

2020 ANNUAL REVIEW



U.S. Customs and
Border Protection

Air and Marine
Operations



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MESSAGE FROM AMO LEADERSHIP

The Air and Marine Operations 2020 Annual Review is an opportunity to share the Air and Marine Operations story and mission through pictures, stories, and successes.

This year was challenging for everyone. We entered fiscal year 2020 — in October 2019 — hopeful and excited about the AMO Vision and Strategy 2030. At that time, it was a few weeks short of release and would serve as the guide for Air and Marine Operations for the next 10 years. As COVID-19 became more prevalent, we had to adjust our approach to people, safety, operations, integration, and communication.

Many times, throughout the year, we needed to find a reinforced vigilance. It was critical for everyone in AMO to keep our operational focus while keeping our employees safe. We worked hard — and together — to keep each other safe and accomplish our mission.

2020 was the year we proved to ourselves and our counterparts that we can adapt. We can remain flexible. We can still do our jobs under unprecedented circumstances and we can succeed throughout it all. The statistics and the stories in this Annual Review highlight these achievements, milestones, successes, and missions.

We are proud to share this with you. Thank you for supporting Air and Marine Operations,

The Air and Marine Operations Leadership Team



Edward E. Young
EXECUTIVE ASSISTANT
COMMISSIONER

Mr. Young has served in this role since September 2016, appointed from his position as AMO's Deputy Executive Assistant Commissioner



Stephen A. Boyer
DEPUTY EXECUTIVE
ASSISTANT COMMISSIONER

Mr. Boyer has served in this role since July 2017, appointed from his position as AMO's Executive Director, Operations



Patrick J. Flavin
CHIEF OF STAFF
HEADQUARTERS

Mr. Flavin has held this position since 2019. He oversees a headquarters team that services a staff of more than 1,800 federal agents and mission support personnel



Dennis J. Michelini
EXECUTIVE DIRECTOR
OPERATIONS

Mr. Michelini oversees aviation and maritime operations, operational planning, and formulating requirements



Keith M. Jones
EXECUTIVE DIRECTOR
SOUTHWEST REGION

Mr. Jones coordinates operations across 18 locations in the Southwest Region



John W. Priddy
EXECUTIVE DIRECTOR
SOUTHEAST REGION

Mr. Priddy coordinates operations across 24 locations in the Southeast Region



Robert S. Blanchard
EXECUTIVE DIRECTOR
NORTHERN REGION

Mr. Blanchard coordinates operations across 19 locations in the Northern Region



Trevor A. Blow
EXECUTIVE DIRECTOR
MISSION SUPPORT

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



Lothar E. Eckardt
EXECUTIVE DIRECTOR
TRAINING, SAFETY,
AND STANDARDS

Mr. Eckardt oversees aviation and maritime training, safety, and standardization as our senior safety and technical advisor



Jonathan P. Miller
EXECUTIVE DIRECTOR
NATIONAL AIR SECURITY
OPERATIONS

Mr. Miller oversees strategic air assets, such as P-3 Orion maritime patrol aircraft and MQ-9 Predator B unmanned aircraft system



Richard T. Booth
EXECUTIVE DIRECTOR
AIR AND MARINE
OPERATIONS CENTER

Mr. Booth oversees air security efforts that integrate sensor data, law enforcement information, and intelligence

“AMO is small by nature. Everyone wears multiple hats. To be able to adapt on the fly, pick up new mission sets, and have a banner year of successes, under a modified operational approach, is a testament to how good our people are.”



MISSION AREAS

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

Aviation and Maritime Law Enforcement

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

Domain Awareness

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

Extended Border and Foreign Operations

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

Contingency and National Security Operations

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

Air and Marine Operations safeguards our nation by anticipating and confronting security threats through our aviation and maritime law enforcement expertise, innovative capabilities, and partnerships at the border and beyond.



STRATEGIC GOALS

Safeguarding the nation from the air and sea

1

PEOPLE —

Build a Mission-Ready Workforce

2

SAFETY —

Foster a Culture of Safety

3

OPERATIONS —

Increase the Effectiveness of Operations

4

INTEGRATION —

**Enhance Business and Resource Function
Across AMO**

5

COMMUNICATION —

Tell Our Story



STRATEGIC GOAL 1: PEOPLE

AIR AND MARINE OPERATIONS: RESPONSE TO COVID-19

Global Pandemic of 2020

Throughout the global pandemic of 2020, law enforcement agencies across the country were called upon to ensure the safety of U.S. citizens. Air and Marine Operations (AMO) answered the call by devoting additional resources to prevent the spread of COVID-19 and combat the criminal element that may try to take advantage of the crisis to further their illegal enterprises. This meant safeguarding travelers and providing maximum coverage across the northern and southern borders, while, at the same time, adjusting day-to-day operations to help mitigate occupational exposure to COVID-19. AMO surged to maximum operations, not only serving as the nation's experts in maritime and aviation law enforcement, but supporting other agencies across the U.S. and abroad as they faced unprecedented challenges.

St. Thomas Marine Unit Safeguards Travelers

As COVID-19 rapidly spread worldwide, borders and ports throughout the Caribbean closed and vessel traffic increased dramatically. This raised concerns and prompted a request from government officials in the U.S. Virgin Islands for additional assistance to monitor the influx of

recreational vessel traffic to ensure the safety of travelers.

To address the concerns of local Caribbean government officials, the St. Thomas Marine Unit responded to and conducted over 150 vessel contacts from April 1 to April 22, 2020. During this challenging time, the St. Thomas Marine Unit and the U.S. Coast Guard worked together to patrol and monitor the situation. Their joint effort led to multiple interdictions, arrests, and seizures while safeguarding U.S. citizens from illicit activities. During one vessel interdiction, the St. Thomas Marine Unit seized \$3.7 million and made three arrests. This rapid response provided crucial real-time information

to senior officials that helped them assess the areas of concern.

Maximum Coverage Along the Border— Operation Maple Leaf

To help slow the spread of COVID-19, the Centers for Disease Control and Prevention (CDC) implemented Public Health Service Act, Title 42 U.S.C. § 265, at the southern and northern land and maritime borders. This suspended the introduction of inadmissible individuals traveling from Canada or Mexico, regardless of their country of origin. This both reduced the workforce's risk of exposure during operations and helped avert illegal enterprises that take advantage during a crisis.



Tasked with supporting the federal response to the CDC's Title 42 order, AMO's Northern Region branches and units conducted Operation Maple Leaf along the 5,530 miles of U.S.-Canada border. "To ensure public health and safety, under Title 42, the NR utilized all available manpower, assets, and resources to provide maximum law enforcement presence along the northern border with great operational success," says Air and Marine Operations Agent Thompson. During Operation Maple Leaf, the Northern Region executed over 800 missions, 800 flight hours, and 2,300 float hours.

Robert S. Blanchard, Executive Director, Northern Region, led the first AMO domestic application of the Strategic Risk Assessment planning process for Title 42 operations. The Strategic Risk Assessment identified mitigation protocols to minimize possible COVID-19 exposures. "We immediately re-postured and organized flight and float crews to work on staggered schedules. We were able to limit the crew-to-crew interaction and decontaminate the aircraft and vessels after each use," says Agent Thompson. These efforts, along with increased facility sanitization procedures and social distancing, enabled NR branches and units to maximize operational availability while mitigating significant risk factors that could contribute to the spread of COVID-19 within the workforce.

AMO Quick to Adapt

In the face of a worldwide pandemic, AMO was quick to adapt to a new normal. From field directors taking

the lead to adjust operations and implement new procedures, to headquarters leadership learning to maneuver in the virtual world and manage duties remotely, AMO didn't hesitate to make unprecedented changes while continuing with the mission.

Air and Marine Operations Agent Ritchey explained, "At the Caribbean Air and Marine Branch, the biggest impact was to the schedule. We are constantly reflecting and revising.



You have to be flexible yet remain vigilant of the safety precautions while maintaining the mission."

Headquarters leadership also acknowledged the challenges involved in having the majority of personnel teleworking from home. "The human aspect is missing. I miss the day-to-day interactions. Part of being a leader is playing off ideas. It's hard to get the same result in scheduled online

meetings," shared Dennis Michelini, Executive Director Operations.

Despite the obstacles, Agent Thompson says he is impressed with the way AMO managed the CBP mission during the pandemic. "AMO is small by nature. Everyone wears multiple hats. To be able to adapt on the fly, pick up new mission sets, and have a banner year of successes, under a modified operational approach, is a testament to how good our people are."

Despite the challenges, the AMO workforce was committed to the mission and the country, with frontline agents working around the clock.

AMO's success throughout the year is the result of strong leadership, skilled agents, and flexible mission support personnel. Dennis Michelini, Executive Director Operations concluded, "CBP gave us space to operate differently, which did not affect our mission."

HIRING NUMBERS REACH NEW HIGHS

In fiscal year (FY) 2019, Air and Marine Operations (AMO) hired 59 air interdiction agents (AIA)—the most AIAs hired in a single year since 2006. In FY 2020, AMO hired 65 AIAs. In recent years, AMO has built a robust AIA pipeline, increasing the time-to-hire and numbers of AIAs onboarding.

AMO has accomplished this record-setting feat despite challenging retention and recruitment obstacles, more competitive salaries in the private sector, and a worldwide pilot shortage. The implementation of the special salary rate and relocation, recruitment, and retention incentives

have generated an increase in the AIA applicant pool. In May 2020, AMO’s recruiting division and the National Air Training Center collaborated with the U.S. Customs and Border Protection (CBP) Hiring Center and National Recruitment Division to interview 24 AIA applicants. This was the largest assessment event conducted in over a decade, resulting in the onboarding of 22 AIAs. This single event was a major contribution towards CBP’s 2020 hiring target of 75 AIAs.

Because of the COVID-19 pandemic and its impact on commercial airlines,

AMO’s recruiting division and the CBP Hiring Center processed more than 1,000 AIA applicant packets, showing that these teams could quickly mobilize resources to meet an exponential increase in demand. The hiring specialists and applicant care team handled up to 75 applications per week, providing individualized customer support. As a result, application processing, email response rates, and overall customer service excellence was maintained without interruption. AMO has set the standard for resiliency, partnership, communication, and collaboration throughout the agency.



AWARDS

2019 U.S. Customs and Border Protection Commissioner's Annual Awards



MEDAL OF HONOR FOR HEROISM

James M. Spruill,
Marine Interdiction Agent,
Gulfport, Mississippi



MERITORIOUS SERVICE AWARD FOR VALOR

Phillip Di Marco,
Supervisory Marine Interdiction Agent,
Fort Pierce, Florida



DISTINGUISHED SERVICE TO SAFETY AWARD

**National Air Security Operations Center—
Corpus Christi Safety Team**

Air and Marine Operations 2020 Executive Commissioner Annual Awards



EXCELLENCE IN CONTRACT SUPPORT

Mike Hutchison,
BAE Contractor,
NASOC-Jacksonville



EXCELLENCE IN AVIATION OPERATIONS

Troy Hess,
Air Interdiction Agent,
Great Lakes Air and Marine Branch



EXCELLENCE IN MARITIME OPERATIONS

James M. Spruill,
Marine Interdiction Agent,
Gulfport, Mississippi



EXCELLENCE IN OPERATIONAL SUPPORT

Martina Dent,
Senior Strategy Planner,
AMO HQ



TEAM AWARD FOR EXCELLENCE

Operation CORVINA Teams



UNIT AWARD FOR EXCELLENCE

Laredo Air Branch



LES APPAREILS ET PLACARDS INDICATEURS INSTALLÉS SUR CET AVION NE DOIVENT ÊTRE UTILISÉS QUE CONFORMÉMENT AUX LIMITES D'UTILISATION
QUI DOIVENT ÊTRE RESPECTÉES LORS DE L'UTILISATION DE CE AVION. LES AUTRES LIMITES D'UTILISATION
DE VOS 20 VIBRATION LA SECTION "LIMITES" DE MANUEL DE L'AVION. / THE INSTRUMENTS AND PLACARDS INSTALLED ON THIS AIRCRAFT SHOULD BE USED ONLY IN ACCORDANCE WITH THE OPERATING
LIMITS WHICH APPLY TO THIS AIRCRAFT. OTHER OPERATING LIMITATIONS WHICH MAY BE
IMPOSED WITH YOUR OPERATING THIS AIRCRAFT SHOULD BE OBSERVED IN THE AIRCRAFT FLIGHT MANUAL.
THE "LIMITATIONS" SECTION OF THE AIRCRAFT FLIGHT MANUAL MUST BE CONSULTED WHEN

STRATEGIC GOAL 2: SAFETY

■ A ROBUST SAFETY MANAGEMENT SYSTEM

One of Air and Marine Operations (AMO) primary goals is to safeguard the nation, which includes the safety of their own people. AMO has made significant strides this year, and one of the successes was continuing to implement the Safety Management System (SMS).

AMO has been transitioning from a reactive system to the proactive and preventative SMS over the past two years. The reactive method led to quick fixes and increased regulation. SMS helps users better understand how and why accidents occur. Specialized training was provided to every branch, and the Air and Marine Basic Training Program at the Air and Marine Operations Academy now mandates SMS courses. This is an incredibly important transition that will ensure a safer future for AMO agents.

Self-reporting is the foundation of SMS. To best illustrate this, look at Heinrich's Pyramid. Herbert Heinrich, who is considered a pioneer of American industrial safety, argued that for every major mishap, there are 30 minor mishaps and 3,000 close calls or near misses. For example, if a pilot crashed a plane, then there were 30 times a pilot may have lightly dinked a plane, and 3,000 times a pilot just barely avoided a crash.

SMS is proactive in its hunt for causes of failure and harm. Pilots are encouraged to report near misses through AMO's online SMS portal. Through SMS, problems can be fixed prior to a major or minor mishap.

The Just Culture Process Model shows how a decision is made to hold the individual(s) at fault accountable. To use the chart one simply begins at the "Start" and works their way through by answering the questions listed honestly. Each possible ending in the model corresponds by color to how AMO handles the situation.

This isn't all done for the sake of an honor system, SMS aims to be

proactive. Data is an incredibly useful tool for remaining proactive, the more data you receive the better you can plan and handle the future. The Just Culture Process Model encourages people to share their mistakes.

SMS helps AMO in developing a positive safety culture. It shows everyone in the organization our commitment to safety, our organization acknowledges vulnerability fairly, and trust permeates throughout AMO. We all share a responsibility for making sure everyone is safe, and that everyone will be safe. AMO has a commitment to safety, and will always maintain that value in its core.



NEW AVIATION TRAINING CENTER OPENS IN JACKSONVILLE

A lot of new things happened in Jacksonville, Florida this year—one of the most exciting was establishing a new aviation training center. It was established December 2019, but wasn't fully manned until February 2020. Air and Marine Operations (AMO) has invested a lot into training and there is plenty to show for the investment.

One exciting feature is the P-3 simulators. Given to AMO from the U.S. Navy, the simulators are complete cockpits and can fully imitate flying a P-3 – hydraulics, motion, visuals, and all. Pilots can now completely train through the simulator rather than having to go onto the plane itself.

With the success of the P-3 simulator, the training center is planning to build a Minotaur simulator. Minotaur is the system in the back of planes used for radar and is equipped with similar tools that tactical flight officers (TFO) can use. Currently, AMO's multi-role enforcement aircraft (MEA) is the only aircraft that uses Minotaur, but AMO is installing it in the DHC-8 and P-3s in the future.

The Minotaur simulator will allow TFOs to train in the simulator, enabling them to change the simulation from plane to plane, rather than having to learn on the job.

The initial TFO course started a few years ago when the only training for operators was on-the-job. Once the aviation training center in Jacksonville opened, they took over the course. After an aviation enforcement agent

graduates from the academy, they go to Jacksonville and attend a week long course on the fundamentals of aviation.

One of the training blocks during the week is on hypoxia training, given at a nearby naval base. The students learn about hypoxia — when the body lacks oxygen — and its physiological effects. The purpose is to familiarize students with the condition in case they experience oxygen deprivation at very high altitudes. To prepare them even

more, trainees are taken to a sensory deprivation chamber where they stay as long as they are able.

With the development of these courses and simulators, the aviation training center has also provided international training. With the

simulators, other domestic and foreign organizations can use them for training purposes.

Several Central American countries are trying to develop similar aircrafts to the MEA. In conjunction with DoD, the aviation training center has provided training assessments to Jamaica and the Dominican Republic to help them develop a training system. In the next year, the aviation training center is planning to help train Guatemala and Honduras.

Training foreign and domestic counterparts is a win for everyone. The more competent others become at interdiction, the better it is for all of us.





AIR AND MARINE OPERATIONS RECEIVES INTERNATIONAL SAFETY RECOGNITION

The International Standard for Business Aircraft Operations (IS-BAO) was developed by the International Business Aviation Council and was launched in 2002. It is recognized worldwide as the benchmark for safety in aviation. IS-BAO's main goal is to ensure there is a framework for safety within an organization. In order to become certified, an organization must be audited to ensure the framework exists.

Since it is an internationally accepted standard, countries can request to see an aircraft's IS-BAO certification and refuse entry into

the country to aircraft without the proper certification. Air and Marine Operations (AMO) proactively initiated obtaining this certification, even though no country has rejected AMO from entering due to lack of IS-BAO certification.

There are three stages in the certification process, and AMO received their Stage 1 Certificate in early 2020. Attaining this goal goes hand-in-hand with building the Safety Management System (SMS), as the IS-BAO requires strict safety protocols and standards. Achieving stage 1 certification confirms that the

SMS infrastructure is established and effective at AMO.

Of course, AMO isn't going to stop at stage 1 and is planning on obtaining the stage 2 certification. Stage 2 certification ensures that safety risks are being effectively managed, something AMO is already doing well.

Obtaining this certificate was a strong and proactive safety measure. It ensured that AMO as an organization is doing things the right way and keeping people safe. It also ensures AMO aircraft will be able to land internationally whenever needed.





STRATEGIC GOAL 3: OPERATIONS

SOUTHEAST REGION

FY20 Statistics

**NARCOTICS
SEIZED**
68,393 lbs

WEAPONS
205

ARRESTS
369



APPREHENSIONS
1,590

CURRENCY
\$18,482,887

■ HURRICANE RELIEF EFFORTS

Strategic partnerships play a vital role in Air and Marine Operations (AMO) ability to provide emergency response, search and rescue operations during the 2020 hurricane season which included Hurricanes Isaias, Laura, and Sally. AMO agents embedded with various partners to save lives, provide life-sustaining efforts, evacuate people from impacted areas, maintain public order, and prevent the loss of property to the greatest extent possible. From incident command centers and aircraft staging areas tactically located along the coastline of affected areas, AMO agents facilitated getting requests for information to personnel — whether it was an air asset equipped with a rescue hoist or logistical ground support. AMO's ability to forge long-standing partnerships in the off season make collaboration during hurricane season seamless.



■ SUPER BOWL LIV IN MIAMI

The Kansas City Chiefs and the San Francisco 49ers were the teams fortunate enough to make it to Super Bowl LIV in Miami. The teams may change each year, but the role Air and Marine Operations (AMO) plays in securing the week-long event is consistent. AMO is no stranger to securing large-scale, high-profile events and, according to Martin Wade, Director, Air and Marine Operations, Miami Air and Marine Branch, Super Bowl LIV was just another day in the office. “It’s kind of our own backyard; it’s what we do each and every day. And our partnerships with the U.S. Coast Guard and local residents made it just another requirement of my position.” The Miami Air and Marine Branch provided a maritime law enforcement rapid response team that supplied real-time situational awareness before, during, and after the NFL events. AMO agents across the country collaborated with state and



local officials to enforce security zones, provide downlink video, and anticipate requests. The planning process, a year-long undertaking consisting of aviation and maritime working groups, concluded without incident.

■ MARINE INTERDICTION AGENTS INVESTIGATE DRUG ACTIVITY IN PUERTO RICO

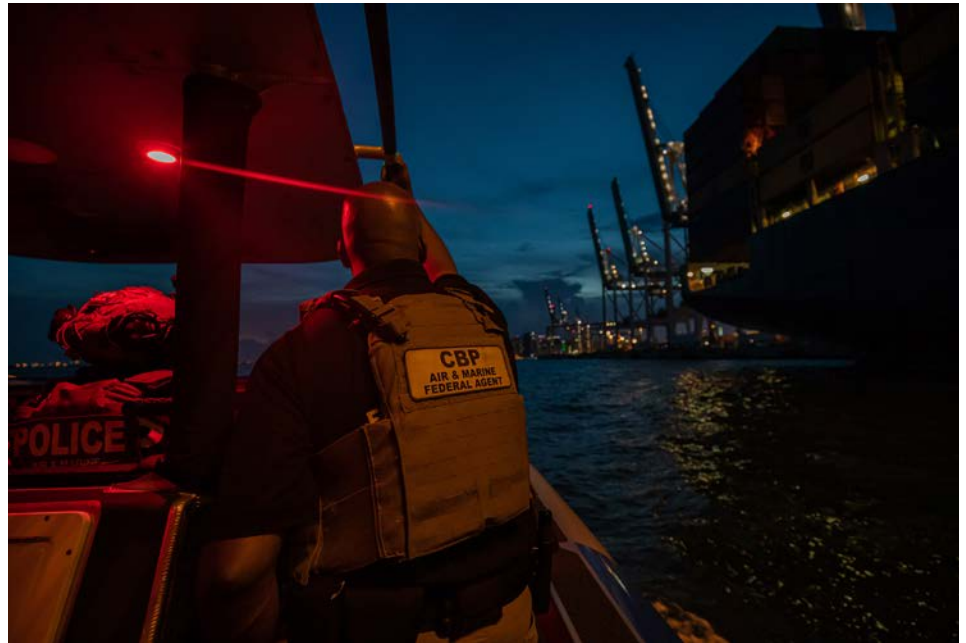
When an Army National Guard helicopter crew detected suspicious activity along the northeastern coast of Puerto Rico near Calle Maternillo, they contacted Marine Interdiction Agents (MIA) stationed at the Fajardo Marine Unit to conduct an investigation. To put the case together, agents leveraged working relationships with the Puerto Rico Police Department and the U.S. Attorney for the District of Puerto Rico. MIAs conducted an investigation at the residence suspected of harboring narcotics, and, when the K-9 made a positive alert to the smell of narcotics near the vehicle parked in front of the residence, MIAs had the probable cause needed to have a search and arrest warrant issued by the U.S. Attorney.



U.S. Immigration and Customs Enforcement and Homeland Security Investigations agents took two suspects into custody and both face up to 10 years in prison.

AIR AND MARINE OPERATIONS CREWS INTERCEPT MIGRANT SMUGGLING VESSEL

While on a border security patrol, a Miami-based Multi-Role Enforcement (MEA) aircraft crew received information about a go-fast vessel that departed Cuba attempting to illegally enter the U.S. with a possible landing in the Florida Keys. The MEA crew requested intercept assistance from Marathon- and Key Largo-based marine agents and the U.S. Coast Guard Station Islamorada. Once the intercept took place, agents transported 15 Cuban individuals attempting to illegally enter the U.S. to a U.S. Coast Guard cutter. A Monroe County Fire Rescue EMT treated one of the individuals who was suffering from dehydration and the remaining were



identified and eventually repatriated back to Cuba. The U.S. Coast Guard transported the vessel to the

Islamorada Station for evidence collection and seizure.



NORTHERN REGION

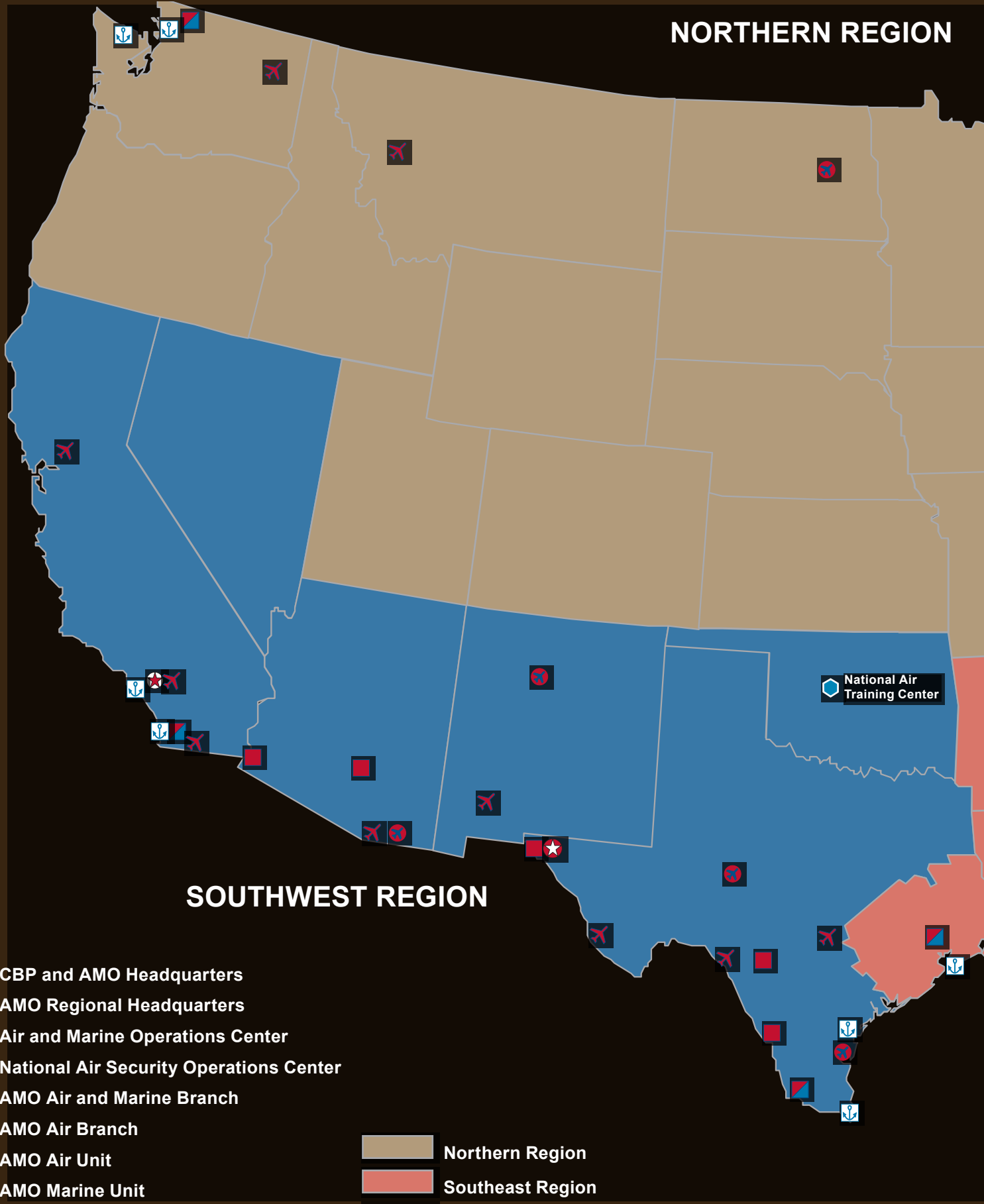


UNLICENSED PILOT LANDS AIRCRAFT IN CHICAGO










On Sept. 15, 2020, the Great Lakes Air and Marine Branch detected a dual-piloted Cessna Citation being flown by an unqualified pilot who had departed from Rotterdam, Holland, with an intended landing in Chicago. The Great Lakes Air and Marine Branch notified Customs and Border Protection’s Office of Field Operations and Chicago Air Unit to organize an inspection of the airplane. Air and Marine Operations Center conducted further investigation with the help of the Federal Aviation Administration Law Enforcement Assistance Program. During the investigation, AMOC found the pilot had presented a fraudulent pilot certificate that indicated a type rating in a CE-525 and commercial multi-engine privileges. An investigation resulted in the arrest of the pilot and seizure of the aircraft by Homeland Security Investigations agents.






NORTHERN REGION

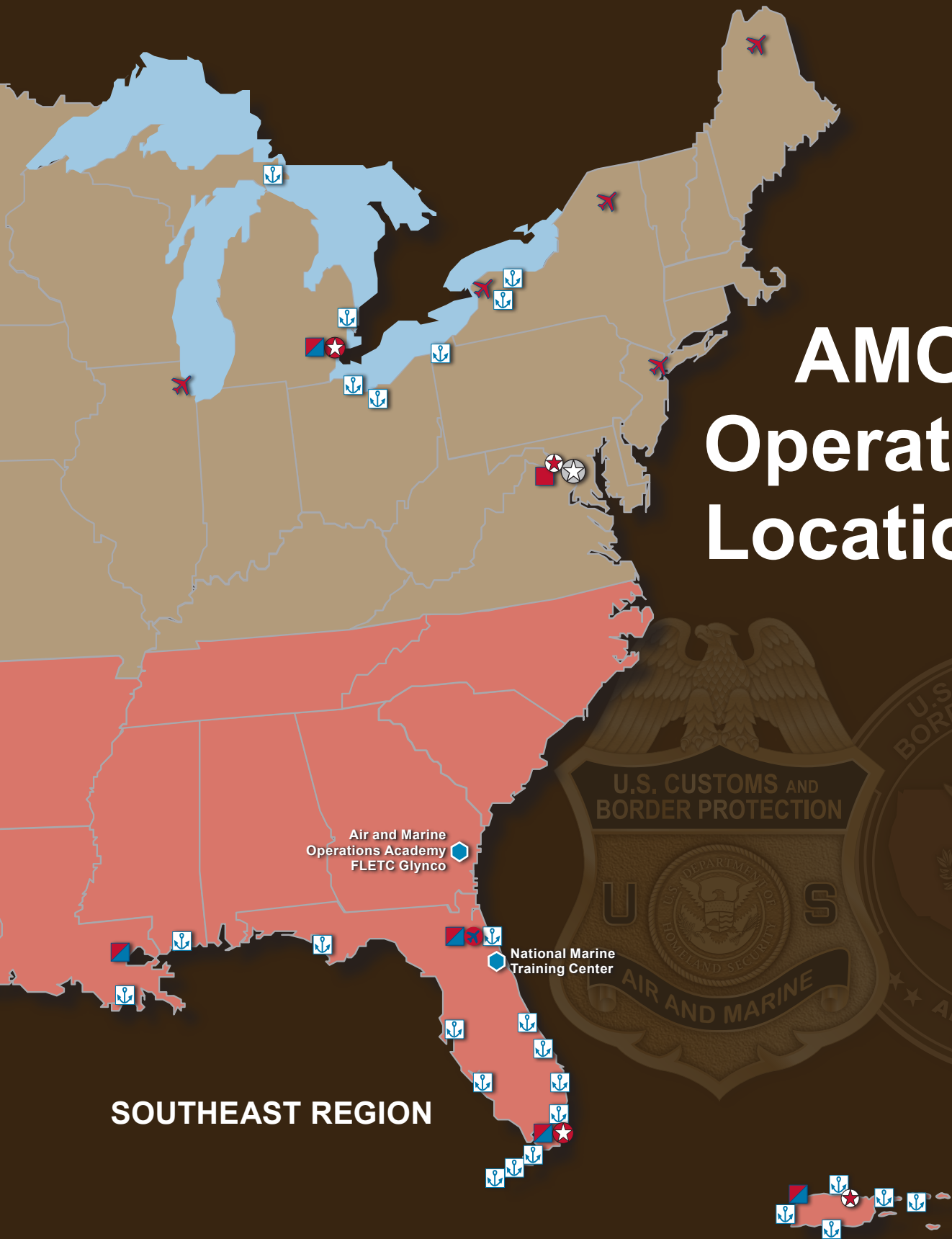


SOUTHWEST REGION

-  CBP and AMO Headquarters
-  AMO Regional Headquarters
-  Air and Marine Operations Center
-  National Air Security Operations Center
-  AMO Air and Marine Branch
-  AMO Air Branch
-  AMO Air Unit
-  AMO Marine Unit
-  Training Facility

-  Northern Region
-  Southeast Region
-  Southwest Region

AMO Operating Locations



SOUTHEAST REGION



SOUTHWEST REGION

FY20 Statistics

**NARCOTICS
SEIZED**
240,966 lbs

WEAPONS
294

ARRESTS
407



APPREHENSIONS
38,892

CURRENCY
\$15,637,866

MULTI-AGENCY OPERATION TARGETS MS-13

On July 14, 2020, the Yuma Air Branch, in coordination with Air and Marine Operations (AMO) Headquarters, San Diego Air and Marine Branch, National Air Security Operations Center (NASOC)-Sierra Vista, NASOC-San Angelo, the Northern Region, Joint PED Operations Center — West (JPOC-W), and Customs and Border Protection Ground Tactical Air Controller, undertook a massive multi-agency, large-scale, high-risk search and arrest warrant service targeting MS-13 cells in Las Vegas, as part of Operation Silver Shield.

AMO operated several air assets while multiple federal law enforcement agencies simultaneously served warrant executions on seven targets in Las Vegas. The Yuma Air Branch, San Diego Air and Marine Branch AS350s, and a San Angelo Air Unit PC-12, provided mission critical down-link video to Ground Tactical Air Controller agents embedded with tactical entry teams. NASOC-SV provided MQ-9

Predator B Intelligence, Surveillance, and Reconnaissance overhead feed for MCC and Homeland Security Investigations Command Center.

On July 15, 2020, President Donald J. Trump announced the results of this multi-year investigation in the Oval Office, joined by heads of various law enforcement agencies, including U.S. Department of Homeland Security Acting Secretary Chad Wolf. U.S. attorney Nicolas Trutanich said, "As a result of the hard work and substantial resources dedicated by our local and federal law enforcement partners, this collaborative effort has disrupted

MS-13's leadership and significantly undermines the gang's ability to engage in violence and other criminal conduct in Nevada, California, and elsewhere throughout the country."

The 21-count indictment charged the MS-13 leaders, members, and associates with violation of the federal "Kingpin" statute and multiple drugs and firearms offenses, including transporting bulk quantities of methamphetamine from Los Angeles to Las Vegas. During the operation, Homeland Security Investigations Agents seized drugs, cash, weapons, and ammunition.





YUMA PILOT DETECTS SUSPECTED LOAD VEHICLE

On Jan. 15, 2020, a Yuma Air Branch EC-120 crew was on routine patrol near Wellton, Arizona when the pilot received a call for assistance on a search and rescue in the Kofa National Wildlife Refuge.

The Kofa National Wildlife Refuge spans over 665,000 acres and is located northeast of Yuma. It was established in 1939 to protect desert bighorn sheep. While the refuge welcomes visitors, the terrain is known

to be rugged and temperatures can climb to 120 degrees with little rainfall.

The subject of the search was an elderly man who was scheduled to meet friends for a camping trip the previous Saturday. He had been missing for four days. The Yuma Air Branch team responded immediately, and, after a short time, the pilot located the individual approximately four miles off road in a wash.

The pilot called for U.S. Border Patrol (USBP) Emergency Medical Team assistance and landed the aircraft to assess the situation and see if the man was conscious and responsive.

The pilot made several trips to pick up USBP agents and fly them to the scene to assist. The rescue was a result of cooperation between Air and Marine Operations, USBP, and the Yuma County Sheriff's Office.

YUMA PILOT LOCATES MAN DURING SEARCH AND RESCUE MISSION

On New Year's Eve in 2019, crewmembers on an ASTAR350 operating from the Yuma Air Branch were on a routine patrol near Wellton, Arizona. That afternoon, they received a call on the radio from a Wellton Border Patrol agent saying he was following a suspected load vehicle and needed assistance. As the Border Patrol agent followed the vehicle all the way back to the border, the driver and passengers in the vehicle must have known they were being followed because they bailed and ran back to Mexico. Air and Marine Operations (AMO) crew landed to assist the Border Patrol agent.

As agents from both Border Patrol and AMO began inspecting the vehicle, a crewmember observed what appeared to be a hidden compartment in the utility vehicle. Additional Border Patrol agents arrived and they worked together to pry the top off of the truck bed, revealing a hidden compartment in which 10 Chinese Nationals were being smuggled into the United States.

■ NEW MARINE UNIT IN LONG BEACH

In January 2020, Air and Marine Operations leadership announced that a new marine unit in Long Beach, California, would be established. The Long Beach Marine Unit is the latest addition to the San Diego Air and Marine Branch and will address threats that have developed in recent years along the coastlines north of San Diego.

The challenges in Southern California have significantly changed since the San Diego Marine Unit was created in 2003. Transnational Criminal Organizations (TCOs) have shifted tactics in response to effective maritime law enforcement efforts in the San Diego area. While substantial threats still exist in the greater San Diego area,

TCOs continue to push illicit cargo outside of U.S. Customs and Border Protection's operational capabilities in an attempt to exploit the coastlines north of San Diego County. Establishing the Long Beach Marine Unit is a major step in providing additional visibility and border security along the California coast.



**FY20 AMO
ENFORCEMENT OUTCOMES**

COCAINE

194,220 lbs

MARIJUANA

278,492 lbs

METHAMPHETAMINE

15,985 lbs

WEAPONS

952

CURRENCY

\$51.5 million

ARRESTS

1,066

APPREHENSIONS

47,872





NATIONAL AIR SECURITY OPERATIONS CENTERS

FY20 Statistics

DETECTIONS
294

ARRESTS
407



APPREHENSIONS
38,892

NARCOTICS
SEIZED
240,966 lbs

FOREIGN PARTNERSHIP SUCCESSIONS

In 2018, Air and Marine Operations (AMO), National Air Security Operations Center – Jacksonville (NASOC-J), began basing its P-3 aircraft out of Mexico and flying in coordination with the Mexican Navy and Mexican Air Force's Integrated Air Surveillance System (SIVA). Being based out of Mexico has allowed AMO to have greater insight into how far north the cocaine flow is going from Mexico into the U.S. This increased joint effort between AMO, NASOC-J, Joint Interagency Task Force—South (JIATF South), and Mexican authorities has led to a number of drugs and weapons seizures. By partnering with Mexico, AMO has been able to work and communicate directly with Mexican senior officers which has led to faster and more efficient joint operations.

This is evident through the success of joint interdiction efforts during fiscal year 2020. In April, AMO agents detected suspicious aircraft movements and relayed the information to Mexican authorities. SIVA reported finding and seizing 398 pounds of methamphetamine, 2.9 pounds of marijuana, 29 pounds of fentanyl, four packages of cocaine, and a vehicle at the landing site.

In May, AMO agents detected suspicious aircraft movement and notified SIVA of the coordinates. SIVA subsequently reported seizing a vehicle with multiple weapons and 912 pounds of methamphetamine.

In July, SIVA seized a vehicle with 890 pounds of cocaine, after traffickers burned their aircraft and fled.

In August, AMO agents and JIATF South tracked the movements of a suspicious plane operating in the Western Caribbean. AMO agents shared the U.S. radar information with SIVA, which intercepted the aircraft. SIVA reported finding 2,993 pounds of cocaine in the aircraft and arrested two male suspects.

“No one agency can do all the work alone,” said a senior AMO official. “Fighting drug trafficking organizations requires a whole of government and international partnership approach.”

UNMANNED AIRCRAFT SYSTEM PLAYS VITAL ROLE IN MOST SUCCESSFUL COUNTER-NARCOTICS OPERATION TO DATE

Operation CORVINA, an Air and Marine Operations (AMO) unmanned aircraft system deployment coordinated with the U.S. Coast Guard Joint Program Office, JIATF South, and the Government of Panama was the most successful UAS counter-narcotics maritime operation to date.

AMO operates the highly capable and proven MQ-9 Predator B platform as its primary unmanned aircraft system. The MQ-9 platforms are remotely piloted, long-range, high-endurance assets that can be equipped with radar and camera sensors. UAS serve a vital role in various mission sets including low profile aerial surveillance, land border security, maritime surface detection and monitoring, and national disaster relief efforts.

The MQ-9 Predator B is integral to AMO's mission to secure U.S. borders and enforce U.S. laws, increasing U.S. Customs and Border Protection's ability to detect, identify, classify, and track potential illicit activities.

Operation CORVINA based unmanned aircraft system equipment and essential personnel at Panama Pacifico International Airport for 70 days and consisted of 29 days of operational maritime patrol flights targeting transnational criminal organizations in coordination with Servicio Nacional Aeronaval and JIATF South. Operation CORVINA used an AMO launch and recovery element and supporting contract personnel on site in Panama; a Mission Control Element consisting of

Air and Marine agents and U.S. Coast Guard Joint Program Office crew members in San Angelo, Texas; and AMO liaison personnel at JIATF South in Key West, Florida.

Operation CORVINA launched its first operational flight on Feb. 10, 2020, and flew 432.1 hours during its 29 operational missions, resulting in the apprehension of 28 individuals and the seizure of over 5,250 pounds marijuana and over 8,690 pounds of cocaine. Operational mission data returned an average of 12 pounds per mission hour of marijuana and 20 pounds per mission hour of cocaine. Assessed wholesale values equate to approximately \$116.9 million worth of cocaine and \$11.3 million worth of marijuana seized.



AGENTS RECOVER AIRCRAFT FROM ECUADOR

On June 22, 2020, 12 aircrew and four maintenance personnel from National Air Security Operations Center — Corpus Christi (NASOC-CC) flew to Guayaquil, Ecuador to recover an Air and Marine Operations (AMO) P-3 Orion Long-Range Tracker (P-3 LTR) which had suffered an engine failure during an operational mission in March. Ecuador had been severely hit by the COVID-19 outbreak and, up until the recovery mission, had been effectively closed.

For more than a month, NASOC-CC conducted logistical planning for the recovery. They had to coordinate a U.S. Air Force (USAF) transport to deliver a new engine and associated heavy equipment to perform an engine swap. The USAF worked

with the Ecuadorian Embassy to allow AMO's rescue crews to enter and remain in the country long enough to make repairs. AMO had to ensure safe travel and operations in Ecuador during COVID-19 while planning and performing maintenance to get the aircraft operational after more than three months of being parked.

Approximately one week from executing the mission, a volcanic eruption in the vicinity of Guayaquil began dropping ash on the city and on AMO's aircraft. This posed additional significant maintenance planning risks, as any ash in the engine or movable surfaces could cause considerable damage. All personnel and as much equipment

as possible flew in a second P-3 LRT to Guayaquil, which would serve as a lifeboat if anything went wrong. Additionally, a third P-3 LRT from National Air Security Operations-Jacksonville was put on standby for evacuation, if necessary.

For five days, the aircraft was cleaned and decontaminated, inside and out, and the engine change was completed. The plan was executed perfectly and on schedule. The first post-maintenance check flight was completed with only one malfunction. This was repaired, and the next day a second check flight was successfully conducted and completed with no discrepancies. On June 30, 2020, both aircraft launched successfully and returned to Corpus Christi.



AIR AND MARINE OPERATIONS CENTER

FY20 Detection Breakdown

RADAR
DETECTIONS
262,453

ELECTRONIC
DETECTIONS
177,480

EXTERNAL
DETECTIONS
3,223



COORDINATED
RESPONSE RATE
99.8%

TOTAL
DETECTIONS
443,156

AIR AND MARINE OPERATIONS CENTER HELPS SAVE PILOT'S LIFE

Using the state-of-the-art domain awareness tool, Air and Marine Operations Center (AMOC) noticed an aircraft with inconsistent flying pattern near the border. The aircraft was flying through restricted areas and crossing the border near Yuma, Arizona. While AMOC continued to monitor the aircraft, it disappeared from the radar 17 miles from Needles, California. AMOC notified the local authorities with the position of the aircraft and assisted the responders to locate the crashed aircraft and ultimately saving the pilot's life.



AIR AND MARINE OPERATIONS LEADS INITIATIVE TO SECURE BORDER, COMBAT TRANSNATIONAL ORGANIZED CRIME

In August 2020, Air and Marine Operations (AMO) led U.S. Customs and Border Protection (CBP) representatives in a candid, but structured, discussion on how to approach Transnational Organized Crime (TCO). Counter transnational organized crime (CTOC) was created to establish a national-level intelligence strategy for agencies to combat TCOs here in the U.S. and internationally.

AMO, in collaboration with CBP's Office of Intelligence, held a kickoff meeting to determine what is working, what is not, and how to influence the greater good. While it is not a new concept to explore innovative ways to eliminate international crime hubs and their routes to filter illicit narcotics, weapons, and counterfeit goods into the U.S., CBP is making it a priority and looking to AMO to lead the charge.

The purpose of CTOC is to devise a plan to detect, deter, and disrupt TCOs that threaten U.S. national and economic security interests at and beyond the border, especially before any illicit activity reaches the actual border.

AMO plays a key role in these efforts through its Air and Marine Operations Center's domain awareness capabilities and its involvement in critical Source and Transit Zones activities through P-3

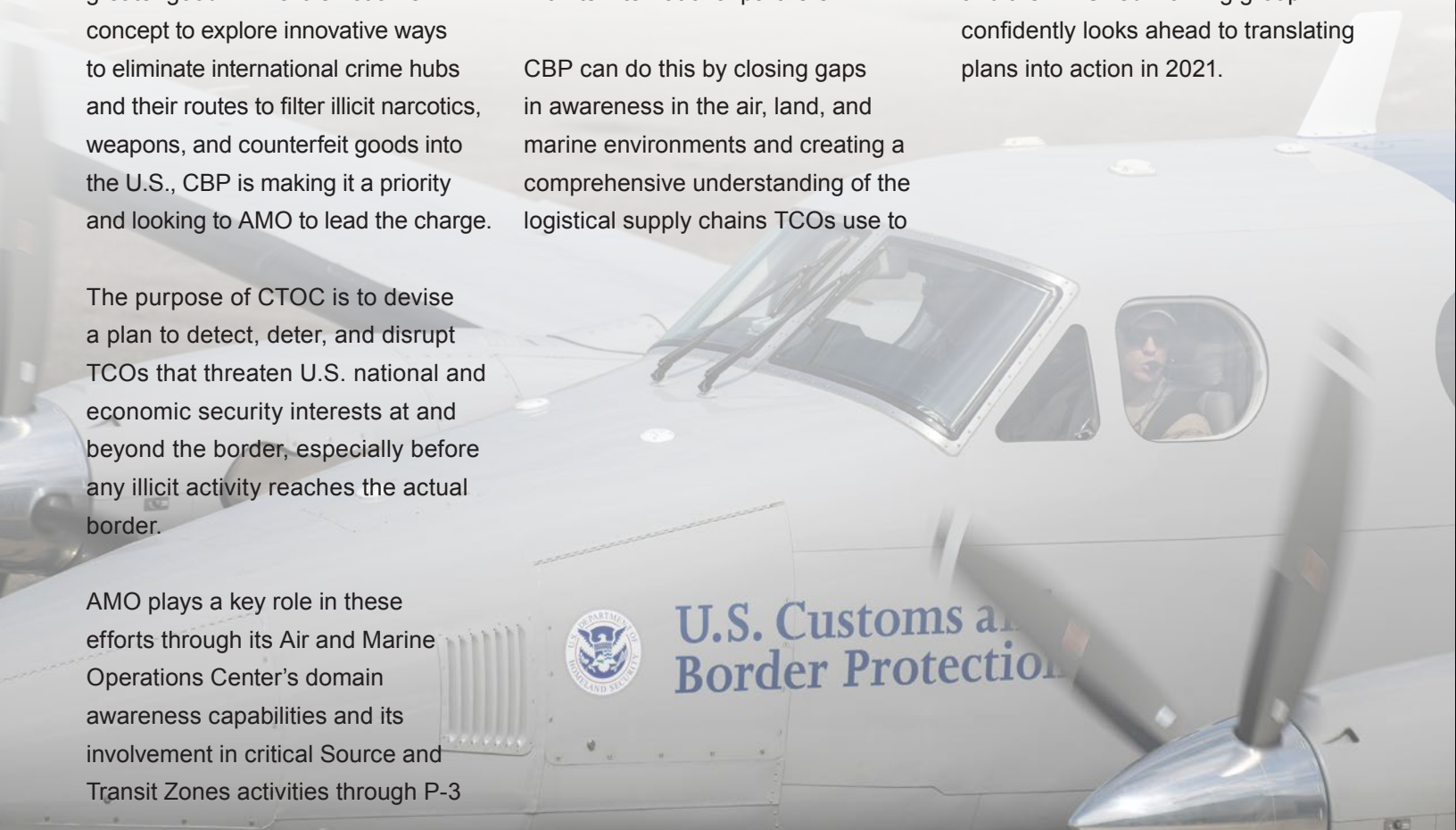
LRTs, unmanned aircraft systems, and National Air Security Operations Centers. The expertise, resources, and assets AMO brings to the table contribute to their effective leadership integrating CBP's CTOC mission.

AMO and other CBP components routinely interdict and intercept illegal people and goods, but CTOC focuses on preventing illicit activity from ever reaching U.S. borders. When someone or something reaches the border, they have reached America's last line of defense. The CTOC will take a proactive posture where CBP will confidently stand in collaboration with its international partners.

CBP can do this by closing gaps in awareness in the air, land, and marine environments and creating a comprehensive understanding of the logistical supply chains TCOs use to

further illicit activity. A better understanding of where narcotics are produced, how they flow, and where they get in will help frame the complexities of the TCO's illicit networks. In order to accomplish this, agencies across federal and local governments will need to leverage domestic and international partnerships through information sharing, capacity building, and ultimately joint operations to disrupt and dismantle these networks.

Though CTOC is just kicking off its efforts and planning, the short- and long-term strategies are taking shape and the AMO-led working group confidently looks ahead to translating plans into action in 2021.





STRATEGIC GOAL 4: INTEGRATION

LIGHT ENFORCEMENT HELICOPTERS ACQUIRED FROM SMALL, WOMAN-OWNED BUSINESS

The Air and Marine Operations (AMO) acquisition team procured seven H125 light enforcement helicopters (LEH) from Davenport Aviation, Inc. based out of Columbus, Ohio. The company is a Historically Underutilized Business Zones (HUBZone) certified small business and woman-owned. The contract award nearly doubled U.S. Customs and Border Protection's HUBZone activity from 2.7% to 5.36%. The LEHs will successfully fill gaps associated with aircraft removed from mishap and replace legacy aircraft with a modernized platform.

LEHs are multi-mission helicopters that provide aerial surveillance, tactical support, and transport of AMO agents to support AMO's mission. LEHs are equipped and capable of navigating through rugged terrain, densely populated urban areas, hot climates, and high elevation.

The impact of AMO's partnership with Davenport Aviation, Inc. is exponential and elevated U.S. Customs and Border Protection past their HUBZone goals by working with a small, woman-owned business.

Beaming with pride about the Davenport partnership, Clark Lanzendorf, Director, Tactical Aircraft and Vessel Acquisitions, AMO, stated,

“For me, this partnership was a real life example of including operations, maintenance, and safety into the beginning of a new acquisition. Their participation throughout the acquisition process, up through fielding, demonstrates how an integrated Mission Support directorate can advance AMO operations.”

Director Lanzendorf explained that his team collaborated with the Operations Directorate at AMO Headquarters, pilots, and sensor operators from the field office and locked themselves in a room for roughly one week to draft the requirements of the LEHs. Once

awarded the contract, the same collaborators met with Davenport Aviation, Inc. and Airbus to discuss the LEH requirements and what was needed in the field at AMO. Ultimately, the LEHs were acquired after a 3-year span of dedication, commitment, and exceptional work by AMO personnel.

Director Lanzendorf and his team were recognized by the General Services Administration Commissioner George Prochaska, of Southwest Region 7 for their hard work during this procurement process.





NEXT GENERATION TRANSPONDERS INSTALLED

As of Jan. 1, 2020, all 82 AS350 aircraft in Air and Marine Operations (AMO) were equipped with next generation transponders. Following a Federal Aviation Administration (FAA) mandate, the next generation transponders took over a year to install on all AMO aircraft, including the AS350s. The transponders track aircraft positions to prevent collisions and also share information with FAA radar sites without disclosing information to third-party flight tracking sites.

The installation of the next generation transponders advances AMO's

mission to safeguard our nation by anticipating and confronting security threats through our aviation and maritime law enforcement expertise, innovative capabilities, and partnerships at the border and beyond.

Equipped with Garmin GNS 530Ws, the AS350s have a visual display of information that the transponder provides regarding aircraft location and position. The transponder serves as a system that sends out an interrogation signal to see if other aircraft have Automatic Dependent

Surveillance-Broadcast (ADS-B) capabilities and receives signals from other aircraft that are also transmitting ADS-B data.

Terry Mentee, Program Manager, Logistics and Maintenance, says, "AMO implementation of the FAA-mandated ADS-B installations was a massive undertaking. The National Aviation Maintenance and Logistics Services contract provider, Pacific Architects and Engineers, did an outstanding job from initial prototype to the final installation on materiel readiness supported aircraft."

UH-60 BLACK HAWK RETURNS TO SERVICE AT EL PASO AIR BRANCH

On Nov. 4, 2019, UH-60 Black Hawk aircraft returned to service at the El Paso Air Branch—ultimately standardizing the fleet of aircraft to provide a fixed level of service along the southwest border. Before the standardization of the aircraft, the El Paso Air Branch used UH-1N “Huey” aircraft, which were retired and discontinued in 2020.

The UH-60 Black Hawk aircraft made an immediate impact at the El Paso Air Branch due to the aircraft’s speed, ability to carry the Border Patrol Search, Trauma and Rescue Team, and the capability to provide a rapid response to rescue missions.

Trevor Blow, Executive Director, Mission Support, Air and Marine Operations, states, “Unlike the UH-60 Black Hawk aircraft, the UH-1N “Huey” aircraft did not have the necessary range or speed to combat hot temperatures, high elevation, and rugged conditions.”

The UH-60 Black Hawk aircraft will provide a uniform standardization and excel when faced with emergencies or natural disasters.



BUDGET VISUALIZATION TOOL ROLLS OUT

A tale as old as time, song as old as rhyme, Air and Marine Operations (AMO) and the BEAST. On July 3, 2020, AMO implemented the Budget Execution Analytics Submission Tool (BEAST) — a consolidated database for AMO Headquarters and field offices to submit budget requirements and unfunded budget requests. The data inputted into the BEAST provides a clear visual of the budget and helps tell AMO’s story regarding specific budget data from the organization as a whole, all the way down to the region, branch, and unit levels.

Using excel spreadsheets in the past, AMO is now able to access the BEAST database using the commercial software *Qlik*, which provides precise and real-time data

analysis and integration. By using the BEAST to show the budget baseline data, AMO senior leadership can use the database visual to properly allocate resources and funding.

Ted Shatynski, Program Manager, Budget Execution, states, “In a data-driven world, the BEAST is moving AMO in the right direction. By capturing and visualizing extensive budgetary data, AMO is able to efficiently prioritize, allocate, and monitor scarce resources.”

There is true beauty in the BEAST, knowing that the database will continue to advance AMO’s goals of data visualization and budget analysis.

AMO ASSET OVERVIEW

FIXED-WING

CESSNA
C- 206

BEECHCRAFT
MEA
B-200
& C-12C

BOMBARDIER
DHC-8

GENERAL ATOMICS
MQ-9 Predator B
Unmanned
Aircraft System

Maritime Variant
Predator B
Unmanned
Aircraft System

LOCKHEED MARTIN
P-3 AEW
& P-3 LRT

PILATUS

ROTARY-WING

AIRBUS
AS350-A-star

AIRBUS
EC120

SIKORSKY
S-76

SIKORSKY
UH-60
Black Hawk

VESSELS

30'
Intrepid

33'
SAFE Boat

38'
SAFE Boat

39'
Midnight
Express

41'
SAFE Boat





STRATEGIC GOAL 5: COMMUNICATION

AIR AND MARINE OPERATIONS INCREASES SOCIAL MEDIA PRESENCE

Air and Marine Operations (AMO) values transparent, direct, and open communication to inform the public about the unique missions, capabilities, and outcomes agents achieve as they safeguard the nation from the air and the sea. During fiscal year (FY) 2020, AMO's communications team at headquarters finalized its communications plan, increased its overall team size, launched multiple social media outlets, and conducted numerous media engagements. AMO employed a multi-faceted communications approach to consistently publish information via social media channels, media releases, and through coordination with broadcast, digital, and print media outlets to tell our story, always balancing public awareness of AMO operational outcomes and partnerships with careful consideration of operational security and officer safety impacts.

AMO launched the official @CBPAMO Twitter account on Dec. 2, 2019. Since that date, regional leaders have launched four additional regional accounts:

LIKE - FOLLOW - SHARE!

	Director, Northern Region @CBPAMORegDirN
	Director, Southeast Region @CBPAMORegDirSE
	Director, Southwest Region @CBPAMORegDirSW
	Executive Director, National Air Security Operations Center @CBPAMONASOXD
	@CBPAMO

Official AMO Twitter accounts feature a range of topics that include mission highlights, operational partnerships, career opportunities, and agency resources to help the public learn more about AMO missions, our highly-skilled workforce, and aviation and maritime assets.

AMO also publishes regular media releases via CBP.gov to highlight significant events and outcomes. Notable releases during FY 2020 covered topics including AMO's fleet standardization, rescue missions in Baboquivari Peak Wilderness area, and a 2,000 pound cocaine seizure.

Throughout FY 2020, AMO coordinated with media partners to spotlight key events and capabilities. Fox Nation covered AMO aircrew security efforts during Superbowl LVI in February. The June issue of *Police Magazine* featured an article focusing on Tactical Water Survival Training, an essential course marine interdiction agents undergo to prepare them to meet the rigors of working in the maritime environment. AMO's unique capability to conduct rescues appeared in a July *AirMed & Rescue Magazine* piece. And, in August, *Homeland Security Today* covered the final UH-1 flight in El Paso as AMO phased out the legacy aircraft model in order to continue modernizing and standardizing its aviation fleet.

Looking forward, the AMO Communications team remains dedicated to increasing AMO's presence on social media to meet its audience through multiple channels. In addition to the @CBPAMO presence on Twitter, AMO will launch an additional social media stream on Instagram and will facilitate a social media campaign in collaboration with agency partners.

AIR AND MARINE OPERATIONS VISION AND STRATEGY 2030 ROLLOUT — YEAR ONE

Throughout fiscal year (FY) 2020, Air and Marine Operations (AMO) continued progress toward implementation and refinement of *AMO Vision and Strategy 2030*. In November 2019, AMO released the 10-year strategy outlining how AMO will achieve its vision as the nation's leading aviation and maritime law enforcement organization. The strategy focuses AMO efforts on five goals: people, safety, operations, integration, and communication. This collaborative endeavor reinforces AMO's commitment to safeguard our nation by anticipating and confronting security threats through our aviation and maritime law enforcement expertise, innovative capabilities, and partnerships at the border and beyond.

AMO leadership designated 31 ambitious FY 2020 priorities, and by the end of its first year of completion, the organization has remarkably achieved 86% of established priority objectives. In alignment with strategic FY 2020 priorities, AMO:

- Developed a draft plan to onboard 2,397 personnel and extended 58 air interdiction agent job offers, 130 aviation enforcement agent job offers, and 52 marine interdiction agent job offers
- Created a resilience program and trained 12 master resiliency trainers
- Delivered Safety Management System training to all branches and centers
- Completed an extensive AMO safety audit, resulting in recognition by the International

Business Aviation Council as having met the International Standard for Business Aircraft Operations standard for Stage 1 Certification

- Achieved 5 x 24 (five days a week x 24 hours a day) operations at two unmanned aircraft system centers
- Completed the development of the AMO Budget Execution Analytic Submission Tool, a budget visualization tool rolled-out to the entire organization
- Developed a new resource prioritization process for Minor Construction and Alteration and Major Construction
- Launched a total of five new official AMO twitter accounts over the course of FY 2020.



From April to June, the core strategy work group conducted the mid-year strategy review, a proactive implementation assessment based on performance evaluations and interviews with 55 Air and Marine Operation integrated planning team members, AMO executive leaders, and 45 U.S. Customs and Border Protection partners. This report assisted with the recalibration of priorities, provided recommendations, and highlighted best practices so that AMO could adapt to the changing operating environment, including new risks and threats such as the COVID-19 pandemic.

AMO leadership also held 12 interactive virtual site visits with 24 AMO offices, branches, and centers, encompassing more than 500 AMO employees to evaluate the first year of implementation and assess how to move forward. This culminated in a town hall where senior leaders addressed many topics including

the COVID-19 pandemic, budget shortfalls, maintenance contracts, hiring, retention incentives, new technology, mission support training, Federal Law Enforcement Training Center training opportunities, occupational safety and health, and facilities.

The comprehensive effort throughout fiscal year 2020 to implement and refine *AMO Vision and Strategy 2030* reaffirms our organization's commitment to maintaining the high-caliber workforce needed to achieve success in mission areas and to improve overall operational effectiveness. This is the roadmap that enables AMO to meet the future head-on, to continually adapt to emerging issues, and to become the nation's leading aviation and maritime law enforcement organization over the next 10 years. Executive leadership selected 20 priorities for implementation in fiscal year 2021 that will continue to lead AMO toward achieving its vision by 2030.

Air and Marine Operations Core Strategy Work Group Members





SAFEGUARDING THE NATION FROM THE AIR AND SEA



Air and Marine Operations

