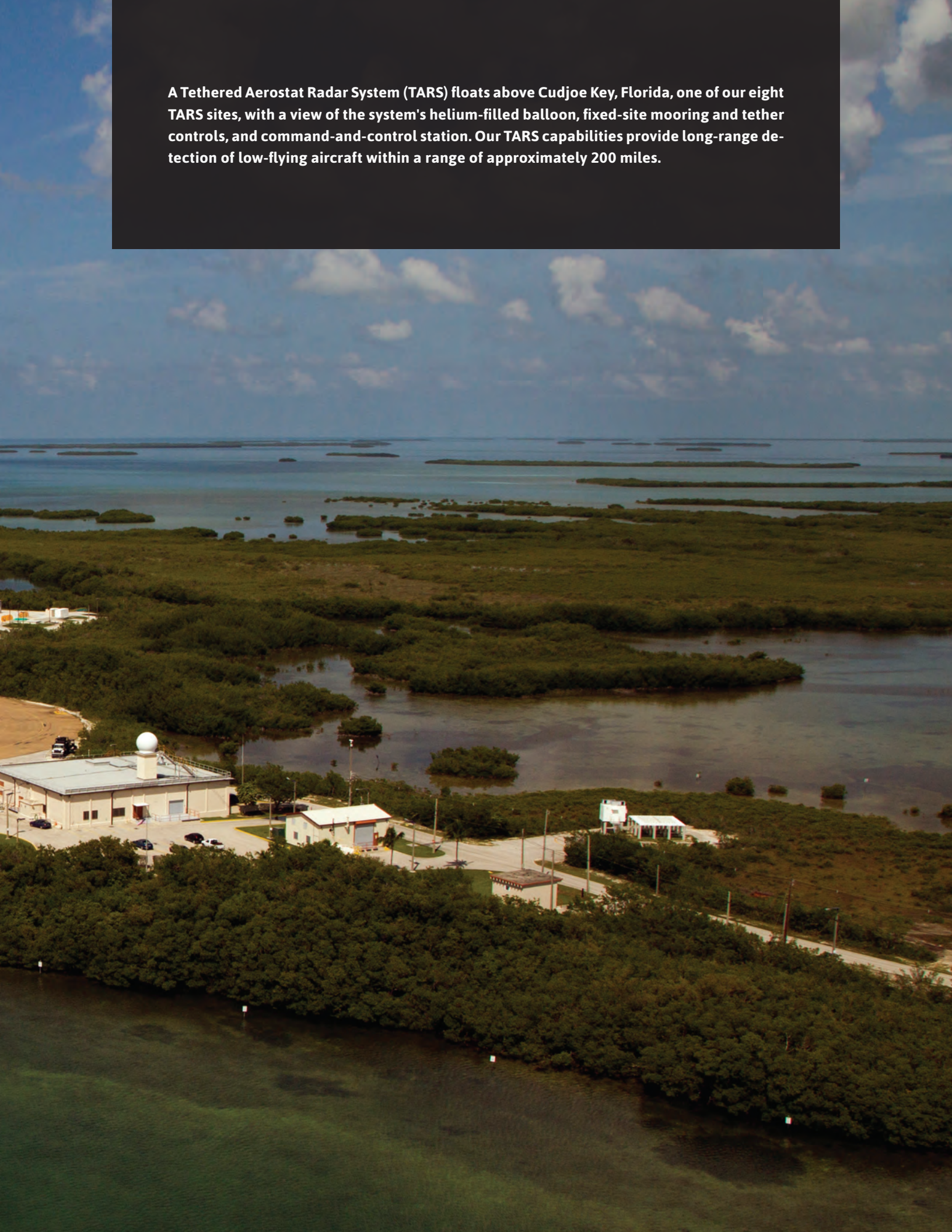
Observing operating environments through persistent surveillance reveals anomalies and potential threats.

Air and maritime domain awareness is an evolving critical core capability. Advances in technology and situational awareness enables us to better ...

- **Prevent terrorism and enhance security**
- **Disrupt criminal organizations**
- **Secure and manage the borders**
- **Enforce and administer immigration laws**
- **Ensure resilience to disasters**



A Tethered Aerostat Radar System (TARS) floats above Cudjoe Key, Florida, one of our eight TARS sites, with a view of the system's helium-filled balloon, fixed-site mooring and tether controls, and command-and-control station. Our TARS capabilities provide long-range detection of low-flying aircraft within a range of approximately 200 miles.



REAL-TIME DOMAIN AWARENESS



OPERATING UNMANNED AIRCRAFT

from Sierra Vista, Arizona; Corpus Christi, Texas; and Grand Forks, North Dakota, AMO aircrews and ground personnel use cutting-edge technology and real-time networked data to enhance our long-range intelligence, surveillance, and reconnaissance capabilities.



We operate the remotely-piloted **MQ-9 Predator B** aircraft to increase domain awareness. An endurance of 20 hours and its surface search radar and ground-moving target indicator allows this asset to provide trend information and multiple- or single-target tracking leading to interdiction and apprehension.

Some of our MQ-9 Predator B aircraft are optimized for operations in the maritime environment. With structural, avionics, and communications enhancements, like the **SeaVue marine search radar**, these aircraft can conduct long-range surveillance in the Source and Transit Zones with Joint Interagency Task Force South.



PHOTO: Senator Heidi Heitkamp, North Dakota, presents Congressional Resolution S.RES.359, "Celebrating the 10th anniversary of the unification of the air and marine assets of CBP to establish the AMO of CBP," at National Air Security Operations Center – Grand Forks.

UNMANNED AIRCRAFT SYSTEMS

AMO's National Air Security Operations unmanned aircraft systems program deploys our assets on a variety of law enforcement, search and rescue, and disaster recovery operations, mostly along the South-west border.

FROM THE FIELD ► National Air Security Operations Center – Sierra Vista agents observed drug smugglers who were launching marijuana bundles into the sky and across the U.S.–Mexico border with the aid of an industrial-strength air cannon pointed towards Arizona. We shared this intelligence with the Cochise County Sheriff's Office and our law enforcement partners in the government of Mexico. Their investigations led to Mexico's seizure of the air cannon and 600 lbs of marijuana.



Vehicle and Dismount Exploitation Radar (VADER) is state-of-the-art sensor technology enabling us to efficiently detect, locate, and track persons who attempt illegal entry into the United States.

AMO's VADER-equipped Predator B aircraft, having an average scan range per 12-hour mission of approximately 8,900 square miles, can **pinpoint large numbers of groups, individuals, and conveyances** in a variety of environments.

Our unmanned aircraft systems program operates VADER along the border from locations in Sierra Vista and Corpus Christi, corresponding with high-traffic areas in the Southwest where AMO records 94 percent of our apprehensions of illegal aliens.

5,540 FLIGHT HOURS
2,178 VADER HOURS

AMO's milestone 1000th VADER mission launched on November 10, 2015

TOP RESULTS FISCAL YEAR 2016 UNMANNED AIRCRAFT SYSTEMS

DETECTIONS 7,908
MARIJUANA 29,972 lbs

AMO's WAY FORWARD . . .

NEW REQUIREMENT ▶ Pursuant to House Resolution 644, "Trade Facilitation and Trade Enforcement Act of 2015," CBP is now publishing an annual report on the use of unmanned aircraft systems conducted in accordance with federal privacy law and CBP policy.

Our unmanned aircraft systems collect images and other data through electro-optical cameras and onboard radar. This data is sent to a ground control station and stored on a digital video recorder (DVR). When specific information is needed for the prosecution of a case, the required images and data are saved to a disc and marked as evidence.

All additional data and images not required for evidence remain secured on the DVR. With our current operational tempo and flight time, the stored data is overwritten every 30 to 45 days, and cannot be recovered once overwritten.

For more information, read our Fiscal Year 2016 Report to Congress, "Data Collection and Storage Using Unmanned Aircraft Systems in Joint Operations."



AMO deploys our Predator B aircraft for **joint operations with state, local, and tribal law enforcement partners** at their request. In Fiscal Year 2016, we flew 22 flights for these interagency partners.

DATE	STATE, LOCAL, TRIBAL	FEDERAL REQUESTOR
04.09.2016	WEST CENTRAL MINNESOTA DRUG & VIOLENT CRIME TASK FORCE	MINNESOTA DRUG & VIOLENT CRIME TASK FORCE
04.13.2016 – 04.14.2016	PIMA COUNTY SHERIFF'S DEPARTMENT	JOINT TASK FORCE WEST – ARIZONA
05.02.2016	TOHONO O'ODHAM NATION POLICE DEPARTMENT	JOINT TASK FORCE WEST – ARIZONA
06.10.2016	OTHER STATE & LOCAL LAW ENFORCEMENT	BUREAU OF INDIAN AFFAIRS
07.22.2016	MINNESOTA DEPARTMENT OF NATURAL RESOURCES	--
08.09.2016 – 08.16.2016	ALPENA COUNTY STATE & LOCAL LAW ENFORCEMENT	U.S. BORDER PATROL
08.22.2016 – 09.30.2016	BISMARCK NORTH DAKOTA DRUG TASK FORCE	U.S. BORDER PATROL (JOINT TASK FORCE)

KEY **LAW ENFORCEMENT OPERATIONS** **SEARCH AND RESCUE DISASTER RECOVERY**



FISCAL YEAR 2016 PRIORITY

AMO implemented a number of **technological advancements to our unmanned aircraft systems program** in Fiscal Year 2016.



Priority 1-B asked us to conduct a demonstration of Due Regard Radar, a collision avoidance system for Predator B aircraft that will allow AMO to operate our unmanned aircraft systems in U.S. airspace without being tethered to a ground-based radar system. We accomplished a successful flight test with this new technology in September.

AMO also conducted demonstrations of automatic take-off and landing capabilities using an automated safety system that will help us avoid the potential for hard landings and reduce our mishap rates.



We also inducted one ground control station for upgrade to the new standard configuration. This successful induction improves our capability to conduct federated flights — that is, when one ground control station launches an unmanned aircraft system and later hands over control to the crew of another ground control station to continue operation. This gives us flexibility over the endurance-degrading factor of crew hour limitations. AMO's ground control stations across the United States allow us to control aircraft in both the Southwest and Northern regions.



This year, the unmanned aircraft systems program was a key player in a Government Accountability Office audit into border security in 2016. The final report covers the data CBP maintains on the operations of its unmanned aircraft systems, including independent operations and joint operations as members of partnerships and task forces, and other whole-of-government networks. The auditors recognized CBP's extensive accomplishments in deploying unmanned aircraft systems and aerostats, collecting data on its border security operations and results of these programs, documenting its policies and procedures, and initiating and completing studies and evaluations to assess the effectiveness of these systems. The report contains four recommendations assigned to AMO for response, including recommendations to develop procedures for interagency coordination in all operating locations, and maintain guidance for recording mission information in our data collection system.

An unmanned aircraft system in flight. Equipped with the Vehicle and Dismount Exploitation Radar, this aircraft provides situational awareness of an expansive area of operations.





DOMESTIC AND INTERNATIONAL

ESTABLISHED IN 1988 IN CALIFORNIA

AMO's Air and Marine Operations Center is an international, multi-domain federal law enforcement center with state-of-the-art domain awareness capabilities, such as the Air and Marine Operations Surveillance System, focused on detecting, identifying, tracking, and directing the interdiction of suspicious general aviation and non-commercial maritime tracks of interest located in the Western Hemisphere.

In 2016, the center was formally recognized by Congress in H.R. 644-81.



The Government Performance and Results Act requires agencies to report statistics related to established performance goals. In Fiscal Year 2016, AMO resolved 99.6 percent of detected conventional aircraft incursions — suspicious tracks of interest who cross our borders — along all borders of the United States. Our established goal was 100 percent. Next year, our goal will be reestablished at 98.5 percent.

AIR AND MARINE OPERATIONS CENTER

The Air and Marine Operations Center coordinates the interdiction of aviation and maritime tracks of interest with U.S. authorities and our international partners to stop smugglers in their tracks.

FROM THE FIELD ▶ The Air and Marine Operations Center detected and tracked an aircraft not displaying a transponder code southeast of Tijuana, Mexico, and northbound. This is the familiar pattern of a “short landing” smuggling aircraft which does not cross the U.S.–Mexico border and stops short in an attempt to evade detection. Following long-standing notification protocols, AMO coordinated an interdiction with the government of Mexico through the Information Analysis Center at the U.S. Embassy in Mexico City.

Using the intelligence from the Air and Marine Operations Center, the Policía Federal arrested two individuals and seized a .38 handgun, 108 lbs of cocaine, 177 lbs of heroin, and 1,399 lbs of methamphetamine.

The Air and Marine Operations Center has two auxiliary facilities. Puerto Rico's Caribbean Air and Marine Operations Center focuses on AMO's area of responsibility in the Caribbean Sea and Virginia's Capital Regional Unit supports air security and defense operations in Washington, DC. Together, the AMO employees at all three facilities were responsible for the process of **detecting, assessing, investigating, and resolving** nearly **500,000 suspicious air and maritime tracks of interest** in Fiscal Year 2016.

AMO's WAY FORWARD . . .

EXPANSION > On October 26, AMO broke ground on a new 22,000-square-foot building on March Air Reserve Base. This expansion allows the Air and Marine Operations Center to shift support functions from its current building and therefore create more space to house operational personnel and the latest-generation technology.

The building will accommodate administrative offices, conference and breakout rooms, automated data processing, telecommunications, systems support, training, and secure storage.

The Air and Marine Facilities Program Management Office in CBP's Facilities Management and Engineering Division worked closely with the U.S. Army Corps of Engineers to award an approximately \$11 million construction contract to the Barnhart-Reese Construction company of San Diego, California. The project is estimated to take one year to complete.




DETECTION

486,142

DETECTIONS IN FISCAL YEAR 2016 (TOTAL)

The center integrates data received from hundreds of domestic and international radars and optical sensors. There is even one single display capable of tracking over 50,000 individual tracks of interest.




ASSESSMENT

320,122

DETECTIONS REQUIRING AMO ANALYSTS TO ASSESS FOR LAW ENFORCEMENT RESPONSE

AMOC's Detection Enforcement Officers use their extensive law enforcement and intelligence databases and communications networks to determine appropriate law enforcement responses to suspect activity.




INVESTIGATION

898

DETECTIONS REQUIRING INVESTIGATION

AMOC's Detection Enforcement Officers coordinate with air and marine agents and other law enforcement officials, both domestic and international, to respond at the scene of the suspect activity. We also coordinate with the North American Aerospace Defense Command and the governments of Mexico, Canada, and the Bahamas.

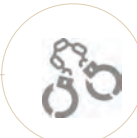


RESOLUTION

854*

DETECTIONS SUCCESSFULLY RESOLVED

Out of this number, over **300** resolved detections were issued violations. These outcomes include arrests, seizures, fines, penalties, pilot deviations, and verbal or written warnings issued by the appropriate authorities.



*44 law enforcement case results are pending

Marine Interdiction Agents patrol the waters off the Florida coast on two of our Midnight Express interceptor vessels. AMO has 14 branch and unit locations in the Sunshine State.







REGIONAL SPOTLIGHT

CARIBBEAN AIR AND MARINE BRANCH

FAJARDO MARINE UNIT · MAYAGUEZ MARINE UNIT · PONCE MARINE UNIT · SAN JUAN MARINE UNIT · ST. THOMAS MARINE UNIT ·

JACKSONVILLE AIR AND MARINE BRANCH

FT. PIERCE MARINE UNIT · JACKSONVILLE MARINE UNIT · PANAMA CITY MARINE UNIT ·

TAMPA MARINE UNIT · MIAMI AIR AND MARINE BRANCH

FT. LAUDERDALE MARINE UNIT · FT. MYERS MARINE UNIT ·

KEY LARGO MARINE UNIT · KEY WEST MARINE UNIT · MARATHON MARINE UNIT ·

MIAMI MARINE UNIT · WEST PALM BEACH MARINE UNIT · NEW ORLEANS AIR AND MARINE BRANCH

HOUSTON AIR UNIT · GALVESTON MARINE UNIT · GULFPORT MARINE UNIT · HOUMA MARINE UNIT

SOUTHEAST REGION

The Southeast Region follows the Gulf of Mexico along the coasts of Texas and Florida, stretches north over the Atlantic Coast to North Carolina, and reaches the Caribbean Sea where AMO operates from Puerto Rico and the U.S. Virgin Islands. More than 500,000 square miles of interior, extending west to Arkansas, are under the region's oversight along with a wide maritime area of responsibility. In these vast waters, AMO agents face international threat profiles addressed by multi-jurisdictional agreements, strategies, and partnerships to combat the drug and human smugglers who combine ever-evolving uses of aircraft and vessels for distinctive smuggling methods.

The **statistics below** are similar to the data collected for the Southeast Region's latest threat assessment. Developed with Intelligence Research Specialists from the Air and Marine Operations Center, the threat assessment forms a baseline for known threats and significant activity to identify and evaluate current and emerging threats, vulnerabilities, and gaps.

12,994 FLIGHT HOURS

18,439 UNDERWAY HOURS



TOP RESULTS FISCAL YEAR 2016 SOUTHEAST REGION

...reported by participating units; may incl. duplication across locations

CURRENCY
COCAINE

\$15,079,575
20,623 lbs

ARRESTS	1,349
VESSELS	75
WEAPONS	311

One gap identified, evaluated, and addressed by the Southeast Region is the intelligence gap in the strait that connects the Caribbean Sea and the Gulf of Mexico known as the Yucatán Channel. The New Orleans Air and Marine Branch initiated Operation Strait Jacket in cooperation with international law enforcement partners, which include the Mexican Navy, Royal Cayman Islands Police Service, and other members of the Regional Integration Group taskforce.

Marine Interdiction Agents who deployed to Grand Cayman, the largest of the Cayman Islands, reported significant suspicious maritime vessel traffic entering and leaving through the Yucatán “chokepoint.” To share this data with our taskforce partners, our agents developed a process for collecting and sorting data using real-time chat programs and accessible databases together with the Air and Marine Operations Center, Homeland Security Investigations, and U.S. Coast Guard.



In 2016, the Southeast Region was a key player in an Office of the Inspector General audit into the shared maritime security mission of AMO and the U.S. Coast Guard. The region’s activities form a significant part of AMO’s commitment to strengthening our unity of effort. In its public report, the Inspector General concluded . . .

“We found that the two components’ maritime missions and responsibilities are not duplicative; their efforts bolster the overall effectiveness of [...] maritime border security and improve the ability to prevent the illegal flow of contraband and people into the country. Given the large area of responsibility, different activities, and limited resources, eliminating the maritime law enforcement responsibilities of either agency — or combining them — could be harmful to border security.”

The Office of the Inspector General made two recommendations to improve oversight and coordination of maritime operations between AMO and the U.S. Coast Guard.

A recent threat in the Southeast was a 235 percent increase in Cuban migrant apprehensions, compared to Fiscal Year 2015, and a correlated increase in migrants’ use of violence against law enforcement. Agents in Florida and Puerto Rico are interdicting more vessels with migrants onboard who threaten our agents with machetes and other weaponry. These migrants sometimes threaten to harm themselves with their own weapons in order to gain access to onshore medical treatment.

Beyond our interdiction and intelligence efforts, AMO’s mission includes incident-based responses to federal, state, and local emergencies, such as the case below.

FROM THE FIELD ▶ Marine Interdiction Agents deployed their search-and-rescue capabilities to rescue 82 people from a burning passenger ferry run aground off the coast of Puerto Rico. The fire had started in the engine room of the ferry on its return journey from the Dominican Republic.

Radio reports reached Marine Interdiction Agents at San Juan Marine Unit and Fajardo Marine Unit who launched two Midnight Express interceptor vessels for search and rescue. Arriving on scene at San Juan Bay, our Marine Interdiction Agents saw black smoke billowing from the burning ferry’s stacks and passengers evacuating into lifeboats.

The agents identified a disabled lifeboat without propulsion and quickly towed the boat to safety, before returning for multiple trips to rescue passengers with law enforcement partners at a command center established by the San Juan Municipality. Their rescue efforts demonstrate AMO’s rapid response capability and the courage our agents bring to local communities.

AMO’s agents often go beyond the call of duty. Richard Bryant, a Marine Interdiction Agent at the Panama City Marine Unit, was recently recognized for his role in the rescue of a 6-year-old kidnap victim.



The child was abducted by her father, who then fled to the U.S.–Mexico border where he was arrested by CBP without the child in his custody. The father refused to tell law enforcement officials where he had taken the child. Agent Bryant (right), temporarily assigned to a U.S. Marshals Service taskforce, coordinated the missing girl’s reunion with her mother.

Agent Bryant devised a plan with the U.S. Marshals to advertise the father’s arrest to encourage whoever was hiding the child to come forward. Soon after, the girl’s grandmother reached out and confessed to hiding the child. Agent Bryant negotiated the child’s return with the grandmother and coordinated a plan that saw mother and daughter safely reunited.

CONTINGENCY OPERATIONS AND NATIONAL TASKINGS

AMO performs a wide range of incident-based missions.

These can be in response to state and federal emergencies, terror threats, and disaster relief, in addition to regular participation in Continuity of Operations exercises and securing National Special Security Events.

We embrace our role as first responders; the “go-to” organization for communications support, change detection, and aerial video down-link capabilities.



FROM THE FIELD ▶ The San Diego Air and Marine Branch and Tucson Air Branch secured the airspace over Levi's Stadium during a multi-agency effort to safeguard Super Bowl 50 in February 2016.

As the Denver Broncos beat the Carolina Panthers, 24–10, our AS350 helicopter crews provided real-time aerial video downlink while our UH-60 Black Hawk and Cessna C-550 Citation crews enforced the Temporary Flight Restriction Zone over the stadium. We worked with our military partners from the Western Air Defense Sector to provide the area's law enforcement presence.

PHOTO: Former CBP Commissioner R. Gil Kerlikowske speaks with an AMO aircrew prior to flying over Levi's Stadium during the National Special Security Event-designated Super Bowl 50 in Santa Clara, California.



FROM THE FIELD ▶ Following AMO's successful air operations in 2015 to secure a visit of Pope Francis to the United States, this year the El Paso Air Branch led the efforts to provide airspace security for Pope Francis's visit to Ciudad Juárez, Mexico, in February 2016.

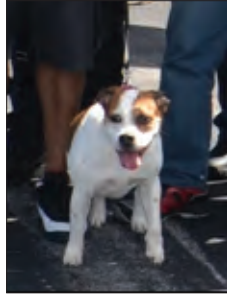
AMO's El Paso Air Branch led the Aviation Component Unified Command, which included interagency partners from the Texas Department of Public Safety and the New Texas Air National Guard, as well as AMO personnel from our locations in Uvalde, Del Rio, McAllen, Tucson, Sierra Vista, San Diego, Riverside, and the Air and Marine Operations Center.

All together, AMO conducted round-the-clock operations to maintain public safety at and beyond the border during the Pope's visit by conducting surveillance and transmitting real-time video downlink for overhead situational awareness to ground team operations at the Tactical Command Center and Emergency Office Center in El Paso.

PHOTO: A view of the busy international Bridge of the Americas near a CBP port of entry into the United States in the El Paso-Juárez region, the largest binational metropolitan area on the U.S.–Mexico border.



FROM THE FIELD ▶ In the aftermath of Hurricane Matthew — the Category 5 storm that tore through the Atlantic Ocean in October 2016 — an AMO DHC-8 aircrew from Miami Air and Marine Branch evacuated 17 CBP Office of Field Operations Preclearance Officers, family members, and their pets from Freeport in the Bahamas, and safely relocated them to Homestead Air Reserve Base in Florida.



Hurricane Matthew significantly damaged Freeport Airport and the officers' homes, causing them and their families to be displaced and in need of help. An evacuation plan was put into place with coordination between the Miami Air and Marine Branch and CBP Director of Field Operations Diane Sabatino to quickly transport the evacuees to Florida.

"We immediately acted to get them to shelter as soon as possible," recalled William Gibbon, Director of the Miami Air and

Marine Branch. "We knew that they needed our support and relocating them was a priority."


The AMO DHC-8 crew headed to Freeport as soon as it was safe to fly into the area. "When the aircraft came into view, it was such a relief," said Freeport Port Director John Deitzer. "As we watched it land, we all kept saying how thankful we were and how wonderful it was that our own AMO colleagues were coming to get us."

Meanwhile, AMO aircrews from Tucson Air Branch, Spokane Air Unit, and Buffalo Air Unit launched to assist with relief efforts within the nation's interior. In Columbia, South Carolina, UH-60 Black Hawk aircrews collected footage of damaged areas and levees as forecasts predicted record flood waters. The AS350 aircrew collected material for damage assessment analyses while our C-550 aircrew provided logistical support flights as needed. Over 25 AMO employees coordinated with local emergency operation centers to assist with emergency relief to the people of the Carolinas.



PHOTO: On arriving at Homestead Air Reserve Base, the CBP officers were greeted by their colleagues ready to provide support in any way possible. During a three-week repair to Freeport Airport, the CBP officers worked at the Miami Sea Port. They were finally able to return to the Bahamas on October 31.



An aerial photograph of an oil platform deck. The deck is a complex of metal structures, including railings, ladders, and various pieces of equipment. A prominent feature is a large, horizontal, white cylindrical tank in the center. To the right, there is a yellow crane or hoist structure with a platform. The background is a vast expanse of blue ocean under a clear sky. The lighting suggests it's daytime, with shadows cast across the deck.

A UH-60 Black Hawk crew conducts a fast rope and hoist extraction at an oil platform in the Gulf of Mexico off the coast of Louisiana. This operation strengthened joint contingency enforcement operations between AMO, U.S. Coast Guard, and U.S. Border Patrol.

**PHOTO BY EDWIN MONTUFAR
AIR INTERDICTION AGENT
MIAMI AIR AND MARINE BRANCH**



SUSTAINING AND STRENGTHENING AMO

The continued growth and development of our workforce, fleet, and capabilities is critical for operational success.

Our law enforcement culture values high performance, innovation, and employee engagement. Together, we pursue excellence by developing and deploying the unique and diverse capabilities that distinguish AMO.



AIR AND MARINE ASSETS



238
TOTAL AIRCRAFT

110
TOTAL VESSELS



FIXED-WING AIRCRAFT

- C-550 CITATION
- C-206
- 210
- PC-12
- KING AIR SERIES 200 AND C-12C
- DHC-8
- MARITIME PATROL AIRCRAFT
- P-3 ORION
- LONG-RANGE TRACKER
- P-3 ORION
- AIRBORNE EARLY WARNING
- MULTI-ROLE ENFORCEMENT AIRCRAFT
- SUPER KING AIR 350ER
- UNMANNED AIRCRAFT SYSTEM
- MQ-9 PREDATOR B

ROTARY-WING AIRCRAFT

- AS350 A-STAR
- EC120
- UH-1 HUEY
- S-76
- UH-60
- BLACK HAWK

INTERCEPTOR CLASS VESSELS

- 39' MIDNIGHT EXPRESS
- 39' INTERIM MIDNIGHT
- 41' COASTAL INTERCEPTOR VESSEL
- 40' SEAHUNTER
- 40' ACTD
- 40' INVINCIBLE

- 38' SAFE BOAT
- 33' SAFE BOAT

COASTAL / UTILITY VESSEL

- 30' INTREPID



FISCAL YEAR 2016 PRIORITY

Priority 5-D was to complete operational test and evaluation on the new Coastal Interceptor Vessel (CIV) prototype before the end of the year. Test and evaluation began in July 2016 at our National Marine Center in St. Augustine, Florida. The Department of Homeland Security's Office of Test and Evaluation released its report in September 2016, assessing the CIV to be **effective and suitable** to perform its roles and missions.

Next-generation, high-speed CIVs are designed to outrun and outmaneuver maritime smugglers. The 41-foot, 20,000-pound vessels are built with 4 outboard engines generating 1,400 horsepower for speeds up to 70 miles per hour. These vessels provide Marine Interdiction Agents with greater speed and improved maneuverability, and are equipped with the latest safety features and state-of-the-art marine navigational suite.

SAFE Boats International was awarded the \$48 million contract for up to 52 vessels. Over time, the CIVs will replace a 16-year-old fleet of vessels that are past their service life.

The CIVs will be delivered to high-traffic coastal areas in the Southwest and Southeast regions where they will be used by Marine Interdiction Agents to combat maritime smuggling and defend the waterways along our borders.

In honor of AMO's history as a legacy component of the U.S. Customs Service, the first CIV delivered in 2016 is named the **Alexandria** after one of the earliest maritime law enforcement collectorships launched in 1789.

AMO's second CIV is scheduled to be delivered in 2017.



PHOTO: Marine Interdiction Agents operate the new Coastal Interceptor Vessel, the *Alexandria*, on the Potomac River in Washington, DC.

Rows of rotary-wing aircraft await routine maintenance under the watch of Supervisory Aviation Maintenance Officers. AMO obligated over \$100 million towards logistics and maintenance in Fiscal Year 2016.



BUDGET

\$910.0M TOTAL BUDGET
FISCAL YEAR

TOTAL OPERATIONS BUDGET FOR FISCAL YEAR 2016 BASED ON THE ENACTED OMNIBUS APPROPRIATIONS ACT, 2016. INCLUDES PRIOR-YEAR CARRYOVER FUNDS AND PRIOR-YEAR RECOVERY FUNDS. (as of 9/30/2016)

CARRYOVER A funding balance available from a prior fiscal year in multi- and no-year accounts. Carried over when not all funding is obligated in the year in which it is appropriated.

RECOVERIES A multi- or no-year funding balance available from a prior fiscal year. Recovered when de-obligated from prior-year contracts and returned to the account for use on new contracts.

\$304.483M SALARIES
& EXPENSES

We obligated \$245M for Salaries and Benefits and obligated a further \$35M for Premium Pay and Overtime, Administratively Uncontrollable Overtime (AUO), and Law Enforcement Availability Pay (LEAP). We began planning for **AUO-to-LEAP transition** before H.R. 4902 was signed into law in December 2016 expanding LEAP to all of our eligible law enforcement agents and officers. This transition allows us to standardize budgeting for LEAP's fixed 25-percent pay entitlements that are now part of an agent's basic compensation package, in contrast to fluctuating AUO funds that were subject to mid-year revisions.

\$473.753M OPERATIONS
& MAINTENANCE

24.37%	LOGISTICS AND MAINTENANCE
18.29%	P-3 PROJECT MANAGEMENT OFFICE
12.66%	UNMANNED AIRCRAFT SYSTEM PROGRAM
07.67%	FUEL
05.11%	NATIONAL MARINE CENTER



PHOTO: One of our Multi-Role Enforcement Aircraft in operation. It is equipped with state-of-the-art sensor equipment for detection, tracking, and surveillance operations.

\$131.764M PROCUREMENT

AMO obligated the majority of its procurement funds towards sensors, CIVs, and the Multi-Role Enforcement Aircraft (Super King Air 350ER). Currently, AMO has 12 of these medium-range, fixed-wing, twin turboprop aircraft used for conducting aerial patrol and surveillance over land and water. We expect the 13th Multi-Role Enforcement Aircraft to be delivered in 2017 with the 14th aircraft to follow in 2018.



FISCAL YEAR 2016 PRIORITY

Priority 3 was to issue a Request for Information to industry to determine the potential for, or availability of, a **medium capability, broad area, electronic moving target sensor** for use over land compatible for use on our Multi-Role Enforcement Aircraft or a single-engine patrol aircraft. AMO released the request in November 2015, and 7 of 11 responses were credible. Each vendor proposed moderate modifications to their current radar. Currently, no commercial-off-the-shelf product meets AMO's requirements.



PHOTO: A sensor operator's view of marine vessel traffic in the Florida Straits enhanced by the Minotaur mission management system. AMO has been at the forefront of this technology — the first-ever aircraft outfitted with a Minotaur prototype was our DHC-8 aircraft in 2008. The U.S. Navy, U.S. Coast Guard, and other agencies have since adopted the mission management system.



FISCAL YEAR 2016 PRIORITY

Priority 1-E was to establish a production baseline configuration for the Minotaur mission management system for our current and future Multi-Role Enforcement Aircraft. Minotaur is a hardware and software package developed by the Johns Hopkins Applied Physics Laboratory that provides AMO's pilots and sensor operators with the latest technology in target sorting, classification, tracking, and reporting capability. We worked with Johns Hopkins to successfully achieve this goal.

Programmed with more than 30 million lines of source code, this sophisticated computer system creates **an interactive 3-D overlay of data points which integrate into one multi-sensor, multi-platform track picture.** This picture is shareable within our organization and with our interagency law enforcement partners in a prime example of interoperability.

Before Minotaur, there was a shortfall in data continuity between crews. When one crew would handoff a mission at the end of shift, the new crew could not access earlier hours of tracking history, patterns of activity, and threat analyses. Sensor operators could use their flight hours evaluating tracks of interest that their peers had already cleared. **Minotaur reduces inefficiency.** Improving our data exchange capabilities boosts the overall effectiveness of AMO's detection, tracking, and surveillance operations.



A sensor operator uses the Minotaur mission management system to track, sort, and fuse incoming data from a variety of platforms and information networks.





FISCAL YEAR 2016 PRIORITY

Priority 5-A was to develop a **Capabilities Gap Analysis Process**. AMO-specific Capability Gap Analysis Processes allows us to maintain and improve operational capabilities, identify risk, monitor our performance, and prioritize mission gaps.

AMO faces emerging proficiency and sufficiency gaps in our capabilities as a result of age-induced aircraft retirement and mission system obsolescence. From 2012 to 2016, we experienced a net reduction of 62 operational aircraft due to obsolescence issues. An additional net reduction of 30 aircraft is expected by the end of Fiscal Year 2017. And many of our remaining legacy aircraft have obsolete sensors — or none at all.

In its first year, the Capabilities Gap Analysis Process workshop brought together stakeholders to establish **a recurring dialogue addressing existing gaps and identifying emerging gaps as part of an ongoing cycle**. From these developments, AMO updated the Air Deployment Plan based on our current threats and operational requirements for the current and future alignment and utilization of equipment and personnel.

The emerging Capabilities Gap Analysis Process results helped facilitate leadership discussion over the pros and cons of various courses of actions related to aircraft deployment. Our aircraft flight and float hour program has benefited from related enhanced flight hour tools, and further efforts will enhance AMO's ability to validate requirements and ensure that we capture all customer and stakeholder needs.



PHOTO: AMO has procured UH-1N Iroquois helicopters from the U.S. Navy to refurbish and missionize for our law enforcement operations. **Priority 1-D** was to deliver half of the reconditioned UH-1N Iroquois air mobility helicopters to active service by the end of 2016. We met our goal and the remaining aircraft are to be delivered in the near future. The UH-1Ns are a stopgap asset while AMO finalizes refurbishment of our UH-60 twin-engine helicopter fleet.

An AS350 aircrew's view through their aircraft's Forward Looking Infrared (FLIR) camera during a nighttime patrol in the Southwest Region. Our aircrew used the thermographic sensor to detect two sets of abandoned drug bundles and locate suspects in the vicinity. Agents seized 1,047 lbs of marijuana and apprehended 19 illegal aliens.







PHOTO: Maintenance contractors re-attach the roto-dome radar package on a P-3 aircraft undergoing SLEP upgrades in Fiscal Year 2016.



FISCAL YEAR 2016 PRIORITY

Effective maintenance of AMO assets is crucial to maintaining our operational readiness. **Priority 5-F** was to analyze maintenance effectiveness to expand aircraft availability and develop a plan to promote system-wide aircraft maintenance productivity. We worked with our maintenance support contractor to develop a solid plan. Through its development process, we better understood the root causes of poor past performance. It is clear that the needed changes, including changes to maintenance quality culture, may take 2 to 3 years to fully implement.

	FISCAL YEAR 2015	FISCAL YEAR 2016
 FLIGHT HOURS	97,514	97,183
 OPERATIONAL READINESS RATE	71%	72%

IN FISCAL YEAR 2016, AMO SAW A MODEST INCREASE IN AIRCRAFT AVAILABILITY DURING THE 1ST YEAR OF THIS PLAN'S IMPLEMENTATION, WITH FLIGHT HOURS NEARLY LEVEL TO THE PRIOR YEAR.

Priority 5-C was to implement our newly developed **Maintenance Unit Inspection Program** by inspecting 14 units in Fiscal Year 2016. This program facilitates accountability in mission accomplishment, training, contract directives, and regulatory guidance among our numerous maintenance units across the nation. In 2016, **we inspected over 20 sites**. The program runs on a 2-year cycle allowing all to be inspected biennially.



At our National Marine Center in St. Augustine, Florida, AMO conducted maintenance training for our new Coastal Interceptor Vessel to familiarize contract personnel with the vessel's systems and equipment ahead of its operational test and evaluation.



HUMAN CAPITAL



AMO has implemented solutions to some of our most urgent hiring challenges.

We permanently raised the maximum entry age for applicants to 40 and began hiring people who are dual-rated, airplane- or helicopter-only pilots. With CBP's Office of Professional Responsibility, we established a polygraph waiver process for veterans with active TS/SCI clearances. And with the help of **feedback from our agents in the field**, we identified assessment issues at CBP's Hiring Center — now, we review job applications that were disqualified by the Hiring Center so our own subject matter experts can determine if candidates do meet our aviator- and mariner-specific qualifications.

We want potential air and marine agents to know about our improvements

to the hiring process. AMO is conducting outreach in print media, on popular Internet forums, and among students at the Maritime Law Enforcement Training Program at the Federal Law Enforcement Training Center.

PHOTO: Priority 5-B was to implement a **recruitment and re-location initiative for mission-critical positions** at the Southeast Region's Caribbean Air and Marine Branch. Our Caribbean Rotation Policy, signed May 2016, addresses the branch's staffing challenges. We formalized a 25 percent relocation incentive for current agents who volunteer to serve at the branch. For those who depart the branch, a tenure-based tier system is in place to transfer agents to U.S. locations based on availability. The new policy has resulted in three agents volunteering to relocate to the Caribbean Air and Marine Branch.

EMPLOYEE NUMBERS

AS OF FISCAL YEAR 2016

ONBOARD

VACANT

	ONBOARD	VACANT
AIR INTERDICTION AGENT	613	90
MARINE INTERDICTION AGENT	329	16
AVIATION ENFORCEMENT AGENT	208	38
DETECTION ENFORCEMENT OFFICER	92	26
OPERATIONS SUPPORT	176	20
ADMINISTRATIVE SUPPORT	221	25



TRAINING AND SAFETY

AMO IS COMMITTED TO OVERALL EFFECTIVE, EFFICIENT,
AND **SAFE** OPERATIONS

62

MARINE MISHAPS

26

AVIATION MISHAPS

WE ACHIEVED A **100 PERCENT** DECREASE FROM
LAST YEAR IN OUR MARINE **ACCIDENT** RATE AND

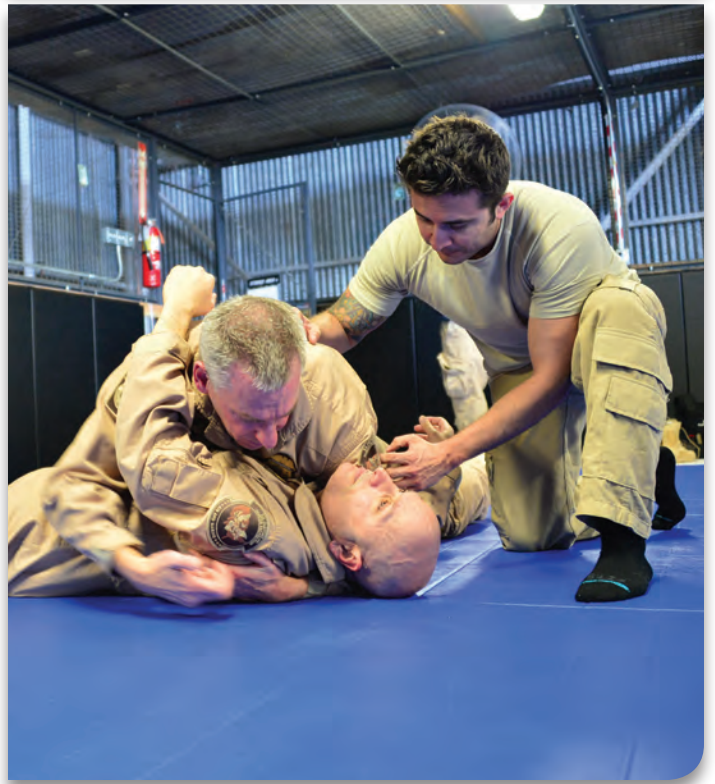
A **50 PERCENT** DECREASE FROM LAST YEAR
IN OUR AVIATION **ACCIDENT** RATE

The Training, Safety and Standards Directorate oversees AMO's two main training centers and provides guidance for site-specific training at operating locations.

At the National Marine Training Center in St. Augustine, Florida, Marine Interdiction Agents — and U.S. Border Patrol Agents–Marine — learn to address and mitigate threats. Their maritime law enforcement training and certifications includes the use of marine warning shots, disabling fire, and less-than-lethal munitions.

At the National Air Training Center in Oklahoma City, Oklahoma, Air Interdiction Agents and other air enforcement personnel undergo initial and recurrent fixed-wing, rotary-wing, and sensor operator training and certification. Pilot candidates undergo their initial flight evaluation here.

Safety training guards the physical well-being of our workforce and ensures their proper use of equipment on daily operations. Recently, the National Air Training Center redesigned training for Aviation Enforcement Agents to include emergency recovery training, ensuring the safer operation of 2-person aircraft. In the event of pilot incapacitation or other high-risk scenarios, our Aviation Enforcement Agent sensor operators need the skills to safely land their aircraft. From a working group of our most experienced sensor operators from across the country, we developed a 3-phase baseline standardized training for fixed- and rotary-wing aircraft. More than 40 Aviation Enforcement Agents have successfully completed this tactical flight officer training.





PHOTOS: AMO agents in an active shooter role-playing exercise. Our agents practice the same tactics taught to all law enforcement officers so that we can safely respond and react in an active shooter scenario in unison with our state and local partners.



PHOTOS: AMO agents during inversion water training. Our agents simulate a crash in open water and learn how to exit the aircraft while submerged. Our different types of safety training guard the well-being of our personnel and the general public.



FISCAL YEAR 2016 PRIORITY

Priority 4-A was to train and certify 80 percent of our Vessel Commanders and Tactical Boarding Officers in **Tactical Combat Casualty Care** which includes emergency lifesaving medical intervention. The National Marine Training Center, together with the Jacksonville Air and Marine Branch, chose the Multijurisdictional Counterdrug Task Force Training Program at Camp Blanding, Florida, to deliver tactical combat casualty care instruction to the 246 agents scheduled for annual training at the center — **a 100 percent success rate.**

This priority was developed in response to an incident in 2015 when Marine Interdiction Agents rendered emergency medical aid to seriously injured civilians.



Priority 4-B was to outfit all vessels with maritime personnel protective equipment kits; reorganize all coastal marine trauma kits to improve ease of use; and provide new equipment training to all Marine Interdiction Agents to facilitate effective use of the modified trauma kits.

The modification process is **only 55 percent complete** as we continue to work with a vendor to reorganize the kits. Approximately 25 percent of kits received by the vendor from the field were missing components. And our training center could not support both new equipment training and Tactical Combat Casualty Care and determined the latter to be the more immediate need.

EMERGENCY MEDICAL SERVICE

Our **Air and Marine Emergency Medical Service (AMEMS) program** provides medical support and training to enhance officer safety and give lifesaving care to who we encounter.

In 2016, AMEMS members cared for 37 people with potentially life-threatening injuries and 9 with minor injuries.

FROM THE FIELD ▶ AMEMS members are our subject matter experts in emergency medicine and led 15 training sessions this year on subjects such as trauma care, tourniquet application, and first aid. Within minutes of completing one of this year's training sessions, two AMEMS members used their training to provide emergency care to a co-worker who suffered a heart attack. Their actions saved his life.

Daniel Amegin and Nathan Clarys, Air Interdiction Agents at the Laredo Air Branch, had just completed a training session led by AMEMS member Jeffrey Bujanos on the subjects of heat injuries, cardiopulmonary resuscitation, and defibrillation, when the two agents returned to their office and witnessed an AMO mechanic displaying the symptoms of heat exhaustion — labored breathing, flushed skin, and a lack of perspiration. Agents Amegin and Clarys treated him with cool water, removed restricting clothing, and applied ice packs to provide relief. They soon realized that greater intervention was called for as their co-worker displayed escalating symptoms — he now was vomiting, reporting severe pain and numbness in his arms and hands, and experiencing a rapid pulse.

Fellow agents at the Laredo Air Branch dialed 9-1-1 and collected medical information from the mechanic to share if he fell unconscious. Faced with a wait for a ground ambulance, Agents Amegin and Clarys applied an Automatic External Defibrillator to assess the possibility of acute myocardial infarction. The device's diagnosis did not advise a shock, but the results were so concerning that Agents Amegin and Clarys contacted an air ambulance service based on the same premises at Laredo International Airport. When the air ambulance paramedics arrived, they administered aspirin and nitroglycerin and monitored the mechanic's condition until the ground ambulance arrived to take him to the hospital.

At the emergency department, the mechanic received an angioplasty; his doctors discovered 99 percent arterial blockage



to one side of his heart. This condition could have been lethal if not for the rapid assessment by AMEMS-trained agents—and the timely action of these agents and others at the Laredo Air Branch, which greatly increased their co-worker's chances of survival. Only 35 minutes elapsed from the initial diagnosis to his hospital arrival.

Agents Daniel Amegin and Nathan Clarys each received the Department of Homeland Security's Lifesaver Award.

PERFORMANCE MEASURES

In 2016, AMO developed **performance measures that align with our long-term goals set forth in AMO's Vision 2025 plan**. These measures support informed decision-making, sustain self-analysis, and provide our personnel with a better understanding of how we measure success. They were developed with input from operators in the field, advice from Headquarters staff, and direction from leadership with final approval from the Executive Assistant Commissioner.

GOAL 1 – MAXIMIZE INTERDICTION EFFECTIVENESS

Measure 1 Actionable Intelligence-Driven Missions

To interdict smugglers, AMO must be in the right place, at the right time. Effectively participating in the intelligence cycle will generate more actionable information, which AMO believes will increase the probability of an interdiction. This measure illustrates to what extent AMO missions are driven by actionable intelligence.

Measure 2 Outcomes of Enforcement Missions

The measure enables AMO to test the hypothesis that increased actionable intelligence will enable enforcement outcomes, as well as gauge a level of return on intelligence activities.

Measure 3 Law Enforcement Technical Collection Requests Fulfilled

AMO's specialized surveillance capabilities, including Law Enforcement Technical Collection, contribute to the disruption and degradation of criminal networks. This measure illustrates the ability of AMO to meet surveillance objectives shared with law enforcement partners. This measure tracks the percentage of collections requirements (tasks to complete during a flight) requested by law enforcement organizations that are fulfilled through Law Enforcement Technical Collection.

GOAL 2 – ENHANCE INVESTIGATIVE EFFECTIVENESS

Measure 1 Open Cases

AMO monitors the amount of open cases with AMO case agents that involve aviation or maritime smuggling. These cases are not part of joint task forces, and are instead initiated and led within our own organization.

Measure 2 Enforcement Outcomes of Investigations

To assess the effectiveness of conducting criminal investigations, AMO must quantify and categorize the resulting seizures, arrests, and apprehensions. By illustrating the outcomes of AMO's investigative efforts, this measure will help inform future activities. This measure of investigative outcomes is a lagging indicator of performance that will indicate activity from previous year's investigative efforts. Specifically, this measure will track number of arrests, apprehensions, total value of drugs seized, number of weapons seized, number and type of conveyances seized, and amount of currency seized.

GOAL 3 – DEVELOP AMO'S DOMAIN AWARENESS NETWORK

Measure 1 Southwest Border Air Surveillance Volume

Air domain awareness is a critical core capability that enables DHS to prevent terrorism and enhance security; disrupt criminal organizations; secure and manage the borders; enforce and administer immigration laws; and ensure resilience to disasters. Air surveillance enables AMO to detect, track, and monitor suspect air tracks approaching the air border. To determine the extent to which it can surveil the airspace on the Southwest Border, AMO has calculated the volume of coverage provided by the air surveillance network consisting of the Tethered Aerostat Radar System, and data from ground base radar systems. This measure provides a baseline of the air surveillance available, to enable AMO to determine its ability to detect threats in the air environment along the Southwest border.

GOAL 4 – PREPARE FOR CONTINGENCIES AND NATIONAL TASKINGS

Measure 1 DHS Continuity of Operations Exercises

One of AMO's core competencies is the ability to perform contingency operations and national taskings. A significant mission within that competency is Continuity of Operations. To measure and maintain its readiness, AMO must conduct and track realistic Continuity of Operations exercises. This measure will illustrate AMO's readiness for this mission. The number of exercises participated in or conducted are tracked, and whether AMO meets the pre-determined response time.

Measure 2 *Readiness to Respond to Radiological/Nuclear Incident*

One of AMO's core competencies is the ability to perform contingency operations and national taskings. To determine its readiness to respond to a potential radiological/nuclear incident, AMO must evaluate performance while participating in joint federal exercises. This measure will illustrate whether AMO is prepared to respond to a radiological/nuclear contingency. This measure will evaluate AMO's ability to respond to an event, per the Department of Energy. The measure tracks the number of joint exercises participated in or conducted, as well as whether it met its contingency response time based on those exercises or other scenario-based training.

GOAL 5 – CONTINUE AMO'S GROWTH AND DEVELOPMENT**Measure 1** *AMO Mishap and Accident Rate*

Mishaps and accidents are a key indicator of the overall effect of AMO's safety program. AMO will track the amount of mishaps and accidents that occur in the aviation and maritime environments.

Measure 2 *Voluntary Safety Reporting Events*

A strong safety culture has the greatest single impact on incident reduction. To evaluate its safety culture, AMO tracks the amount of voluntary safety reports per category. This enables AMO to better monitor its voluntary safety reporting system. Safety events will be categorized and analyzed according to an established methodology (class, type, causal factor, etc.) with each submission receiving resolution. Voluntary reporting is an indicator of the level of employee participation in the safety process.

Measure 3 *Results of Safety Climate Survey*

The safety climate survey is a way to measure what AMO employees think about the safety culture at a given point in time. Among other things, safety climate refers to AMO employee's perception of their leaders' approach to safety. And it provides a focus point to make changes to improve safety.

Measure 4 *Retention Rate of AMO Personnel*

Employee retention is one performance measure of AMO's ability to maintain mission-appropriate manning levels. It also provides a trailing indicator of contributing factors such as morale, compensation, etc. The measurement will indicate the number of voluntary separations before becoming eligible to retire and those retained after becoming eligible to retire.

We will report our progress on these performance measures at the end of Fiscal Year 2017. **You can look for our results in the 2017 Annual Review.**



**AMO's
WAY
FORWARD . . .**

VISION 2025 > AMO's 10-year plan to meet the challenges of securing our 21st century border is available online at www.cbp.gov — visit our website to view AMO's strategy for counterdrug operations, investing in our people, and acquiring and sustaining our aircraft and vessels. Learn more about who we are, what we do, and where we are headed!

“ This document provides our personnel with overarching guidance to counter the threats we face as a nation; outlines our primary core competencies; and establishes goals and objectives to successfully achieve our vision. These objectives are not all-inclusive; instead they represent the most critical steps we must take as we prepare for the future. ”

— **RANDOLPH D. ALLES**
**FORMER EXECUTIVE
ASSISTANT COMMISSIONER
VISION 2025**



WORK BOAT
SIGNIFICANT
BOATS OF
2016

Significant Boats of 2016

Awards Breakfast



WORK BOAT
Coastal Interceptor
Wessel
**SIGNIFICANT
BOATS OF
2016**
WORK BOAT

AWARDS AND RECOGNITION



EXECUTIVE ASSISTANT COMMISSIONER'S AWARDS

recognize the exemplary service of operational, support, and contractor personnel.

UNIT AWARD FOR EXCELLENCE

Manassas Air Branch

Manassas Air Branch personnel are the subject matter experts in coordinating and providing video downlink and communications capability for all National Special Security Events with a host of law enforcement partners. The resource-intensive missions include the State of the Union, Republican National Convention, Democratic National Convention, Police Games, United Nations General Assembly, the Super Bowl, the Nuclear Summit, and more—in addition to daily operations and on-call or ad-hoc missions with limited resources, such as Keystone Resolve, VSP eradication, and accident investigations. Additionally, due to changing threats to the Secretary of Homeland Security, the Manassas Air Branch devised a national relocation program for his nationwide travel at the department's request and has since monitored travel and coordinated relocations for the Secretary and his executive staff. Manassas Air Branch also has worked to create new partnerships for classified missions, resulting in memorandums of agreement to partner with several government agencies who, for the first time, offered to budget air and marine permanently with new funding streams that will enhance AMO as a whole. **PHOTO:** Director, Air Operations Carlos Castrillo (left) accepts his unit's award.



AWARD FOR EXCELLENCE IN AVIATION OPERATIONS

Oscar Peru, Aviation Enforcement Agent

Aviation Enforcement Agent Oscar Peru's experience and expertise as a Helicopter and Ropes Suspension Techniques Standardization Flight Evaluator has been recognized at the national level. During his tenure as the Tucson Air Branch's

evaluator, Agent Peru recognized the increased risks associated with Tucson's dynamic Helicopter and Ropes Suspension Techniques missions and operational tempo. He formed a branch directive that established stricter training protocols



and developed a currency tracking document that ensures compliance with these stricter standards. He has been instrumental in training and tracking over 150 ropers and masters. Thanks to Agent Peru's in-

novation and tireless efforts, the Tucson Air Branch executes a very high volume of high risk operational Helicopter and Ropes Suspension Techniques missions safely and efficiently.

PHOTO: AEA Oscar Peru (left) accepts his award.

AWARD FOR EXCELLENCE IN OPERATIONAL SUPPORT

Terry Menteer, Program Manager

Sensors and Radar, Headquarters

Mr. Terry Menteer excels at solving complex, time-sensitive material support problems, dealing effectively with aircraft obsolescence issues and sensor shortfalls. He is an excellent planner, combining technical details with industry information to develop a way forward for any problem. He is highly effective working with vendors to ensure they are in sync with AMO's needs and priorities. Under Mr. Menteer, avionics upgrade projects required innovation to keep costs down while increasing AMO's capability. He created a phased development and implementation plan for laser inhibit zones for the HD camera on the light enforcement helicopter, increasing safety and equipment protection at no additional cost to the government. He also led the effort for a definitive engineering study on the DHC-8 mission modifications to enable the implementation of the Joint-ORD for maritime aircraft while solving long-standing aircraft environmental control issues. **PHOTO:** Mr. Terry Menteer (left) accepts his award.



AWARD FOR EXCELLENCE IN CONTRACT SUPPORT

Maria Matos, Writer/Editor/Analyst

Ms. Maria Matos has improved the quality of AMO publications and correspondence, promoting a clear, straightforward writing style devoid of bureaucratic jargon. She effectively communicates strategies to improve products in a helpful manner that owners appreciate. Though Ms. Matos is a contractor, she is curious about our organization and engages veteran employees from operational and non-operational backgrounds for greater insight into AMO's history, customs, and operations which invariably turns up in subsequent work products. She often introduces and welcomes new concepts uncommon in government. Given only broad guidance, she developed the vision for AMO's first-ever Annual Review (what you are reading now!) and this visually-appealing, reader-friendly publication helps to set the standard for external communications efforts. In her duties within the Audit Program, she is often the most familiar voice or face to auditors and her upbeat disposition in this role consistently diffuses tense situations and builds rapport. **PHOTO:** Ms. Maria Matos (left) accepts her award.



COMMISSIONER'S AWARDS recognize the special contributions to the public good made by employees in the previous calendar year (2015).

MEDAL OF HONOR FOR HEROISM

Marine Interdiction Agent, St. Thomas Marine Unit
Marine Interdiction Agent, St. Thomas Marine Unit
Marine Interdiction Agent, St. Thomas Marine Unit
Supv. Marine Interdiction Agent, St. Thomas Marine Unit

Four Marine Interdiction Agents from the St. Thomas Marine Unit, U.S. Virgin Islands, intercepted a narcotics smuggling vessel and arrested three subjects. While on patrol in the M-792 39' Midnight Express Interceptor, the agents pursued a suspect vessel laden with narcotics as it attempted to enter into the U.S. through British Virgin Island waters. When the vessel failed to stop, M-792 began a high speed chase during which the smuggling vessel made several attempts to evade and violently ram the M-792. While continuing the evasive

maneuvers, the vessel's operator began firing at the agents with an AK-47 rifle striking the M-792 several times. The M-792 maintained a position that gave the agents an advantage in returning fire. The crew then applied disabling fire in stopping the vessel, allowing them to board and clear the craft of additional threats. After arresting the vessel's three occupants, the agents began treating the subject who had fired at them. While rendering aid for gunshot wounds, the agents arranged for his emergency medical evacuation to Tortola, British Virgin Islands. The M-792 commander and the rest of his crew remained with the subjects. The smuggling vessel, which was secured by British authorities, contained 16 bales of cocaine.

MERITORIOUS SERVICE AWARD FOR VALOR

Supv. Marine Interdiction Agent, San Diego Marine Unit
Marine Interdiction Agent, San Diego Marine Unit
Marine Interdiction Agent, San Diego Marine Unit

While on patrol, Marine Interdiction Agents of the San Diego Marine Unit attempted to stop a vessel believed to be smuggling illegal aliens into the U.S. During the pursuit, the smuggling vessel's operator made several attempts to evade the agents. The suspect vessel maneuvered violently and after making an abrupt, sharp turn, it rammed the CBP vessel. The smuggling vessel capsized, spilling all the occupants into the Pacific Ocean. The agents rescued 20 aliens from the water while coordinating a call for assistance. Meanwhile, they discovered that an unconscious female victim was trapped under the hull. The agents lifted part of the capsized vessel to remove her and then performed two-person CPR for 90 minutes. When a U.S. Coast Guard rescue helicopter arrived, the agents hoisted the unconscious woman into the aircraft. They then coordinated with an additional interceptor vessel to help evacuate the remaining aliens and the operator to shore. The illegal aliens were afterwards turned over to the U.S. Border Patrol for further processing.

MISSION INTEGRATION AWARD

Jeffrey Birks, Supv. Air Interdiction Agent
Adam Connerton, Supv. Marine Interdiction Agent

The Use of Force Incident Working Group developed a CBP response plan to investigate, monitor, and report use of force incidents involving CBP officers and agents. Representatives included employees from AMO, U.S. Border

Patrol, Human Resources Management, and the Offices of Field Operations, Chief Counsel, and Training and Development. The working group also included the FBI. The use of force incident team established FBI guidance on conducting thorough, complete, and timely reviews of shooting incidents. Applying best practices, the team created a proposed process to review CBP use of force incidents. The process creates a timely, unified and measured CBP approach to effectively respond, investigate, coordinate, monitor, report, and resolve incidents. The team also developed a Use of Force Incident Guide, that instructs how CBP will conduct inquiries; engineered a cross-component group that will respond to and conduct investigations; and established a National Use of Force Incident Board, and Local Use of Force Incident Board to conduct reviews of every investigative occurrence. These methods will change the way CBP investigates and collaborates with law enforcement partners, communicates with the public, and addresses any resulting use-of-force policy and disciplinary issues. The incident team and Use of Force Review Board provide transparency with all stakeholders, prompt resolution to incidents, and increased safety and professionalism in the workforce.

EEO/DIVERSITY AWARD

Gethon Robinson, Air Interdiction Agent

Air Interdiction Agent Gethon Robinson, assigned to the Great Lakes Air and Marine Branch, demonstrated excellence in planning national diversity and inclusion programs, observances and community outreach events. Agent Robinson conducts community outreach activities for students enrolled in Detroit's Davis Aerospace Technical High School where he served on the school's Aviation Advisory Board. In addition, Agent Robinson participates in career fairs at Wilberforce University, the nation's oldest private and historically black university, and several other career events at inner-city high schools and community colleges in the region. He also serves as a mentor to college students interested in aviation. Agent Robinson's engagement with local schools, community activities, mentorship, and outreach on aviation careers have promoted CBP as an employer of choice.

UNSUNG HEROES (SUPPORT STAFF) AWARD

Curtis D. Clemont, Mission Support Specialist

Mr. Curtis D. Clemont is a Mission Support Specialist at the

Buffalo Air and Marine branch, which is comprised of the Buffalo Air Unit, Buffalo Marine Unit, Rochester Marine Unit, and Erie Marine Unit. During a realignment of the units, Mr. Clemont served as the only purchase cardholder and local property officer for all four units. He prioritized his workload to ensure all deadlines were met, bills were paid, mobile phone issues were quickly remedied, and all other property concerns were completely addressed for all four units. When the annual property inventory was conducted, all inventory, local property, and accountability duties were completed within established time frames. Furthermore, Mr. Clemont offered assistance to all points of contact to ensure compliance. Mr. Clemont accomplished all of these duties while his spouse was in an emergency situation and hospitalized for two months. Despite the significant stress in his personal life, he ensured all four units were operating effectively and performed his job with the utmost dedication, professionalism and poise.

SPECIAL RECOGNITION AWARD

Charles Lines, Air Interdiction Agent

Trent Thomas, Air Interdiction Agent

Air Interdiction Agents Charles Lines and Trent Thomas of the Tucson Air Branch were taxiing a UH-60 Black Hawk helicopter when the aircraft's blades began to uncontrollably rotate rapidly. Ten law enforcement officers and a K-9 were on board the helicopter. Agent Thomas, who was at the controls, attempted to counteract the rotation without success. Following emergency procedure steps for this extremely rare situation, Agent Thomas directed Agent Lines to turn off the engine power control levers. Agent Lines fought the increasing centrifugal force from the rapid rotation and reached up to move both of the levers to the off position. After verifying the safety of the crew and passengers, Agents Lines and Thomas alerted the airport's crash fire rescue team to respond to the emergency. The post-incident maintenance inspection revealed a material failure of the tail rotor support assembly. Agents Lines and Thomas's expert training and highly skilled response saved lives, prevented injuries, and stopped the inevitable damage and destruction of their helicopter as well as another \$22 million aircraft parked nearby.





SECRETARY'S AWARDS honor the work, sacrifice, and professional excellence of employees from components all across the department.

SECRETARY'S AWARD FOR VALOR

Supv. Marine Interdiction Agent, San Diego Marine Unit
Marine Interdiction Agent, San Diego Marine Unit
Marine Interdiction Agent, San Diego Marine Unit

The recipients of the Commissioner's Meritorious Service Award for Valor were once again recognized for their selfless courage rescuing 20 people from the water after a smuggling vessel capsized.

SECRETARY'S AWARD FOR UNITY OF EFFORT

*Carlos Castrillo, Director, Air Operations,
 Manassas Air Branch*
Andy Gentry, Supv. Air Interdiction Agent
Kraig Kamp, Supv. Air Interdiction Agent

The recipients are part of a team recognized for developing and improving an Air Relocation Program to rapidly move the Secretary of Homeland Security and/or designated successors during threat and hazard emergencies.



PHOTO: AMO agents (from left) Carlos Castrillo, Andy Gentry, and Kraig Kamp accept their awards.

SECRETARY'S AWARD FOR EXCELLENCE

Daniel Brick, Supv. Intelligence Research Specialist
Gilbert Lopez, Supv. Intelligence Research Specialist

These recipients are part of a team recognized for developing an innovative multi-faceted tipping/cueing process to alert interagency partners to illicit and suspect maritime and air activity along the California Coastal Region and Baja, Mexico.

PHOTO ON OPPOSITE PAGE: AMO personnel (from left) Daniel Brick and Gilbert Lopez accept their awards.

SECRETARY'S AWARD FOR UNITY OF EFFORT

Albert Couillard, Operations Officer

Mr. Couillard is part of the Non-traditional Aviation Technologies Whole-of-Community Team recognized for outstanding leadership in managing an interagency Counter-Unmanned Aerial Systems effort to respond to increased threats from drones and gyrocopter incidents in the National Capital Region.

SECRETARY'S AWARD FOR EXCELLENCE

Brian Daw, Supv. Air Interdiction Agent

Supervisory Air Interdiction Agent Daw is part of the TraPac Radiation Scanning for Automated Operations Team recognized for fielding a new and innovative conveyor-based radiation scanning system that will result in significant operational improvements in scanning transport cargo containers.

SECRETARY'S AWARD FOR EXEMPLARY SERVICE

Curtis Clement, Mission Support Specialist

The recipient of the Commissioner's Unsung Heroes (Support Staff) Award was once again recognized for outstanding performance during a period of unit realignment.

OUTREACH



MAKING A DIFFERENCE ➤ An Alpine Air Unit crew visited Alpine Elementary School during Red Ribbon Week, a national campaign to mobilize communities to educate youth and encourage participation in drug prevention activities. **PHOTO:** The students of Alpine Elementary School all together spell out an important drug-free message — *Just Say No!*



SUN N FUN ➤ AMO showcased our assets and discussed our mission at the Sun-N-Fun International Fly-In. The large event with 200,000 attendees supports the Central Florida Aerospace Academy, a public high school "career academy" for students to explore aerospace and aviation careers. **PHOTOS:** AMO staff and the local community.





WORKING TOGETHER ▶ National Air Security Operations Center – Corpus Christi and the Corpus Christi Marine Unit were joined by CBP’s Office of Field Operations (Corpus Christi Port of Entry) at the Kingsville Air Show in Texas. **PHOTO:** AMO showcases a P-3 Orion aircraft.



AIRVENTURE ▶ CBP joined fellow aviation enthusiasts from around the world in Oshkosh, Wisconsin, for the annual Experimental Aircraft Association AirVenture airshow in June 2016. CBP is the largest of the federal agencies in attendance as well as the agency bringing the most assets for showcase. This year, CBP displayed a P-3 from National Air Security Operations Center – Jacksonville; an EC120 from the National Air Training Center; a UH-60 Black Hawk from Miami Air and Marine Branch; and a 33-foot SAFE Boat from Great Lakes Air and Marine Branch. The week-long event drew 500,000 spectators. **PHOTO:** Air and Marine Agents made wishes come true for the children participating in the Make-A-Wish program at the AirVenture airshow.



GONZALEZ

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King of Battle

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The El Paso Air Branch invites the youngest members of the local community to explore how our helicopters work and how we keep their neighborhood safe during the National Night Out event hosted by the Horizon City Police Department. The annual event brings together law enforcement officers and first responders to strengthen police-community partnerships.

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LEADING BY EXAMPLE > An Air Interdiction Agent from Tucson Air Branch recently completed an Ironman Triathlon consisting of a 2.4-mile swim, 112-mile bike ride, and 26.2-mile run. **PHOTO:** Air Interdiction Agent Rene Del Valle powers through the grueling course.



POLAR PLUNGE > In January, Air Interdiction Agent Chad Smith from McAllen Air and Marine Branch participated in the Special Olympics Texas Polar Plunge on South Padre Island, Texas. This is his second time participating in the event, and this time he was joined by his 10-year-old son Garret Smith. A polar plunge is an event usually held in the winter where participants plunge into water despite the low temperature. On this particular Saturday, it was a wonderful 70 degrees with a water temperature of 57.9 degrees. All money raised at this event benefits the Special

Olympics Foundation in southern Texas. According to its website, the event promotes “dignity, equality and opportunity for all people.” **PHOTO:** Joining Agent Smith is Deputy Director of Air Operations Mario Sanchez, Supervisory Air Interdiction Agent James Pridgen, and Supplemental Aircrew Member Jose Segura. Dressed as luchadores — Mexican wrestlers characterized by colorful masks and high-flying maneuvers — these individuals supported a great cause.



SHOP WITH A COP > National Air Security Operations Center – Corpus Christi participated in the 18th annual "Shop with a Cop" event organized by the Corpus Christi Police Department. Each December, law enforcement officers from the local area are paired with underprivileged children who are given \$100 to buy toys and essential items such as clothing and toiletries with the help of new friends in uniform. This year's event benefited over 300 children and built relationships between the law enforcement community and local families. **PHOTO:** National Air Security Operations Center – Corpus Christi staff join Santa Claus in giving out toys.



FLIGHT CHECK > Before flying back to the North Pole to brief Santa Claus, the Elf on the Shelf was caught at the New Orleans Air and Marine Branch in a series of photos that show AMO agents' children that good pilots always safely follow proper pre-flight procedure. **PHOTOS:** The Elf is seen monitoring flight traffic on the Air and Marine Operations Surveillance System before inspecting instrumentation on available aircraft. He was then ready to remove his aircraft's grounding cable and take off for the North Pole in a Cessna 210.

GIVING BACK ▶ AMO regularly gives to charity campaigns to donate to families and their communities all across America. AMO Headquarters in Washington, DC, generously pledged \$20,000 for this year's Combined Federal Campaign (the official workplace giving campaign of the federal government). Over 55 years, federal employees contributed more than \$8 billion through Combined Federal Campaigns across America. **PHOTO:** This display at the McAllen Air and Marine Branch was created by Mission Support Specialist Juan Pequeno to inspire support for the Fed's Feed Families food drive to help food banks and pantries stay stocked during summer months when they traditionally see a decrease in donations and an increase in need.



ANIMAL RESCUE ▶ An Air Interdiction Agent from Miami Air and Marine Branch rescued a sick and abandoned dog he found on duty while conducting range qualifications. Nelson Marchand arranged for the injured dog to receive urgent medical attention at the Homestead-based Chain of Love Abandoned Animals Rescue organization. Once recovered, the rescue put the dog up for adoption. **PHOTOS:** This injured pup was in need of help when he came across our agent; Air Interdiction Agent Nelson Marchand at home with his "five-pack."



PAYING OUR RESPECTS ▶ In August, Marine Interdiction Agents from Trenton Marine Unit paid their respects to the family of fallen CBP Officer Jason Gallagher. Officer Gallagher unexpectedly passed away in January 2016 from a heart attack. He regularly crewed with our Trenton Marine Unit to assist when needed. AMO agents celebrated his life by getting underway with Officer Gallagher's wife and nephew. **PHOTOS:** Officer Gallagher's family cruising the Detroit River on a SAFE Boat.



NICHOLAS D. GREENIG	2006
SENIOR PATROL AGENT	
DAVID N. WEBB	2006
SENIOR PATROL AGENT	
RAMON NEVAREZ JR.	2007
BORDER PATROL AGENT	
DAVID J. TOURSCHER	2007
BORDER PATROL AGENT	
CLINT B. THRASHER	2007
AIR INTERDICTION AGENT	
RICHARD GOLDSTEIN	2007
BORDER PATROL AGENT	
ROBERT F. SMITH	2007
AIR INTERDICTION AGENT	
ERIC N. CABRAL	2007
BORDER PATROL AGENT	
JULIO E. BARAY	2007
AIR INTERDICTION AGENT	
LUIS A. AGUILA	2008
BORDER PATROL AGENT	
JAROD C. BOE	
BORDER PATROL AGENT	
RELL J. WINDHAUS	

Former Executive Assistant Commissioner Randolph D. Alles salutes fallen officers at the annual CBP Valor Memorial Ceremony in Washington, D.C. The memorial includes the names of Air Interdiction Agents Clinton Thrasher, Robert Smith, and Julio Baray.

