



INTERDICTION

950,000 pounds of illegal drugs seized or disrupted at the border and beyond the border

Annual Review

2015

INVESTIGATION

human intelligence-gathering combated transnational criminal and terrorist organizations

DOMAIN AWARENESS

99.3% of detected incursions of "conventional" aircraft resolved



CONTINGENCY OPERATIONS AND NATIONAL TASKINGS

Super Bowl XLIX and more...



**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**



EXECUTIVE ASSISTANT COMMISSIONER'S MESSAGE

Welcome to the Air and Marine Operations Annual Review. This publication presents a snapshot of our achievements and milestones in calendar year 2015 and a summary of performance and financial data from Fiscal Year 2015. We approached this review with an emphasis on telling the stories of what our agents, officers, and non-law enforcement employees do to protect the American people. Every day, our personnel work diligently to accomplish the Congressionally authorized Air and Marine Operations homeland security mission — 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 the air and maritime environments.

Our accomplishments throughout the year are the result of our expertise in four core competencies:

- Interdiction
- Investigation
- Domain Awareness
- Contingency Operations and National Taskings

Within the pages of this Annual Review, you will read real-life cases that bring the core competencies into focus and show the hard work and dedication of our agents, officers, and non-law enforcement employees that resulted in this year's achievements and milestones — which contributed to over 950,000 pounds of illegal drugs seized or disrupted; counternarcotics intelligence that combated transnational criminal organizations; enhanced detection of aircraft and marine vessel incursions (a Commissioner's Priority); and other notable successes.

The 2015 Annual Review is a step towards increased accountability and transparency. I am proud to share performance measures, financial data, and other “behind-the-scenes” details, including an unvarnished look at our operational challenges. I am even prouder to shine a bright spotlight on the award-winning excellence of our employees and bring visibility to the wide-ranging impact of Air and Marine Operations on our nation's security.

We look forward to continued success.

Randolph D. Alles
Executive Assistant Commissioner
Air and Marine Operations



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"AMO is authorized by Congress to..."

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"AMO's greatest asset is our people..."

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INTERDICTION

BEYOND THE BORDER & AT THE BORDER
NATIONAL AIR SECURITY OPERATIONS — P-3
MAPPING AMO's RESULTS



INVESTIGATION

DEFEATING CRIMINAL NETWORKS
AMO & HOMELAND SECURITY INVESTIGATIONS
SKYPRO

CONTINGENCY OPERATIONS & NATIONAL TASKINGS

SPECIAL EVENTS

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DOMAIN AWARENESS

AIR AND MARINE OPERATIONS CENTER
NATIONAL AIR SECURITY OPERATIONS —
UNMANNED AIRCRAFT SYSTEMS



Statistics reported in the 2015 Annual Review were verified in TOMIS (Tasking, Operations, and Management Information System) the official system of record for Air and Marine Operations

CORE COMPETENCIES

Air and Marine Operations (AMO) is the federal law enforcement office within U.S. Customs and Border Protection (CBP) serving as the nation's experts on airborne and maritime law enforcement. AMO is authorized by Congress to detect, interdict, and prevent acts of terrorism and unlawful movements of people, illicit drugs, and other contraband across the borders of the United States. Our advanced capabilities and unique skill sets in the air and maritime environments fall within the four categories of our core competencies.

INTERDICTION

AMO intercepts, apprehends, and disrupts threats to the United States in the air, sea, and land domains through a combination of patrol activities and intelligence-driven targeted missions. Our agents conduct operations in the maritime Source and Transit Zones to disrupt bulk shipments before they are split into smaller parcels for dissemination throughout the nation. At the land border, AMO aircrew and vessel operators are on the front lines conducting essential operations to locate and apprehend smugglers and prevent contraband and weapons from entering the United States.

Learn more on pages 30 to 35

DOMAIN AWARENESS

Domain awareness is the observation of the air, land, and maritime environments and information associated with the domain that adds meaning to what is seen. It facilitates the detection and understanding of anomalies, thus enabling situational awareness. Situational awareness is the understanding of an event about to occur, or occurring, within a domain that could have an adverse effect on security, safety, economy, or environment, derived from the analysis of the domain. Both domain awareness and situational awareness afford AMO more opportunities to posture manpower and assets for proactive operations.

Learn more on pages 42 to 47

INVESTIGATION

AMO owns a critical role in law enforcement efforts to disrupt criminal networks, beginning with investigation. We conduct 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 specialized capabilities; such as covert surveillance and tracking, human source handling, and undercover operations. Your civil rights and liberties are paramount and we proactively engage with members of the public, particularly the general aviation community, to ensure their protection.

Learn more on pages 36 to 41

CONTINGENCY OPERATIONS & NATIONAL TASKINGS

AMO performs a wide range of incident-based missions in response to state and federal emergencies, such as terror threats and disaster relief, in addition to regular participation in Continuity of Operations exercises and interagency efforts to secure National Special Security Events. We embrace our role as one of the nation's first responders and the "go-to" office for communications support, change detection, and aerial video downlink capabilities amongst law enforcement. We encourage the growth and development of AMO's workforce, fleet, and proficiencies to maintain our readiness to serve.

Learn more on pages 48 to 71

AMO UH-60 BLACK HAWK CREWS PATROLLING THE DESERT ALONG THE SOUTHWEST BORDER. FOUR STATES — CALIFORNIA, ARIZONA, NEW MEXICO, AND TEXAS — SPAN 1,954 MILES OF SHARED BORDER FROM THE PACIFIC OCEAN TO THE GULF OF MEXICO. THE AREAS WITH THE HIGHEST CROSS-BORDER CRIMINAL ACTIVITY ARE FOUND IN THE RIO GRANDE VALLEY AND SOUTHERN ARIZONA.



PERSONNEL

AIR INTERDICTION AGENT

These agents are the pilot-in-command flying airplanes and helicopters in challenging environments. They detect, track, and intercept aircraft, vessels, people, and contraband between ports of entry, in the maritime environment, and within our nation's interior.

644

AIAs onboard*

63%

of our agents are
military veterans

AVIATION ENFORCEMENT AGENT

These agents are the primary law enforcement agent on interdiction aircraft. They apprehend suspects and seize evidentiary items. They identify trends and patterns in aviation activities for AMO to prevent terrorist acts and unlawful movement across our borders.

197

AEAs onboard*

5,000

average total
flight hours per AIA

MARINE INTERDICTION AGENT

These agents are the vessel commander or crew member of a marine asset. They conduct maritime patrols, surveillance, and pursuit activities. They intercept suspects and search vessels and persons to gather evidence of illegal maritime activity or potential terrorism.

303

MIAs onboard*

AMO's greatest asset is our people. We recruit only the most highly experienced and qualified citizens for our law enforcement positions. If these roles interest you, find out more about a career with AMO at <http://www.cbp.gov/careers>



Approximately one-third of our nationwide workforce contributes to the AMO mission in a non-law enforcement position. Our Detection Enforcement Officers, operations support staff, and administrative support staff work diligently as key members of a unified team.



“The dedication and expertise of our workforce makes AMO strong and our nation stronger.”

— Randolph D. Alles, Executive Assistant Commissioner

92

Detection
Enforcement
Officers onboard*

174

Operations
support staff
onboard*

206

Administrative
support staff
onboard*

1,616

Total personnel*

*as of December 2015



LEADERSHIP

RANDOLPH D. ALLES

Executive Assistant Commissioner

Appointed as our Assistant Commissioner in January 2013, EAC Alles joined AMO in 2012 as the Deputy Assistant Commissioner. Before joining AMO, EAC Alles served in the U.S. Marine Corps for 35 years, retiring as a Major General in 2011. Throughout his military service, he gained extensive experience in air training, operations, quality assurance, logistics, standardization, and aviation maintenance.

EAC Alles attended flight school after his commissioning in 1976 and was designated a naval aviator at Naval Air Station Kingsville, Texas, in September 1978. He flew the F-4, F-5, F-16, F/A-18, and A-4 aircraft, flying in combat and instructing at the U.S. Navy Fighter Weapons School. EAC Alles has attained more than 5,000 flight hours in multiple aircraft types, including over 300 combat hours.

EAC Alles served in many leadership positions in both the Marine Corps and joint commands. These positions include Commanding Officer, Marine Fighter Attack Squadron 312; Chief of the Strategy and Policy Division (J-53), U.S. Pacific Command; Commanding Officer, Marine Aircraft Group 11, during Operation Iraqi Freedom; head of the U.S. Marine Corps Aviation Weapons Systems Requirements Branch; and Deputy Director for Operations at the National Military Command Center. He concurrently served as Commanding General, Marine Corps Warfighting Laboratory, and Vice Chief of Naval Research from 2005 to 2007.



During 2008, EAC Alles was the Commanding General, Third Marine Aircraft Wing (Forward), participating in Operation Iraqi Freedom while serving simultaneously as Commanding General, Al Asad Air Base, in Al Anbar Province, Iraq. His final assignment was as the Director for Strategic Planning and Policy (J-5) at the U.S. Pacific Command from 2009.

EAC Alles received his bachelor's degree from Texas A&M University in 1976 and a Master of Arts in National Security and Strategic Studies from the Naval War College in 1999. His squadron, VMFA-312, was named Marine Corps Fighter Attack Squadron of the Year in 1997. His military honors include the Distinguished Service Medal, the Defense Superior Service Medal with oak leaf cluster, the Legion of Merit with Combat V and Gold Star, the Meritorious Service Medal with Gold Star, the Air Medal with strike/flight numeral 3, and the Navy Commendation Medal with Gold Star.

CBP recently transitioned to a new headquarters organizational structure. This new direction coincides with the Trade Facilitation and Trade Enforcement Act of 2015, which includes the elevation of the Assistant Commissioner of Air and Marine Operations to the level of Executive Assistant Commissioner.

EDWARD E. YOUNG

Deputy Executive Assistant Commissioner

DEAC Young is responsible for providing law enforcement leadership and managing the direction of AMO's daily activities. He is charged with supporting Headquarters as AMO builds a nationally recognized air and marine force. He began his employment with the former U.S. Customs Service in September 1990 as an Air Interdiction Officer.



NICHOLAS L. DOUCET
Executive Director, Operations

Executive Director Doucet is responsible for oversight of domestic and foreign aviation and maritime operations, operational planning, formulating requirements, and advising the EAC on operational issues. Prior to his law enforcement career, he was a software engineer for General Dynamics and developed the Flight Test Data Analysis System for the F-16 aircraft.



DOUGLAS J. KOUPASH
Executive Director, Mission Support

Executive Director Koupash is responsible for national aircraft and marine vessel acquisition, financial management, human resource management, asset management, maintenance and logistic support, and facilities requirements. Over the past 42 years, he has held leadership and management positions in the U.S. Navy and the National Aeronautics and Space Administration.



JAMES E. PLATSKÉ
Executive Director,
Training, Safety, and Standards

Executive Director Platske is the senior safety and technical advisor for all aviation and marine training, safety, and standardization. A former U.S. Army pilot, he holds airplane and rotorcraft instructor and airline transport pilot certificates, and has accumulated over 5,000 flight hours. In 2005, he received the Customs and Border Protection Leadership Award.



LOTHAR E. ECKARDT
Director, Southwest Region

Director Eckardt has administrative 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 at the rank of commander from the U.S. Navy Reserve after 28 years of service. He received a master's degree from the Naval War College.



DENNIS J. MICHELINI
Director, Northern Region

Director Michelini is responsible for coordinating operations across the Northern Region. He began his federal law enforcement career with CBP in 1995 and has served as a U.S. Border Patrol agent, and as the Director, Air Operations – Strategy at AMO Headquarters. In 2010, he earned a Master of Military Art and Science degree at the U.S. Army Command and General Staff College.



ERIC S. REMBOLD
Director, Southeast Region

Director Rembold is responsible for coordinating operations across the Southeast region. His duties include requirements planning, assessing the effectiveness of air and marine forces, and organizing special operations with federal, state, and local agencies. He holds a Bachelor of Science in Aerospace Technology from Indiana State University.



STEPHEN A. BOYER
Executive Director,
National Air Security Operations

Executive Director Boyer provides oversight of all National Air Security Operations requiring use of AMO's strategic air assets, including the long-range P-3 Orion maritime patrol aircraft and Predator B unmanned aircraft systems. He received a bachelor's degree with a major in criminal law, and minors in psychology and sociology, in 1992 from Radford University.



TONY D. CROWDER
Executive Director,
Air and Marine Operations Center

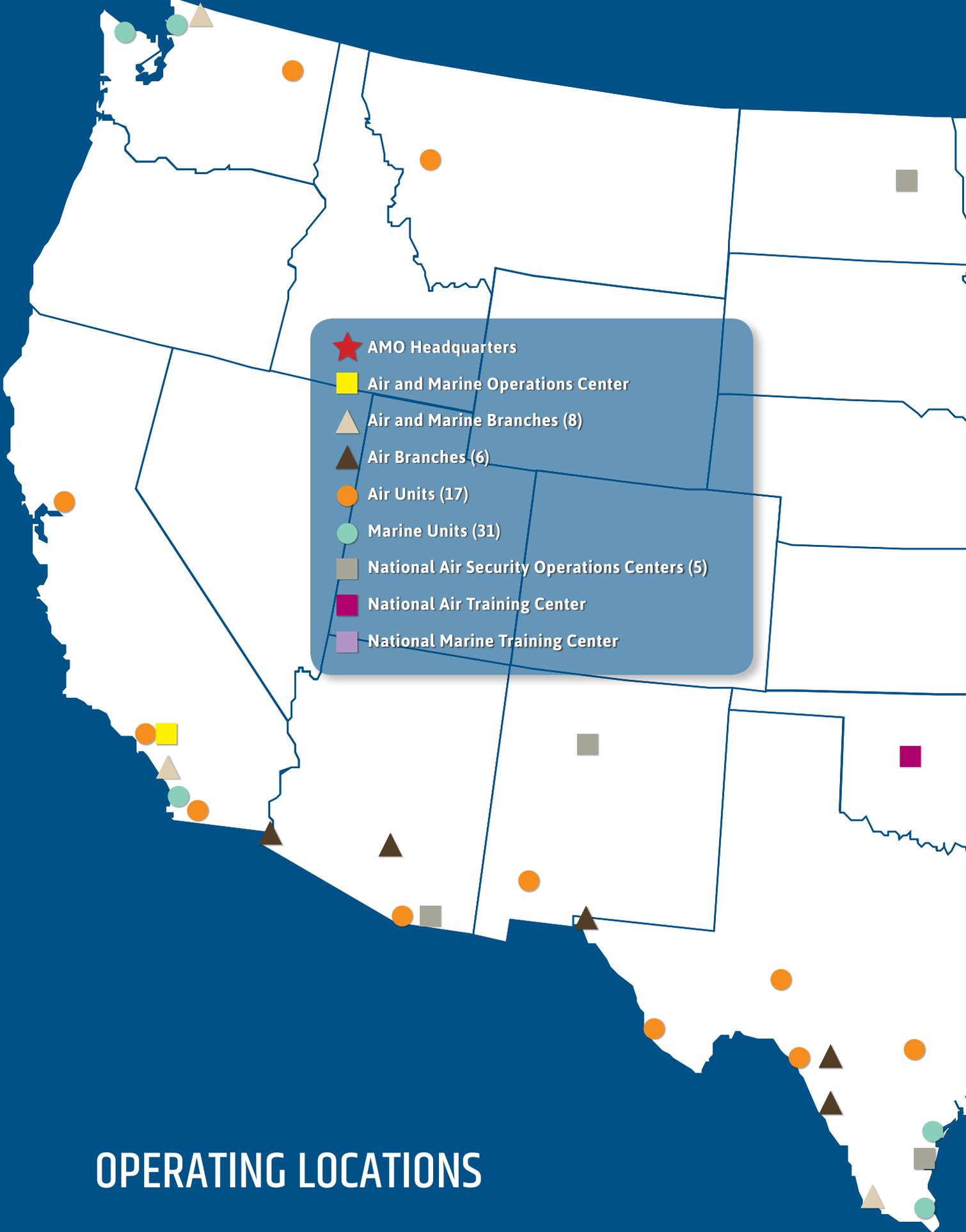
Executive Director Crowder oversees AMO homeland air security efforts based from centers in California and Puerto Rico which integrate sensor data and law enforcement information as well as intelligence to support a variety of law enforcement missions. He received a Master of Science degree in systems management from the University of Southern California.





AMO PERSONNEL OPERATING TOGETHER OFF THE FLORIDA COAST ON A UH-60 HELICOPTER AND MID-NIGHT EXPRESS INTERCEPTOR VESSEL. AIR AND MARINE PERSONNEL REGULARLY COMBINE THEIR SKILL SETS AND CAPABILITIES TO COORDINATE SUCCESSFUL INTERDICTIONS. AT SEA, THESE EFFORTS CAN RESULT IN AIR INTERDICTION AGENTS PROVIDING TACTICAL OVERHEAD SUPPORT WHILE MARINE INTERDICTION AGENTS ENGAGE SUSPECT VESSELS FOR BOARDING.





OPERATING LOCATIONS

SOUTHWEST REGION

The Southwest Region is a focal point for AMO. Its key feature is the U.S.–Mexico border — the busiest controlled border in the world. Four states — Texas, New Mexico, Arizona, and California — span 1,954 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 extends to Nevada and Oklahoma. The areas with the highest cross-border criminal activity are found in the Rio Grande Valley and southern Arizona. Region-wide threats include smuggling by backpackers and vehicles, and more unconventional means such as pangas (crude fishing boats that transport up to 6,000 lbs of drugs) and ultralights (recreational, hang glider-like aircraft).

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

A YEAR IN THE SOUTHWEST REGION

Super Bowl XLIX took place in the Southwest Region on February 1, 2015. AMO joined with our interagency partners to secure a temporary flight restriction zone around the University of Phoenix Stadium in Arizona.

Read more about Special Events on page 50

The Tucson Air Branch's Ground Team Air Coordinator program led to over 30 successful interagency operations where our specially trained AMO agents embed with operational ground elements to coordinate their aviation resources using our innovative technologies.

More on Ground Team Air Coordinators on page 66

In 2014, the McAllen Air and Marine Branch launched an Investigations Unit to dedicate agents to building relationships with human sources and other investigative partners. This past year, the unit opened eight cases related to smuggling and straw purchases of aircraft.

More on AMO's investigative work on page 37

52,427 FLIGHT HOURS

FISCAL YEAR 2015 STATISTICS

9,011 UNDERWAY HOURS

PICTURED ON OPPOSITE PAGE AMO's helicopter rope suspension techniques insert and extract ground forces into, or from, rough terrain, urban areas, and water — wherever aircraft landings are impractical due to the area or tactics.

AMO AGENTS CONDUCTING FAST ROPE TRAINING WITH THE TUCSON POLICE DEPARTMENT SWAT TEAM.



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) that form an area of responsibility of 1.7 million square miles, featuring major metropolitan centers, sparsely populated territory, binational communities, and key transit hubs. Our border operations target binational smuggling in dynamic environments where criminals conceal themselves amidst legitimate commerce and travel, influenced by changing seasons that can see maritime transit points become passable on foot in winter. In the nation's interior, our intelligence-based strategies focus on emerging threats which include millions of dollars in drug proceeds encountered in the Great Lakes region of the United States.

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

A YEAR IN THE NORTHERN REGION

The Buffalo Air Unit's deployment of the "Night Owl" — a retrofitted Cessna C-206 — beginning in February, accounted for 28 percent of AMO's weapon seizures in our nationwide end-of-year totals.

More on AMO's latest sensor technologies on page 56

The Manassas Air Branch expanded AMO's partnership with Homeland Security Investigations into Boston.

More on Homeland Security Investigations on page 38

AMO agents at AirVenture Oshkosh, the world's largest gathering of aviation enthusiasts, treated Make-a-Wish Foundation children to a special flight on a UH-60 Black Hawk helicopter at the convention held in Wisconsin.

More on AMO's service in the community on page 68

14,094 FLIGHT HOURS

FISCAL YEAR 2015 STATISTICS

8,840 UNDERWAY HOURS

PICTURED ON OPPOSITE PAGE The UH-60 Black Hawk helicopter is a medium-range, all-weather, rotary-wing tactical aircraft used to perform air, maritime, and land interdiction, and insertion/extraction of agents in remote and urban areas. AMO's UH-60 Black Hawks are large and powerful helicopters capable of carrying all personnel and equipment necessary for law enforcement operations without sacrificing range (600 nautical miles / 690 miles) and speed (maximum 150 knots). Its expansive interior and endurance in hazardous weather conditions make this aircraft ideal for deployment on search-and-rescue operations for contingency operations and national taskings.



AIRCREW TACTICALLY INSERTS AGENTS RESPONSIBLE FOR TAKEDOWN OF ESCAPED CONVICT

Air Interdiction Agents and Aviation Enforcement Agents from the Great Lakes Air and Marine Branch and Manassas Air Branch contributed to the 3-week manhunt for Richard Matt and David Sweat, the two convicted murderers who escaped from Clinton Correctional Facility in upstate New York in June 2015.

Richard Matt was serving 25 years to life for kidnapping, torture, and multiple homicides — the latest of which he committed while on the run from police in Mexico in 1998. David Sweat was serving life without parole for murdering a sheriff's deputy in upstate New York. Both Matt and Sweat were described by police as armed and dangerous.

AMO aircrew flew over 300 hours — 10 to 12 hours a day — transmitting surveillance imagery which allowed police to see into the wooded zones of rural New York State and

broadcasting ground communications which extended signal ranges from yards to miles between 800 law enforcement officers involved in the dragnet. “Without our aircraft retransmitting ground radio signals from the air, searchers in the woods would have been cut off from each other,” said Robert Makowski, Supervisory Air Interdiction Agent with the Plattsburgh Air Unit.

On June 26, a New York Air Unit crew launched with a U.S. Border Patrol Tactical Unit (BORTAC) on reports of gunfire in Franklin County, New York. The AMO aircrew inserted the BORTAC agents on-scene and joined the Plattsburgh Air Unit crew flying a perimeter over the forests of the Adirondacks, providing top cover. Two hours later, one of the AMO-inserted BORTAC agents fatally shot Richard Matt. David Sweat was captured later. After 23 days, AMO aircrew returned to their duty stations and their families.

SOUTHEAST REGION

The Southeast Region follows the Gulf of Mexico along the coasts of Texas and Florida 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 falling within the region's area of operations — extending west to Arkansas and north to the Carolinas — is paired with an expansive maritime area extending south into the Gulf of Mexico and east into the Caribbean Sea. In these vast waters, AMO agents face international threat profiles often addressed by multi-jurisdictional agreements and strategies to combat the craftiness of drug and human smugglers who combine the use of aircraft and vessels for distinctive methods, such as making airdrops to clandestine pleasure crafts off the coastline of the United States.

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

A YEAR IN THE SOUTHERN REGION

A whole-of-region approach led to an augmented AMO presence in the Caribbean throughout the year, including reopened locations in Puerto Rico and deployments to the U.S. Virgin Islands and neighboring high-threat areas.

More on AMO in Puerto Rico on page 55

End-of-fiscal-year trends saw arrests up 63 percent and currency seizures up 61 percent from Fiscal Year 2014.

More on seizures and disruptions statistics on page 26

The Southeast Region joined the Government of the Bahamas, the Drug Enforcement Administration, and the U.S. Coast Guard in OPBAT — Operation Bahamas, Turks and Caicos — to combat drug smuggling, human trafficking, and related criminal activity to and from the Bahamas and the Turks and Caicos Islands.

More on international cooperation on page 45

12,678 FLIGHT HOURS

FISCAL YEAR 2015 STATISTICS

17,904 UNDERWAY HOURS

PICTURED ON OPPOSITE PAGE AMO shared real-time mission data during Operation Safe Haven using BigPipe, our Internet-based secure network which can broadcast video, mapping data, and more through a common Web portal.



AIR AND MARINE AGENTS AND TASK FORCE PARTNERS RESCUE 15 VICTIMS OF SEX TRAFFICKING

On October 29, 2015, Department of Homeland Security law enforcement agents arrested 29 people in 13 cities and 8 states on sex trafficking charges as the direct result of Operation Safe Haven, a 15-month investigation and the most significant case led by Joint Task Force – Investigations (JTF–I) since it was formed to support the efforts of Joint Task Force – West and Joint Task Force – East.

The task force rescued 15 victims of a network of brothels trafficking Hispanic females across the southeastern U.S. “This operation not only focused on arresting the criminals but also on rescuing the victims involved,” said Jesse Wozniak, Deputy Director for the Southeast Region. One of the victims was still a minor when she was forced into sexual slavery.

AMO aircrew from Jacksonville, Miami, and New Orleans flew over 115 hours on 38 missions of covert surveillance in Georgia, Texas, Alabama, Louisiana, Mississippi, Florida, and the Carolinas, and were airborne for the arrests. “I’m proud to say that our unique surveillance capabilities — including the use of electro-optical/infrared sensors, night vision goggles, and an ultra-stable aerial camera — contributed to the success of this operation,” said Daniel Meagher, Director of Air Operations for Jacksonville Air and Marine Branch (which flew the bulk of the hours).

AMO is a founding member of JTF–I, a key element of the Southern Border and Approaches Campaign launched in 2014 to further unite efforts between the Department of Homeland Security’s diverse law enforcement agencies.

AIR & MARINE ASSETS

105

FIXED-WING AIRCRAFT

Cessna C-550 • Cessna C-206 • Cessna 210 • Pilatus PC-12 • Beechcraft King Air 200
Beechcraft King Air C-12C • Bombardier DHC-8 Maritime Patrol Aircraft
Lockheed P-3 Orion LRT and AEW • Multi-Role Enforcement Aircraft Super King Air 350ER
UAS MQ-9 Predator B Guardian • UAS Maritime Variant Predator B

150

ROTARY-WING AIRCRAFT

Airbus AS350 A-Star • Airbus EC120 • Bell UH-1 Huey • Sikorsky S-76
Sikorsky UH-60 Black Hawk

20.6

AVERAGE AGE OF FLEET (IN YEARS)

243

TOTAL AIRCRAFT AVAILABLE FOR OPERATIONS

Up to 12 aircraft are non-repairable to be excessed including:
Cessna 172 • Hughes OH-6 • AgustaWestland AW139



A DHC-8 MARITIME PATROL AIRCRAFT CREW CONDUCTING A MARITIME PATROL IN THE FLORIDA KEYS. AMO AGENTS USE THE AIRCRAFT'S HIGH-TECH SEAVUE MARINE SEARCH RADAR TO ACQUIRE MARITIME TRACKS OF INTEREST AND DOCUMENT A SUSPECT VESSEL'S "TRACK HISTORY" TO BEST PREDICT THE VESSEL'S TRAJECTORY INTO CUSTOMS WATERS.



78

INTERCEPTOR CLASS VESSELS

39' Midnight Express • 39' Interim Midnight • 40' SeaHunter • 40' Nortec ACTD
40' Invincible • 38' SAFE Boat • 33' SAFE Boat

In June 2015, AMO awarded a contract for new-generation Coastal Interceptor Vessels (CIV) to augment the aging Midnight Express Interceptors. The 41' CIVs will be capable of reaching speeds over 50 knots with a range over 350 nautical miles.

31

COASTAL / UTILITY VESSELS

30' Intrepid

1

PLATFORM VESSEL

A larger offshore coastal asset used for extended and long-range surveillance.

110

TOTAL VESSELS

Does not include 176 riverine vessels owned by AMO and operated by U.S. Border Patrol.

All totals as of December 2015

AIR OPERATIONS

There is no typical day in the life of our Air Interdiction Agents and our Aviation Enforcement Agents. Learn more about what we do throughout the year and the nation with a look at our calendar below.

97,515 FLIGHT HOURS*

OCT
2014

HUNT FOR FUGITIVE

Buffalo-based agents search for Eric Frein, a fugitive who shot state troopers and fled into the Pocono Mountains after searching “how to evade a manhunt” online.

APR
2015

ULTRALIGHT DOWN

San Diego-based agents recover an ultralight aircraft and its cargo of marijuana and meth, weighing 150 lbs, dropped in a field in California’s Coachella Valley.

NOV
2014

THE TRANSIT ZONE

Jacksonville-based agents detect a vessel 115 miles off the Panamanian coast transporting 1,300 lbs of cocaine worth an estimated wholesale value of \$16 million.

MAY
2015

HEROIN RING BUST

Buffalo-based agents execute search warrants in New York and Philadelphia yielding a dozen arrests and seizures of heroin, cash, handguns, and an assault rifle.

JAN
2015

A DESERT TREK

Yuma-based agents locate several Mexican nationals in the New Mexico desert at night carrying backpacks stuffed with marijuana worth an estimated \$114,000.

JUN
2015

3 TONS OF COCAINE

Jacksonville-based and Corpus Christi-based agents disrupt 6,632 lbs of cocaine and marijuana transiting off the coast of Costa Rica over a period of several days.

FEB
2015

JET SKI COYOTES

San Diego-based agents track a group of human smugglers disguised as tourists using Jet Skis to ferry migrants from Mexico’s coast to Imperial Beach, California.

JUL
2015

2 TONS OF MARIJUANA

Caribbean-based agents, participating in Operation Bahamas Turks and Caicos, intercept a “go-fast” vessel with 5,000 lbs of marijuana worth an estimated \$13 million.

MAR
2015

SEARCH-AND-RESCUE

McAllen-based agents rescue a mother and her child separated from their family and trapped in the mud banks of the Rio Grande river in Hidalgo County, Texas.

AUG
2015

UAS SAVES LIVES

Sierra Vista-based agents operate a UAS aircraft on a search-and-rescue mission for 3 illegal aliens lost in the Arizona desert who dialed 911 for medical assistance.

*Fiscal Year 2015



MSA

MSA
LH 250
N° 12855





MARINE OPERATIONS

Our Marine Interdiction Agents face adversity daily while on patrol in vast waters. Learn more about what we do throughout the year and the nation with a look at our calendar below.

38,465 UNDERWAY
HOURS*

NOV
2014

RING ROUND-UP

Fajardo-based agents on a joint operation seize 1,234 lbs of cocaine, 1 vessel, and 3 vehicles, and facilitate the arrests of members of a major Puerto Rican drug ring.

FEB
2015

Take a closer look at the month of February 2015 below — with incidents over four weeks that feature high-volume drug busts and scores of persons prevented from entering the U.S. illegally.

DEC
2014

RESCUED AT SEA

Key Largo-based agents rescue migrants, including two toddlers, spotted on an unseaworthy and overloaded raft in immediate danger of sinking off the Florida coast.

FEB
2015

1 TON OF COCAINE

Caribbean-based agents intercept a coastal freighter near Puerto Rico with a cargo of 2,180 lbs of cocaine worth an estimated wholesale value of \$28 million.

APR
2015

CHECKED LUGGAGE

San Diego-based agents intercept a Jet Ski operator on a beach in California and his delivery of 190 lbs of marijuana stored in the Jet Ski's luggage compartment.

FEB
2015

1 TON OF MARIJUANA

San Diego-based agents intercept a fishing boat with 2,585 lbs of marijuana running under the cover of darkness at 2 a.m. near Santa Rosa Island, California.

AUG
2015

"LIGHTS-OUT" SIGHTED

Corpus Christi-based agents pursue a "lights-out" vessel off the Texas Gulf Coast to find 529 lbs of marijuana and 11 illegal aliens hiding aboard the darkened vessel.

FEB
2015

WARNING SHOTS DEPLOYED

Ft. Lauderdale-based agents pursue a vessel running without navigational lights off the Florida coast and deploy warning shots to intercept a smuggler and 37 migrants.

SEP
2015

LEFT BEHIND

San Diego-based agents inspect a suspicious yacht moored in San Diego Bay to discover 1,600 lbs of marijuana stashed in the yacht's cabin and compartments.

FEB
2015

DISABLING FIRE DEPLOYED

Miami-based agents deploy warning shots and disabling fire to a vessel conveying 11 migrants, apprehended after a pursuit 6 miles from Miami Beach, Florida.

*Fiscal Year 2015

SEIZURES & DISRUPTIONS

MARIJUANA	COCAINE	HEROIN	METH	ECSTASY	CASH
719,550	230,698	627	3,137	477	\$49,314,790

Numbers reported
in Fiscal Year 2015

All drugs reported
in pounds (lbs)

Drug abuse in the United States is an epidemic. AMO's seizures and disruptions show the patterns seen across the nation. Our encounters with heroin deliveries rose 179 percent from 2013 to 2015 as the Centers for Disease Control and Prevention tracked an increase in demand for opioids which led to 28,000 deaths from related overdoses in 2014 — more than any other year on record.

**MARINE INTERDICTION AGENTS IN AN INTERCEPTOR CLASS VESSEL APPROACHING
A SUSPECT PANGA VESSEL LADEN WITH BALES OF CONTRABAND.**



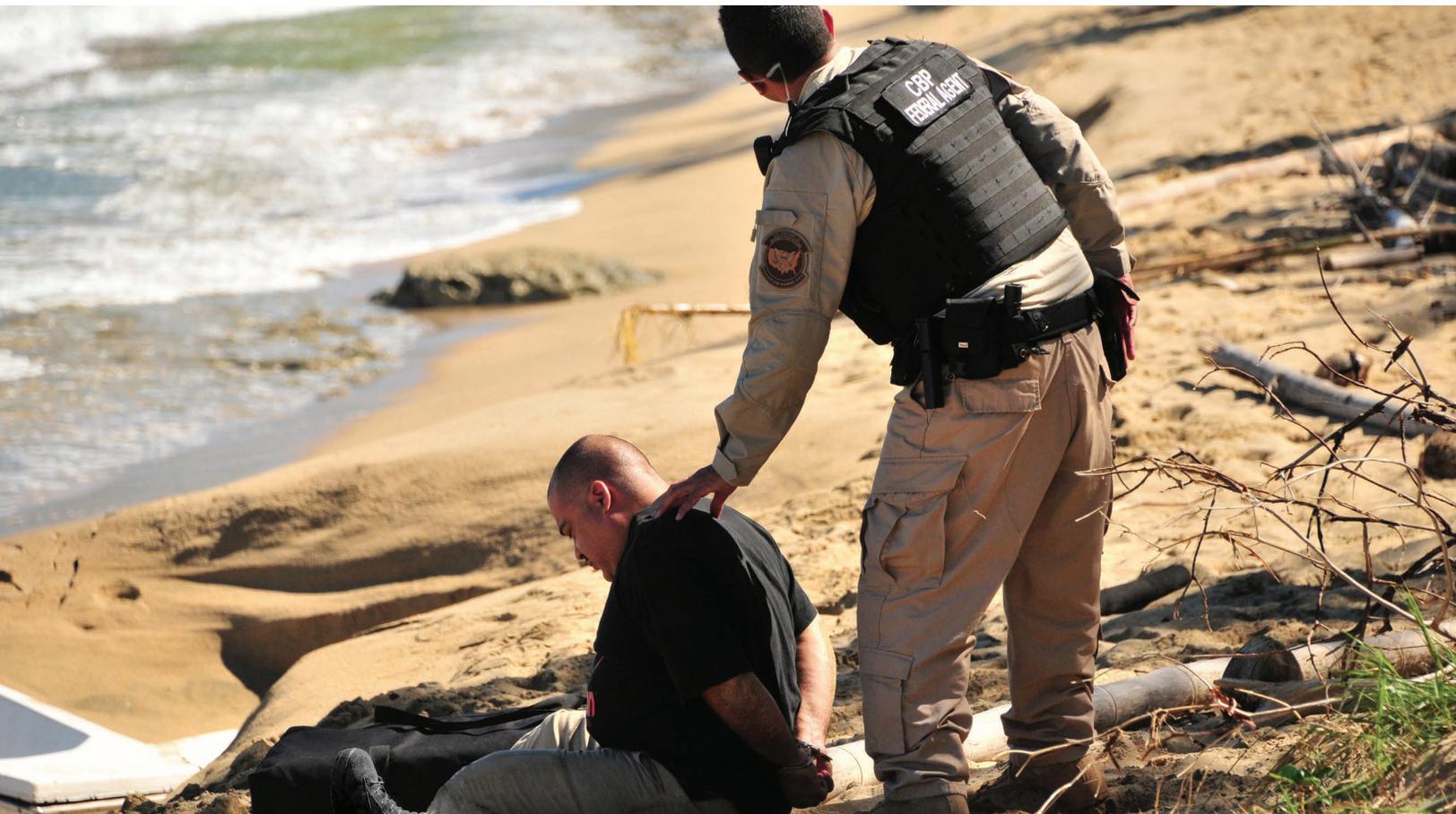
Illicit drugs are commodities with a high return on investment. Coca farmers in South America can sell \$600 worth of coca leaves to make 1 kilo of cocaine. Cartels in Central America can purchase that kilo for approximately \$12,000. And once that kilo of cocaine is smuggled into the United States, it can be sold on the streets for as much as \$55,000.

When AMO seizes cash from traffickers, we take this money out of the hands of transnational criminal organizations and disrupt their profit cycle. These criminal networks will use that cash 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 drugs across the ocean until these drugs reach the streets of your neighborhood.

Estimated values according to figures provided by the U.N. Office on Drugs and Crime and the Drug Enforcement Administration

WEAPONS	AIRCRAFT	VESSELS	VEHICLES	ARRESTS	APPREHENSIONS
1,427	36	114	788	4,496	51,130

What is the difference between arrests and apprehensions as used in our statistics? CBP tracks “arrests” where suspects are taken into custody to be charged with crimes. We also track “apprehensions” where persons are taken into custody but not charged with crimes. In a real-world example, a Marine Interdiction Agent would arrest a human smuggler and apprehend the illegal migrants that he or she encounters on an alien smuggling vessel.





AN AMO AGENT RAPPELLING FROM A HELICOPTER, OBSERVED BY A HELICOPTER ROPE SUSPENSION TECHNIQUES MASTER AND A SAFETY OFFICER.

PERFORMANCE

COMMISSIONER'S PRIORITIES

For Fiscal Year 2015, Gil Kerlikowske, CBP Commissioner (pictured right), set a priority for AMO (Priority #2) to enhance and increase the detection and interdiction of transnational criminal organizations who are exploiting noncommercial aviation and maritime pathways to smuggle people, illicit drugs, and other contraband into our nation.

In 2015, a highlight of AMO's enhancement of our detection capabilities included further integration of our surveillance systems with national and international radars. AMO and the Federal Aviation Administration advanced the progress of integrating our radars along the U.S. border to close known coverage gaps. Additionally, AMO coordinated with Mexico's equivalent civilian aviation authority to add to our existing common operating picture.

Another highlight in 2015 was the success of SKYPRO, which helped increase our air interdiction capabilities. The Commissioner's Priority set a milestone for AMO to meet a minimum of 25 percent of positive enforcement actions through Operation SKYPRO, an initiative to develop intelligence on non-commercial aviation smuggling activities. AMO achieved a 29 percent rate of positive enforcement in Fiscal Year 2015; overall, an increase of 47 percent since measures began in 2011.



GOVERNMENT PERFORMANCE AND RESULTS ACT

The 1993 Government Performance and Results Act is designed to improve program management throughout the government. Among its many requirements, the law requires federal agencies to submit an annual performance report to the Office of Management and Budget after the end of each fiscal year. For Fiscal Year 2015, CBP reported the following statistics related to AMO's established performance goals.

99.3%

"Percent of detected conventional aircraft incursions resolved along all borders of the United States in Fiscal Year 2015."

The percent of conventional aircraft, once detected visually or by radar, that are suspected of illegal cross border activity and are brought to a successful law enforcement resolution. See pages 44 and 45 for more information.

82.9%

"Percent of air support launches accomplished to support Homeland Security missions in Fiscal Year 2015."

The capability to launch an aircraft when a request is made for aerial operations.



INTERDICTION



BEYOND THE BORDER

AMO is a part of our nation's first line of defense against terrorists, illegal aliens, and illegal drugs, and the dangerous weapons and criminal activities that follow.

CBP aims to extend the U.S. zone of security away from its borders. To accomplish this, AMO forward-deploys aircraft such as the P-3 and unmanned aircraft systems to interdict threats as close to their source as possible. We conduct some of our most productive interdiction operations in the Source and Transit Zones, encompassing a 42 million square-mile area (from South America, then through the Caribbean Sea and the eastern Pacific Ocean) which traffickers use to transport cocaine and other drugs into North America.

AT THE BORDER

Paired with our efforts to extend the U.S. zone of security, interdiction events also occur in the border environment. AMO often works in partnerships with U.S. Border Patrol and our other federal, state, and local partners to apprehend illicit cross-border traffic. At sea, missions may involve vessels and aircraft on operations where aircrew on DHC-8 Maritime Patrol Aircraft and Multi-Role Enforcement Aircraft pair with Marine Interdiction Agents patrolling the seas on interceptor vessels and unmarked boats.

We ensure the safety and security of the American people by interdicting border threats from the air and on the sea.

WHAT RISKS DO OUR AGENTS FACE IN THEIR PURSUIT OF DANGEROUS CRIMINALS?

In the late hours of May 18, 2015, AMO agents from our St. Thomas Marine Unit were on patrol near the Virgin Islands based on intelligence reports of imminent smuggling in U.S. territorial waters. Marine Interdiction Agents had launched a Midnight Express Interceptor class vessel together with an aircrew flying overhead in a DHC-8 Maritime Patrol Aircraft.

Searching the waters close to midnight, our sensor operators on the DHC-8 detected a high-speed vessel on course for the British Virgin Islands. Aircrew observed this vessel operating without navigational lights and conveying bundles.

The St. Thomas Marine Unit contacted the British Virgin Islands Customs Department and officials gave AMO permission to enter BVI waters. Approximately six miles from Peter Island, Marine Interdiction Agents intercepted the suspect vessel. Our agents instructed the vessel's 3-man crew to heave to and prepare to be boarded — but the suspect vessel fled.

When one of the suspects on the fleeing vessel retrieved an AK-47 style semiautomatic rifle and began to fire his weapon at the Marine Interdiction Agents in close pursuit, our agents returned fire and struck the suspect vessel and the suspect himself. With the threat neutralized, our agents used disabling fire to incapacitate the vessel's engines and end the pursuit. Multiple bullets had penetrated the Midnight Express's fiberglass hull. Our agents escaped imminent serious injury.

Upon boarding, our agents secured two suspects and provided first aid to the third suspect who fired the weapon at them. The agents then transferred the injured suspect to a British Virgin Islands Customs Department vessel which transported him to a hospital on shore, where he later died of his wounds.

The Customs Department seized 1,122 pounds of cocaine. The two suspects, from Venezuela and the Dominican Republic, were remanded into the custody of law enforcement on the British Virgin Islands. They will stand trial in 2016.

PICTURED ON OPPOSITE PAGE These bales of contraband, seized near a port of entry, are stacked almost as high as neighboring vessels in a marina. When bulk shipments, like these, are not seized or disrupted in the Source and Transit Zones, they typically are split into smaller parcels after delivery and become far more difficult to interdict.

NATIONAL AIR SECURITY OPERATIONS — P-3

AMO's National Air Security Operations Centers own an important role in our extended border operations. The Jacksonville and Corpus Christi locations form our P-3 wing with their formidable presence in the Source and Transit Zones. Our P-3 aircrew conduct operations throughout North, Central, and South America in active prosecution of smugglers' attempts to move persons and contraband into the United States.

P-3 AIRCREW BASED IN JACKSONVILLE AND CORPUS CHRISTI INTERDICTED...

206,844 LBS OF COCAINE THIS FISCAL YEAR, AVERAGING 34.5 LBS PER FLIGHT HOUR

EXPERIENCED AIRCREW

AMO's P-3 aircrew average 18 years of vital experience on counternarcotics missions. They fly an all-weather, versatile aircraft designed to detect, track, and coordinate the interception of vessels and aircraft, using a sophisticated integrated sensor package to analyze targets of interest.

LOCKHEED P-3 ORION AIRBORNE EARLY WARNING (AEW)

AMO P-3 Orions are the only dedicated law enforcement AEW aircraft in the world. Our AEWs are distinguished by a 360-degree APS-145 radar (known as "the Dome") that provides for extended-range detection and tracking. The aircraft has the ability to provide domain awareness in the air and over sea. The radar provides information to covertly track air and maritime targets.

LOCKHEED P-3 ORION LONG RANGE TRACKER (LRT)

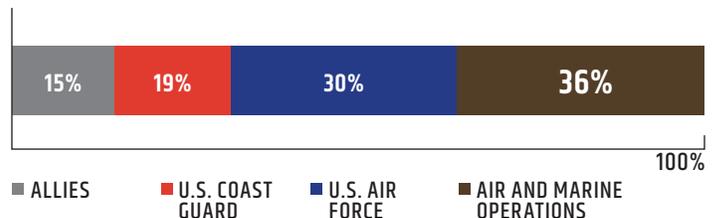
AMO P-3 Orion LRTs are our high-speed trackers, outfitted with an APG-66 air/ground intercept radar system and surveillance equipment including a SeaVue maritime radar with 360-degree maritime surveillance capability. The aircraft's radar systems can sort up to 5,000 contacts and presort legitimate shipping traffic which significantly increases the efficiency of radar-to-tracking operations.

JOINT INTERAGENCY TASK FORCE SOUTH

Joint Interagency Task Force South, the subcomponent of U.S. Southern Command based at Naval Air Station Key West, is the coordinator for counternarcotics missions in the Western Hemisphere Source and Transit Zones.

In Calendar Year 2015, AMO P-3 aircrews contributed the most flight hours — approximately 6,000 flight hours* — to Joint Interagency Task Force South operations.

JOINT INTERAGENCY TASK FORCE SOUTH FLIGHT HOUR CONTRIBUTIONS



OPERATIONAL STAGING SITES

Along with other operational staging sites in Puerto Rico, Costa Rica, and Curaçao, AMO's P-3 AEW/LRT staging site in Panama City, Panama, has been our primary operating location for Central and South America. Panama City sits between two cocaine smuggling routes that move about 84 percent of all cocaine destined for the United States.

**Data courtesy of Joint Interagency Task Force South*



AN AMO P-3 AEW AIRCRAFT DISTINGUISHED BY ITS 360-DEGREE RADAR KNOWN AS "THE DOME." AMO HAS IMPLEMENTED THE P-3 SERVICE LIFE EXTENSION PROGRAM TO MAXIMIZE THE LIFECYCLE OF OUR AGING P-3 FLEET. EACH P-3 AIRFRAME — ALL 14 IN OUR FLEET — EXCEEDS 40 YEARS IN AGE. THE COSTS OF REPLACING THE FLEET OUTRIGHT OUTWEIGH THE SERVICE LIFE EXTENSION PROGRAM'S ESTIMATED COSTS FOR MAINTENANCE AND REPAIR. LAUNCHED IN 2006, THE SERVICE LIFE EXTENSION PROGRAM HAS UPGRADED 12 OF 14 AIRCRAFT WITH NEW WINGS, UPDATES TO WIRING AND FUEL QUANTITY SYSTEMS, AND CHANGES TO INSTRUMENTATION. THESE UPGRADES WILL ADD 15,000 FLIGHT HOURS TO THE SERVICE LIFE OF EACH AIRCRAFT. THE PROGRAM ALSO CONDUCTS SPECIAL REPAIRS TO THE FINAL TWO AIRCRAFT (AWAITING UPGRADES IN 2016) TO KEEP OUR AIRCREWS FLYING SAFELY.



A UH-60 BLACK HAWK CREW PATROLS ALONG THE U.S.–CANADA BORDER.

NORTHERN REGION



62% OF AMO'S
WEAPONS SEIZURES

56% OF AMO'S
ECSTASY SEIZURES

- 32 states & Washington, D.C.
- 3,987 miles of border
- 1.7 million square miles of interior

The Northern Region led AMO in seizures of currency (\$22,426,192 — 45% of total seizures). Most of our currency seizures occurred in the New York Air Unit and Chicago Air Unit area of operations.

MAPPING AMO'S RESULTS

SOUTHWEST REGION



93% OF AMO'S
MARIJUANA SEIZURES

49% OF AMO'S
HEROIN SEIZURES

97% OF AMO'S
APPREHENSIONS

66% IN TEXAS
29% IN ARIZONA
5% IN CALIFORNIA

- 6 states
- 1,954 miles of border
- 800,000 square miles of interior

The Southwest Region also led AMO in vehicle seizures (77% of total seizures).

The Southwest Region led AMO in domestic seizures of methamphetamine (39% of total seizures). Most of our methamphetamine incidents occurred in the Source and Transit Zones (49% of total seizures).

SOUTHEAST REGION



50% OF AMO'S
AIRCRAFT SEIZURES

47% OF AMO'S
VESSEL SEIZURES

- 10 states & 2 U.S. territories
- 2,860 miles of coastline
- 500,000 square miles of interior

The Southeast Region led AMO in domestic cocaine seizures and disruptions (16% total). Most cocaine seizures and disruptions occurred in the Source and Transit Zones via National Air Security Operations (89% total).

INVESTIGATION



DEFEATING CRIMINAL NETWORKS

Investigations are part and parcel of AMO's law enforcement mission. We conduct investigations primarily in the air and maritime domains. We engage our experienced agents and many specialized capabilities which include undercover programs and human source development.

SPOTLIGHT ON... SOUTHEAST REGION

In the Southeast Region, 20 percent of the workforce has completed the Criminal Investigator Training Program at the Federal Law Enforcement Training Center in Georgia. In Fiscal Year 2015, the region's 7 certified undercover agents performed 13 undercover missions. With 15 active confidential human source handlers and more to be trained, the Southeast Region's successful human intelligence program continues to grow.

Nationwide, AMO agents join investigative task forces engaged in case work relevant to our mission. Examples include Border Enforcement Security (BEST) Task Forces with U.S. Immigration and Customs Enforcement and the Joint Terrorism Task Forces led by the Federal Bureau of Investigation.

HOW DO AMO AGENTS CONTRIBUTE THEIR EXPERTISE TO CRIMINAL INVESTIGATIONS?

A Marine Interdiction Agent with the Buffalo Marine Unit, assigned full-time as a Task Force Officer to the Buffalo area's Joint Terrorism Task Force, served as co-case agent on an 11-month international investigation into the terrorist activities of Arafat M. Nagi, a U.S. citizen charged with providing material support and resources to the Islamic State of Iraq and the Levant (also known as ISIS).

The Marine Interdiction Agent developed information that led to opening the investigation on Nagi (of Lackawanna, New York) and his research led to notification that Nagi was traveling to Turkey. On his return, Nagi was searched at the airport during which the U.S. government seized electronic media devices with evidence that led to Nagi's arrest. On these devices, the agent analyzed entry/exit maps of Syria and a collection of ISIS propaganda including videos of beheadings. The agent then analyzed Nagi's financial and online activity, discovering Nagi's multiple eBay purchases of items including body armor, camouflage clothing, assault rifle components, knives, first aid kits, a Jihadist black flag, and more.

The Marine Interdiction Agent coordinated surveillance using AMO assets, including the Buffalo Air Unit's newly delivered Cessna C-206 Night Owl platform. On July 29, 2015, during the execution of a warrant at Nagi's residence, the agent coordinated an air presence from a Buffalo-based AS350 A-Star crew providing video downlink to ground forces and Buffalo Marine Unit patrols of the local waterways had Nagi attempted to escape arrest. Nagi was taken into custody that day without incident.

Nagi was indicted by a federal grand jury on August 12, 2015.

PICTURED ON OPPOSITE PAGE AS350 A-Star crews fly above Chicago's Magnificent Mile. U.S. Immigration and Customs Enforcement, one of AMO's top investigative partners, has designated Chicago as a priority area for covert surveillance.

AMO & HOMELAND SECURITY INVESTIGATIONS

AMO conducts operations with U.S. Immigration and Customs Enforcement, Homeland Security Investigations, from 67 AMO operating locations in coordination with 26 Homeland Security Investigations field offices across the nation. Our agents and assets contribute their expertise in air and maritime interdiction, covert surveillance, tactical insertion of warrant teams, controlled delivery of contraband, and much more. Below are two examples of AMO's successful joint operations with Homeland Security Investigations in 2015.

On October 20, 2015, San Diego-based aircrew participated in an 11-hour "cold convoy," an investigative technique where contraband discovered in the course of an inspection — in this case, by CBP at the Otay Mesa Port of Entry — is allowed to proceed from the border to its intended destination under surveillance by law enforcement. The Brown Field Air Unit and Riverside Air Unit aircrews followed two tractor-trailers along the Southern California highways to a shipping yard in Los Angeles, where agents with Homeland Security Investigations seized the trucks, cash, and drugs.

CASE RESULTS

- 265 lbs of cocaine
- \$15,000 in cash
- 2 tractor-trailers
- 2 other vehicles

CASE RESULTS

- 1 Canadian-registered R-22 helicopter
- 2 arrests
- 134 lbs of ecstasy and marijuana

On July 30, 2015, Bellingham-based aircrew flying an AS350 A-Star and a Cessna C-550 launched in the early morning to conduct surveillance of a suspect helicopter. Two hours later, the local BEST unit, which included an Air Interdiction Agent and a Marine Interdiction Agent from the Bellingham Air and Marine Branch, responded to interdict the Canadian-registered helicopter that landed at a remote spot in Mount Baker-Snoqualmie National Forest. The joint AMO and Homeland Security Investigations operation resulted in two arrests and the seizure of ecstasy, marijuana, and an aircraft.





AMO's emphasis on investigations begins with training. The Air and Marine Basic Training Academy at the Federal Law Enforcement Training Center in Glynco, Georgia, continues to provide training for new classes of Air and Marine agents. In Fiscal Year 2015, AMO graduated 2 classes with 35 new hires headed to the Southwest and Southeast regions.

The Federal Law Enforcement Training Center's Criminal Investigator Training Program provides instruction to fulfill basic criminal investigative training requirements. The program addresses knowledge, skills, and abilities expected of all criminal investigators who will face a variety of situations requiring expertise in human behavior, modern technology, cultural sensitivity, law, and other interdisciplinary approaches for effective law enforcement.

PICTURED ON OPPOSITE PAGE The Caribbean Air and Marine Branch conducted active shooter training in November 2014 with Homeland Security Investigations. AMO aircrew inserted a Special Response Team using the Helicopter Rope Suspension Technique and provided airborne rifle cover as the team neutralized a simulated active shooter. A simulated downed agent was "rescued" and hoisted to the UH-60 Black Hawk for medical evacuation.

SKYPRO

AMO's SKYPRO program develops intelligence on international and domestic air smuggling activity to identify threats while fostering positive interaction between law enforcement officers and the general aviation community. The vast majority of pilots, aircraft owners, fixed-base operators, and flight school instructors are law-abiding citizens standing with AMO in protecting our national airspace from the criminal elements who seek to exploit the freedom and convenience of general aviation aircraft to smuggle drugs.

SPOTLIGHT ON... NEW ORLEANS AIR AND MARINE BRANCH

On September 18, 2015, the New Orleans Air and Marine Branch identified a SKYPRO track of interest departing from Texas and destined for Thibodaux, Louisiana. AMO agents coordinated the launch of an AS350 A-Star aircrew with Hammond's BEST unit to meet the SKYPRO target on landing in Louisiana.

AMO agents discovered 30 lbs of cocaine concealed in the general aviation aircraft. The Louisiana State Police arrested the pilot and seized the aircraft and cocaine, the latter worth an estimated wholesale value of \$390,000.

DID YOU KNOW? *In circumstances where border search authority or a search warrant are not present, agents may conduct searches or seizures consistent with your Fourth Amendment rights; for example, where pursuant to probable cause or consent, or in the course of a protective sweep.*

On March 5, 2015, the Air and Marine Operations Center referred a hotline call about a suspicious aircraft to the New Orleans Air and Marine Branch. The SKYPRO track of interest departed from California for Arkansas with a stop over in Arizona to refuel. AMO agents coordinated assistance to Fayetteville's BEST unit with the launch of a Cessna C-550 aircrew.

A Homeland Security Investigations agent on the BEST unit (SKYPRO-trained by the New Orleans Air and Marine Branch) responded to the scene in Arkansas. Two duffel bags could be seen in the aircraft and a canine alerted to the scent of drugs. Agents seized the aircraft and 40 lbs of marijuana. The pilot was arrested at a nearby hotel.

AMO encourages you to call **1-866-AIRBUST** if you notice abnormal aviation or maritime activity.

HOW IS AMO IMPROVING COMMUNICATION WITH THE GENERAL AVIATION COMMUNITY?

In response to questions from the general aviation community, AMO conducted a "Top-Down Review of Domestic General Aviation Law Enforcement Operations." The report, published in October 2014, led us to update our procedures and internal guidance making communication and a mutual understanding with the general aviation community a top priority as we continue our successful SKYPRO program. As a result of this review...

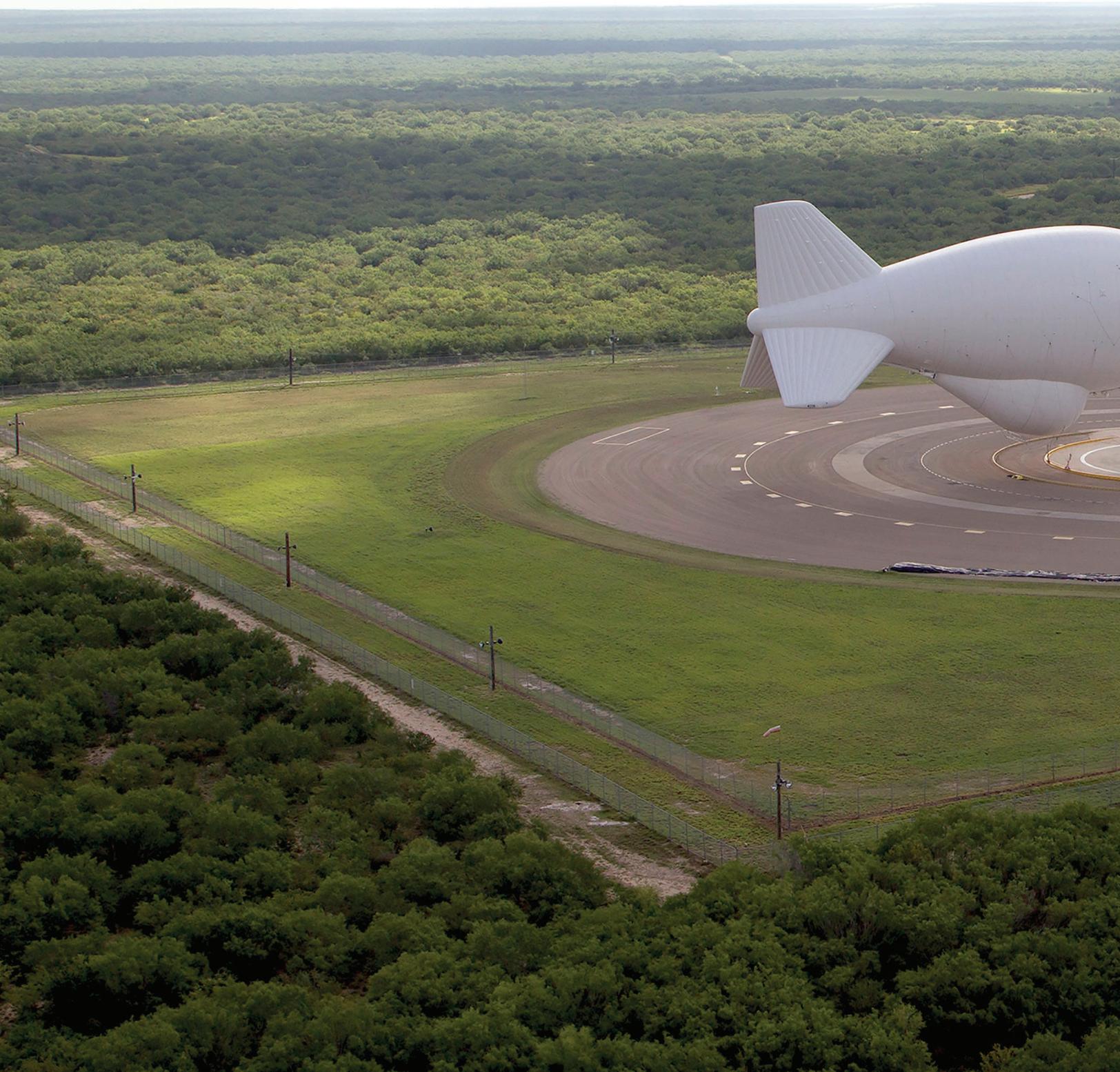
We increased effectiveness and accountability by requiring agents and officers to log all contacts with the community, leading to better research and decreasing the likelihood of unwarranted repeat encounters with pilots.

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 AGENTS CONDUCTING A PILOT CERTIFICATE INSPECTION. DURING A CERTIFICATE INSPECTION, AMO AGENTS WILL ASK TO SEE YOUR AIRMAN AND MEDICAL CERTIFICATES, PHOTO IDENTIFICATION, AND AIRCRAFT CERTIFICATE OF REGISTRATION. AN AMO AGENT WILL EXAMINE AND VERIFY THESE DOCUMENTS AND THEN RETURN THEM TO YOU. YOU SHOULD EXPECT TO BE TREATED IN A COURTEOUS, DIGNIFIED, AND PROFESSIONAL MANNER THROUGHOUT THE INSPECTION.



DOMAIN AWARENESS



ONE OF EIGHT LOCATIONS FOR AMO'S TETHERED AEROSTAT RADAR SYSTEM (TARS) INCLUDING A VIEW OF ITS HELIUM-FILLED BALLOON, FIXED-SITE MOORING AND TETHER CONTROLS, AND COMMAND-AND-CONTROL STATION. AMO'S TARS CAPABILITIES PROVIDE US WITH LONG-RANGE DETECTION OF LOW-FLYING AIRCRAFT WITHIN AN IMPRESSIVE RANGE OF APPROXIMATELY 200 MILES.



AIR AND MARINE OPERATIONS CENTER

The Air and Marine Operations Center is an international, multi-domain federal law enforcement center. Established in 1988 at March Air Reserve Base, Riverside, California, the facility is a state-of-the-art domain awareness center which focuses on suspicious general aviation and non-commercial maritime activities in the Western Hemisphere.

The Air and Marine Operations Center integrates data from hundreds of domestic and international radars and optical sensors to provide surveillance of critical national infrastructure throughout the United States. The center applies sophisticated technology to detect, identify, track, and direct the interdiction of suspect aviation and mari-

time targets — its common operating picture provides a single display capable of tracking over 50,000 individual targets — and uses extensive law enforcement and intelligence databases and communications networks to coordinate a law enforcement response.

The center has two auxiliary facilities. The Caribbean Air and Marine Operations Center focuses on suspect aircraft and vessels in the Caribbean area of responsibility, and the Capital Regional Unit supports air security and defense operations in the National Capital Region of Washington, D.C. Additionally, AMO coordinates with the North American Aerospace Defense Command and the governments of Mexico, Canada, and the Bahamas.

FROM DETECTION TO INTERDICTION AT THE AIR AND MARINE OPERATIONS CENTER

474,084

TOTAL DETECTIONS
IN FISCAL YEAR 2015

The Air and Marine Operations Center applies sophisticated technology to detect suspect aviation and maritime targets

316,431

NUMBER OF
DETECTIONS
REQUIRING
DETECTION
ENFORCEMENT
OFFICERS TO
ASSESS FOR
A POTENTIAL
LAW
ENFORCEMENT
RESPONSE

1,037

NUMBER OF
DETECTIONS
REQUIRING
FURTHER
INVESTIGATION



1,008

DETECTIONS
SUCCESSFULLY
RESOLVED

304
RESOLVED
DETECTIONS
WERE ISSUED
VIOLATIONS

407
RESOLVED
DETECTIONS
WERE OUTSIDE
U.S. JURISDICTION



RESOLVED SUSPECTS AND ISSUED VIOLATIONS

RESOLVED SUSPECTS The successful resolution of a suspect detection depends on the category of a track of interest. For example, a Short Landing-type aircraft which Air and Marine Operations Center detects flying northbound towards U.S. airspace, and lands short of the U.S.–Mexico border, can be considered resolved when Air and Marine Operations Center reports the flight path to Mexican authorities and the appropriate agency responds at the scene to discover if the aircraft conveyed contraband.

VIOLATIONS These outcomes result in an arrest, seizure, fine, penalty, pilot deviation, or verbal or written warning issued from the appropriate authorities, such as law enforcement or civil aviation agencies, in the country of jurisdiction.

HOW DOES AMO COORDINATE WITH OUR INTERNATIONAL LAW ENFORCEMENT PARTNERS?

On January 16, 2015, the Air and Marine Operations Center tracked an aircraft detected southeast of Ensenada, Baja California, Mexico, heading northwest towards the U.S.–Mexico border. AMO leveraged our international partnerships and long-standing notification protocols as the Air and Marine Operations Center coordinated the aircraft's interdiction with the government of Mexico through the Information Analysis Center at the U.S. Embassy in Mexico City.

Using information provided by AMO, the Mexican Air Force and Federal Police launched their air assets to investigate the track of interest and then dispatched ground troops to where the aircraft was reported to have landed. Mexican law enforcement located an abandoned aircraft at the landing site and seized 859 lbs of methamphetamine, 176 lbs of cocaine, and 39 lbs of white heroin and black tar heroin.

NATIONAL AIR SECURITY OPERATIONS – UNMANNED AIRCRAFT SYSTEMS

AMO's National Air Security Operations Centers contribute to our domain awareness in the land and maritime environments, operating unmanned aircraft systems from Sierra Vista, Arizona; Grand Forks, North Dakota; Jacksonville, Florida; and Corpus Christi, Texas. Our aircrew use cutting-edge technology and real-time networked data to enhance AMO's long-range intelligence, surveillance, and reconnaissance capabilities.

UAS AIRCREW BASED IN SIERRA VISTA, GRAND FORKS, JACKSONVILLE, AND CORPUS CHRISTI
INTERDICTIONED... **\$264 MILLION** IN DRUGS THIS FISCAL YEAR (ESTIMATED WHOLESALE VALUE)

MQ-9 PREDATOR B

The remotely-piloted Predator B allows AMO personnel to safely conduct missions in areas too difficult to access or too high-risk for manned aircraft and ground personnel. With an endurance of 20 hours and a surface search radar and ground-moving target indicator, the asset can provide trend information and multiple- or single-target tracking which leads to successful interdictions and apprehensions.

GUARDIAN MARITIME VARIANT MQ-9 PREDATOR B

AMO developed our Guardian variant of the Predator B to increase its capabilities in the maritime environment. With structural, avionics, and communications enhancements, including its SeaVue marine search radar, AMO can conduct long-range surveillance in the Source and Transit Zones with Joint Interagency Task Force South and along the coasts of Southern California and the Gulf of Mexico.

GROUND CONTROL STATIONS

Our unmanned aircraft systems assets have the unique capability to conduct federated flights — operations that begin when one location launches the asset into the air and later, during flight, hands over control to a crew at another location to continue the mission. This capability provides flexibility and endurance over mission-degrading factors like crew hour limitations.

WHERE WE OPERATE

The majority of missions take place on the Southwest border of the United States. This fiscal year, the unmanned aircraft systems program flew 80 percent of its hours in operations in the Southwest Region and detected over 9,000 suspect individuals crossing the border illegally.

In early 2015, the program deployed two of its assets in the Source and Transit Zone near El Salvador in continuation of a successful 2014 maritime approaches campaign. Our unmanned aircraft systems enabled the interdiction of 5,552 lbs of cocaine, an increase of 460 percent from the previous year's results.

VEHICLE AND DISMOUNT EXPLOITATION RADAR

The Vehicle and Dismount Exploitation Radar (VADER) system is a state-of-the-art sensor technology capable of efficiently locating persons attempting illegal entry into the United States. With an average scan range per 12-hour mission of 8,900 square miles, VADER enables AMO to detect large numbers of individuals and conveyances in the border environment. AMO's unmanned aircraft systems program operates VADER in the Southwest Region from locations in Sierra Vista and Corpus Christi, corresponding with the high traffic areas for apprehensions in Arizona and South Texas where AMO records 92 percent of all our apprehensions of illegal aliens.



TWO MQ-9 PREDATOR B AIRCRAFT RESTING ON THE TARMAC IN THE SOUTHWEST REGION.

USE IN JOINT OPERATIONS WITH STATE, LOCAL, AND TRIBAL PARTNERS

AMO deploys our unmanned aircraft systems for joint operations with state, local, and tribal law enforcement partners on request. In Fiscal Year 2015, AMO's program flew 0.3 percent of its hours over three separate missions with these partners.

In December 2014, National Air Security Operations Center – Grand Forks participated in a search-and-rescue operation with North Dakota's Benson County Sheriff's Office at the request of the Bureau of Indian Affairs. In August 2015, our Grand Forks location participated in a second operation with the Benson County Sheriff's Office, once more at the request of the Bureau of Indian Affairs and this time for the purpose of law enforcement.

In January 2015, National Air Security Operations Center – Sierra Vista participated in law enforcement operations along with state and local partners in the Arizona Joint Field Command. The Joint Field Command integrates assets from AMO's Tucson and Yuma Air Branches, U.S. Border Patrol's Tucson and Yuma Sectors, and state and local law enforcement agencies to direct an integrated approach along the Southwest border.

FISCAL YEAR 2015 HOURS AND RESULTS

FLIGHT HOURS	5,502
VADER HOURS	1,603
DETECTIONS	9,316
COCAINE (LBS)	5,552
MARIJUANA (LBS)	68,721
CONTRABAND PER HOUR (LBS)	13.5

All hours and results from Fiscal Year 2015



CONTINGENCY OPERATIONS & NATIONAL TASKINGS



AN AMO "FORCE PACKAGE" FOR SECURING NATIONAL SPECIAL SECURITY EVENTS. THE AS350 A-STAR (LEFT) PROVIDES REAL-TIME AERIAL VIDEO DOWNLINK CAPABILITIES AS THE UH-60 BLACK HAWK (CENTER) AND CESSNA C-550 CITATION (RIGHT) PATROL AND ENFORCE A TEMPORARY FLIGHT RESTRICTION ZONE.

SPECIAL EVENTS

The Department of Homeland Security uses the Special Event Assessment Rating to designate special events when an increased law enforcement presence is required for an event of national significance that the Department deems to be a potential target for terrorism or other heightened criminal activity. (The U.S. Secret Service designates certain events as National Special Security Events.) In 2015, two of AMO's national taskings included Super Bowl XLIX in the Southwest Region and the visit of Pope Francis to the Northern Region.

SUPER BOWL XLIX: GLENDALE, ARIZONA

Over 114 million viewers watched from home as the New England Patriots defeated the Seattle Seahawks 28–24 at the University of Phoenix Stadium in Glendale, Arizona, on February 1, 2015.

AMO personnel observed the game from a Joint Operations Center positioned outside the stadium, from which we enforced a 30-nautical mile (34-mile) Temporary Flight Restriction Zone established over the area to safeguard 70,288 fans at the event and over 4 million citizens in the Phoenix metropolitan area.

AMO aircrew coordinated with military personnel from North American Aerospace Defense Command to patrol the restricted zone for 132 hours over 42 missions. The real-time aerial video downlink capabilities provided by AMO's air assets sent a live feed of the situation on the ground to our law enforcement partners at the command center as the crowds gathered below for the Big Game.

After kickoff, AMO aircrew intercepted a violating aircraft and helped escort the lone offender out of the restricted airspace and away from any danger to spectators.



AN AMO AGENT DISCUSSING EVENT SAFETY WITH GIL KERLIKOWSKIE, COMMISSIONER OF CBP (RIGHT), AS PREPARATIONS ARE UNDERWAY FOR SUPER BOWL XLIX.



AN AMO SAFE BOAT CREW PROVIDING MARITIME SECURITY ON PHILADELPHIA'S SCHUYLKILL RIVER DURING POPE FRANCIS' VISIT.

POPE FRANCIS VISITS AMERICA: WASHINGTON, D.C.; NEW YORK; PHILADELPHIA

During his first-ever visit to America in September 2015, Pope Francis attracted crowds numbering in the millions when he visited three major metropolitan areas. He engaged the public on a packed schedule that featured an address to a joint session of Congress. The Pope also led worshipers in prayer in some of America's most iconic cathedrals, and waved to the faithful who lined the parade routes planned along the White House and Central Park.

AMO aircrew flying our AS350 A-Star and Sikorsky S-76 helicopters patrolled the airspace over all 3 cities on the 6-day

tour — accruing 165 flight hours over Washington, D.C.; New York; and Philadelphia.

In Philadelphia, officials estimated over 1.5 million people would gather for weekend-long events, including an open-air mass held outside the Philadelphia Art Museum and a speech from historic Independence Mall. Marine Interdiction Agents logged 70 underway hours on Philadelphia's Schuylkill River as they provided maritime security from the decks of AMO's SAFE Boats and Intrepid coastal enforcement class vessels.

AMO participates in other annual special events throughout the year, which can include sessions of the United Nations General Assembly in New York and the State of the Union address in Washington, D.C.



23297

U.S. Customs and Border Protection

SUPER BOWL XLIX

SUPER BOWL XLIX

W

CLUB WEST

AN AMO UH-60 BLACK HAWK CREW CIRCLING THE UNIVERSITY OF PHOENIX STADIUM AHEAD OF SUPER BOWL XLIX. AMO PROVIDED THE AIR DEFENSE'S LAW ENFORCEMENT PRESENCE IN COORDINATION WITH CIVILIAN PARTNERS IN THE FEDERAL AVIATION ADMINISTRATION AND THE ARIZONA WING OF THE CIVIL AIR PATROL (AN AUXILIARY OF THE U.S. AIR FORCE) AND OUR MILITARY PARTNERS IN THE WESTERN AIR DEFENSE SECTOR OF THE NORTH AMERICAN AEROSPACE DEFENSE COMMAND.



BUDGET

AMO's total operations budget for Fiscal Year 2015 was based on the enacted Department of Homeland Security Appropriations Act, 2015 and includes funds from prior-year carryover* and prior-year recoveries†, and the Puerto Rico Trust Fund.

\$889.8M

**TOTAL BUDGET
FISCAL YEAR 2015**

Includes \$299.8M from the Fiscal Year 2015 enacted budget.

\$293.001M

**SALARIES
& EXPENSES**

AMO obligated \$273M for Salaries and Benefits. (\$6.8M was reprogrammed out for the Air and Marine Operations Center facility.) We were able to fully fund overtime and premium pay for our agents which accommodated and sustained a high operations tempo throughout the year. Additionally, we obligated \$8.1M for 91 relocations including strategic moves to the Southwest and Southeast Regions related to the Northern Border Realignment, and regular rotations of leadership to Headquarters and different operating areas throughout the nation so our supervisory personnel may garner experience in all aspects of AMO's mission. The \$10.8M obligated for Non-Pay funded initiatives like our safety upgrades to flight helmets and body armor, and innovations such as our cyber forensics and confidential human source programs.

Includes \$397.7M from the Fiscal Year 2015 enacted budget.

\$433.169M

**OPERATIONS &
MAINTENANCE‡**

AMO obligated \$381.9M this fiscal year (\$41k was reprogrammed out for utilities). Of our obligated funds, approximately 32 percent was spent on mission-essential tactical maintenance for our aging fleet of aircraft and vessels. Fuel costs of \$37.8M supported our allocated flight and underway hours across the nation. AMO's successful P-3 and unmanned aircraft systems programs were supported with \$102.3M in funds including maintenance.



Includes \$53M from the Fiscal Year 2015 enacted budget.

\$154.78M

PROCUREMENT†

AMO obligated \$43.5M (82 percent) of appropriated funds for the continued procurement of the Multi-Role Enforcement Aircraft, procuring 2 more for a total fleet of 12 aircraft to eventually replace our current array of King Air C-12C and B-200 aircraft. Additionally, we obligated \$8.7M (16 percent) of appropriated funds for sensors. Read more about AMO's sensors and our Multi-Role Enforcement Aircraft on page 56.

Operations in Puerto Rico are funded by user fees in accordance with Public Law 106-36.

\$8.835M

PUERTO RICO TRUST FUND

AMO's presence in Puerto Rico is a critical element of our operations in the Southeast Region. Marine operations in Puerto Rico are primarily funded from user fees collected by CBP. Below is an example of our interdiction operations made possible by continued funding from the Puerto Rico Trust Fund.

On March 18, 2015, at 10 p.m. Atlantic Standard Time, Marine Interdiction Agents from our Fajardo Marine Unit received a satellite phone call from a Miami-based DHC-8 Maritime Patrol Aircraft crew regarding a "lights-out" target of interest transiting towards Vieques, Puerto Rico. A Midnight Express Interceptor crew launched from Fajardo to interdict the target. Near 11 p.m., when the suspect vessel failed to heave to, and after AMO exhausted all available means to hail the vessel, the Marine Interdiction Agents deployed two warning rounds in front of the suspect vessel, followed by two disabling rounds deployed into the suspect vessel's starboard engine. The suspect vessel then slowed for our Marine Interdiction Agents to be able to board and detain the two U.S. citizens found with 33 bales of contraband. The Marine Interdiction Agents transported the suspect vessel to the eastern shore of Puerto Rico for further inspection. Their search of the vessel revealed personal-use marijuana and 828 bricks — over 2,000 lbs — of packaged drugs that tested positive for cocaine. AMO arrested the crew members of the suspect vessel.

PRIOR-YEAR CARRYOVER AND RECOVERIES FUNDING

CARRYOVER *Funding balances that are available from the prior fiscal year(s) in multi-year and no-year accounts. These funds are carried over when not all funding is obligated in the year for which it is appropriated.

RECOVERIES †Multi-year and no-year funding balances also available from prior fiscal years. These funds are recovered when they are de-obligated from prior-year contracts and returned to the account for use on new contracts.

*For Fiscal Year 2015, the Operations & Maintenance account received \$14.2M in carryover funds and \$21.3M in recoveries. The Procurement account received \$92.4M in carryover funds and \$9.3M in recoveries.

PROCUREMENT

In 2015, AMO obligated the majority of its procurement funds towards sensors and the Multi-Role Enforcement Aircraft.

NIGHT OWL

One of AMO's most successful low cost sensor platforms is the Night Owl, a Cessna C-206 aircraft fitted with an electro-optical/infrared camera, moving map system, and microwave downlink. The Night Owl provides recorded evidence and real-time aerial imagery for law enforcement operations. The Night Owl excels at metropolitan surveillance in which the

aircraft's long loiter time, stable flight characteristics, slow speed, and its inconspicuous appearance are all advantageous when covert surveillance is required. Additionally, the Night Owl is an excellent platform for overwatch on nighttime border enforcement operations because of the Night Owl's ability to identify and illuminate its targets.



Tucson Air Branch received the very first Night Owl in 2012. In 2015, Tucson flew the platform for 450 hours on joint operations with our many law enforcement partners, including high-profile warrant services with the FBI and the ATF, during which our Night Owl operators worked closely with Tucson's Ground Team Air Coordinators to stream live video down to the agents executing warrants.

PICTURED ABOVE The Night Owl's electro-optical/infrared camera allows a camera operator on the modified Cessna C-206 to collect critical target and geographic information.

MULTI-ROLE ENFORCEMENT AIRCRAFT

The Multi-Role Enforcement Aircraft received a highly successful upgrade of its mission management system in 2015. The new Minotaur hardware and software package, developed by the Johns Hopkins Applied Physics Lab through an interagency agreement with the U.S. Navy, provides Multi-Role Enforcement Aircraft sensor operators with the latest in target sorting, classification, tracking, and reporting capabilities. The Minotaur package underwent an operations assessment and evaluation in the late summer of 2015 that helped to establish a production baseline to retrofit other Multi-Role Enforcement Aircraft currently in operation in California and Florida.



THE MULTI-ROLE ENFORCEMENT AIRCRAFT, A SUPER KING AIR 350ER, FLYING ABOVE THE COAST. THE AIRCRAFT IS A MEDIUM-RANGE, FIXED-WING, TWIN TURBOPROP AIRCRAFT USED BY AMO TO CONDUCT AERIAL PATROL AND SURVEILLANCE OVER LAND AND WATER. ADDITIONALLY, IT PROVIDES FOR ENFORCEMENT RELOCATION OF PERSONNEL AND EQUIPMENT. THE AIRCRAFT FLIES WITH A CREW OF FOUR (TWO PILOTS AND TWO SENSOR OPERATORS). THE MULTI-ROLE ENFORCEMENT AIRCRAFT IS EQUIPPED WITH STATE-OF-THE-ART SENSOR EQUIPMENT FOR DETECTION, TRACKING, AND SURVEILLANCE OPERATIONS THAT REQUIRE STAND-OFF CAPABILITY TO AVOID COUNTER-DETECTION.

TRAINING

NATIONAL MARINE TRAINING CENTER

The National Marine Training Center in St. Augustine, Florida, trains AMO's Marine Interdiction Agents to address and mitigate threats through a variety of maritime law enforcement training and certifications. This includes the disciplined deployment of marine warning shots, disabling fire, and the use of less-than-lethal munitions.

In 2015, the National Marine Training Center partnered with the Multi-jurisdictional Counterdrug Task Force Training Program based nearby at Camp Blanding Joint Training Center in Northern Florida, and with the Border Patrol Search, Trauma, and Rescue Unit in El Paso, Texas, to provide — at no cost — expert instruction on tactical medical casualty care and close quarters room clearing techniques to our students at the National Marine Training Center. This training began in response to urgent requests from agents in the field. AMO's cost avoidance is estimated at \$76,000 as the contracted instruction of 380 students would have cost \$200 per agent.

NATIONAL AIR TRAINING CENTER

The National Air Training Center in Oklahoma City, Oklahoma, trains AMO's Air Interdiction Agents and other air enforcement personnel through initial and recurrent fixed-wing, rotary-wing, and sensor operator training and certification. The center also conducts the initial flight evaluations that are required for pilot applicants interested in pursuing a career with AMO.

In 2015, the National Air Training Center developed and delivered vendor-equivalent courses of instruction to replace costly vendor training. The center reduced temporary duty (including travel) costs while also providing AMO-specific standardized training in place of generic training offered by vendors. The National Air Training Center has implemented vendor-equivalent training for Cessna C-206 and Airbus EC120, and all initial and most recurrent training for the AS350 A-Star. AMO has replaced or combined 276 student/courses for an estimated \$2.9 million in cost avoidance that would have been otherwise paid to the vendors, while still completing other normally scheduled AMO training.





A SAFE BOAT CREW TRAINING AMO'S LAW ENFORCEMENT PARTNERS IN PURSUIT AND BOARDING TACTICS.

SAFETY

AMO is committed to effective, efficient, and safe operations. We will always ensure the proper use of AMO equipment during our daily operations and guard the physical well-being of all our personnel and the general public.

80

AVIATION PROGRAM
MISHAPS (FY 2015)

36

MARINE PROGRAM
MISHAPS (FY 2015)

AMO is dedicated to lowering our mishap rates. In 2015, we introduced the Air and Marine Safety Action Program (AMSAP), a voluntary and confidential safety reporting system. Modeled after industry best practices, AMSAP encourages our employees and contractors to voluntarily report safety information critical to identifying precursors to accidents, the early identification of which is essential to reducing accident rates.

AMSAP findings are presented by the Training, Safety, and Standards directorate to an event review committee that includes representatives from Operations, Logistics and Maintenance, and maintenance contractors. Accepted AMSAP reports are disseminated within AMO for maximum visibility to increase employee safety through trust and situational awareness.



PHOENIX AWARD FOR SUPERIOR AIRMANSHIP IN RESPONSE TO AN IN-FLIGHT EMERGENCY

Also in 2015, AMO initiated the Phoenix Award to recognize outstanding crew airmanship during flight operations that results in mitigating significant threats to safety. Here are stories about three Phoenix Award recipients during the award's inaugural year.

CHRIS VAN WINKLE & KEVIN KROGH, NATIONAL AIR SECURITY OPERATIONS CENTER - SIERRA VISTA

As a Predator B unmanned aircraft system returned from a border security mission, the nose gear on the aircraft failed to deploy. Kevin Krogh, the launch and recovery instructor pilot, and Chris Van Winkle, the instructor sensor operator, assumed operation to troubleshoot the imperiled aircraft system. Krogh (*pictured center*) and Van Winkle (*pictured left*) attempted to lower the faulty landing gear until the threat of impending severe weather prompted the agent and the sensor operator to land. Their actions prevented costly sensor damage and a possible total loss of the aircraft.



STEVEN GRIFFITH, HOUSTON AIR UNIT



During patrol, Air Interdiction Agent Steven Griffith's AS350A-Star was struck by migratory birds. The strike caused significant damage to the aircraft, including loss of a large portion of the pilot's windshield and traces of bird obstructed the remaining glass.

Agent Griffith was able to execute the necessary emergency procedures and divert the aircraft to a nearby field for successful recovery. His actions prevented further damage, aircraft loss, or injury to himself and his passenger.

MEMBERS OF THE AIR AND MARINE EMERGENCY MEDICAL SERVICE PROGRAM CONDUCTING CONTROLLED SCENARIO-BASED TRAINING IN THE NEVADA DESERT.



EMERGENCY MEDICAL SERVICE PROGRAM & CRITICAL INCIDENT RESPONSE TEAM

AIR AND MARINE EMERGENCY MEDICAL SERVICE

The Air and Marine Emergency Medical Service (AMEMS) program is integrated into our organization's operations. The program provides medical support and training to enhance officer safety throughout AMO.

In 2015, AMEMS grew from 52 to 69 members — an increase of 33 percent — which resulted in medical coverage in 52 percent of AMO locations; a significant feat, considering that the national program began in 2013.

Over the last year, AMEMS emergency medical technicians treated 25 severe injuries and 28 minor injuries. AMEMS also provided medical coverage at 31 events, ranging from sporting events to firearms training to tactical operations with law enforcement partners.

CRITICAL INCIDENT RESPONSE TEAM

Victims of, and responders to, traumatic events may react in ways that — while normal — if unaddressed may result in long-term negative consequences. AMO's Critical Incident Response Team (CIRT) offers confidential assistance and support to AMO employees in times of personal need or in the aftermath of traumatic incidents.

The CIRT consists of select AMO Peer Support Members and mental health professionals who have specialized training. Through stress education, family support, and other assistance, they help affected employees increase their resilience to traumatic life events.

In 2015, AMO's CIRT numbered 30 members nationwide who provided over 500 instances of "emotional first aid."



HUMAN CAPITAL

1,820

AUTHORIZED
CEILING

1,616

TOTAL
ONBOARD*

In Fiscal Year 2015, AMO was authorized a ceiling of 1,820 personnel, but continued to experience challenges with hiring and recruitment. A number of factors contributed to these challenges. During the hiring process, only one-third of applicants referred for a polygraph successfully completed it, including applicants who were serving military personnel with active security clearances. Once selected, some applicants experienced a lengthy hiring process (sometimes over a year) due to a backlog in background investigations—although recently, reciprocity was granted to military personnel with active TS/SCI clearance which should expedite the hiring of these candidates.

Through AMO's recruitment activity in 2015, 7 applicants successfully passed their Air Interdiction Agent assessment and 9 applicants successfully passed their Marine Interdiction Agent assessment, each of which included a flight or vessel evaluation, an interview, and a written examination conducted at our national training centers. These efforts contributed to our total number of personnel onboard.

STATUS ON THE NORTHERN BORDER REALIGNMENT



79% OF AGENTS
REALIGNED*



73% OF AIRCRAFT
REALIGNED*



25% OF VESSELS
REALIGNED*

In 2013, after a detailed analysis of nationwide branch statistics and our operational requirements, AMO identified 117 employees and 19 air and marine assets for realignment from the Northern Region to the highest threat areas in the Southwest and Southeast Regions.

WE'RE LISTENING

The Federal Employee Viewpoint Survey measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. AMO reviewed our employees' responses to the latest survey and responded to challenges in the areas of performance recognition, training and development, and communication with a number of successful initiatives in 2015.

REWARDS AND RECOGNITION Assistant Commissioner's Awards • Executive Director Certificate of Commendation Nominations for the U.S. Interdiction Coordinator Awards • Nominations for the CBP Commissioner's Awards

TRAINING AND DEVELOPMENT 360-degree Survey Tool • Safety and Leadership Development Seminar • Mobile Detection Enforcement Officer Mandatory Training • Supervisory Mission Support Specialist Technical Training

CONSTANT COMMUNICATION Assistant Commissioner's Blog • Town Halls hosted by the Assistant Commissioner Employee Engagement Working Group • Human Capital Newsletter

*as of December 2015

ASSISTANT COMMISSIONER'S AWARDS

Each year, awards are given to AMO personnel (and a facility, branch, or office) that exemplify excellence throughout the year. Each winner of an Assistant Commissioner's Award has improved processes, achieved cost savings, and inspired innovation for the betterment of our organization.

UNIT AWARD FOR EXCELLENCE, NATIONAL AIR SECURITY OPERATIONS - JACKSONVILLE

During 2015, National Air Security Operations Center – Jacksonville (NASOC-J) participated in highly successful interagency operations in the Southeast Region. NASOC-J performed missions with local, state, and federal partners, including the Department of Defense, the Department of Energy, and the Federal Aviation Administration, and led Joint Interagency Task Force South with a seizure rate of 32 lbs in contraband per hour, or approximately \$1.5 million in contraband seized.

NASOC-J's P-3 and C-12 aircraft are a regular presence patrolling the Source and Transit Zones, and unmanned aircraft system assets are fully integrated into continuous operations. Unmanned aircraft system training conducted on-site incurred cost savings, produced 8 newly qualified personnel and 11 requalified operators, and integrated U.S. Coast Guard partners into an active training environment.

Locally, NASOC-J has performed over 100 hours of student outreach services, including hosting an aviation summer camp for youths studying science, technology, engineering, and mathematics. NASOC-J also maintains a CBP Explorer Program post and prepares teenagers and young adults for



PICTURED ABOVE Robert Blanchard, Director, NASOC-J, accepts the Assistant Commissioner's Unit Award for Excellence on behalf of NASOC-J.

a career in law enforcement, helping to shape the futures of prospective aviators and officers.



A NATIONAL AIR SECURITY OPERATIONS P-3 AEW CREW IN FLIGHT.

EXCELLENCE IN AVIATION OPERATIONS, JEFFREY DAVIES

Air Interdiction Agent Jeffrey Davies developed Tucson Air Branch's Ground Team Air Coordinator (GTAC) program, an innovative air-to-ground enterprise. Agent Davies recognized the need to improve aviation support for complex, high-risk law enforcement operations. His solution provides our law enforcement partners with a specially trained AMO agent embedded with the operational ground element, coordinating aviation resources for enhanced situational awareness.

Agent Davies's efforts towards building the GTAC program included creating its framework, writing a mission statement and goals, and developing a comprehensive training syllabus and procedures for GTAC-specialized equipment. He introduced the GTACs' body-worn video display, one of many ground-breaking elements that have since come to the attention of the Defense Advanced Research Projects Agency and other, similar organizations. These agencies have approached Agent Davies for advice on testing emerging technologies, aiming to incorporate innovative techniques first implemented here at AMO, into a wide-ranging variety of national operations.

To date, the GTACs have fostered partnerships with the FBI, U.S. Border Patrol, Homeland Security Investigations, and other agencies. The program launch has led to over 30 inter-agency operations seizing high quantities of drugs and executing warrants to arrest violent felons.

*Jeffrey Davies also earned the **Best Practices, Efficiency and Innovation** award at the CBP Commissioner's Awards in August 2015. Other AMO employees honored were:*

- *Andy Gentry, Air Interdiction Agent, Manassas Air Branch; **Customer Service and Professionalism***
- *Cassandra Knight, Mission Support Assistant, National Air Security Operations Center - Corpus Christi; **Unsung Hero***
- *Kimberly Garcia, Deputy Director, Air and Marine Operations Center; presented with the **Invictus Award** in recognition of triumph over personal tragedy.*

EXCELLENCE IN CONTRACT SUPPORT, JOANNE PIERCE

As a Writer, Editor, and Analyst, Ms. Pierce is AMO's leading authority on written communication and a team player. She coordinates with subject matter experts nationwide to help the organization communicate with clear and concise language, and manages the Writing and Editing Style Manual which has improved the quality of AMO publications. Her expertise is critical to developing policy and public affairs documents. She took a lead role in developing AMO's Top-Down Review of pilot certificate checks and its findings contributed to our dramatically improved relationship with the general aviation community. She also has developed a number of tools to address the communication challenges identified in Federal Employee Viewpoint Surveys, including the Assistant Commissioner's Blog, which has improved communication between leadership and staff.



EXCELLENCE IN MARINE OPERATIONS, TODD ROWELL

Supervisory Marine Interdiction Agent Todd Rowell has sought professional development benefiting AMO, not the least of which was acting as Director, Marine Operations, in 2015, managing 7 marine units, 72 agents, and 20 vessels at AMO's Miami Air and Marine Branch.

He has pursued the advancement of AMO's maritime role, from authoring a memorandum of agreement with U.S. Border Patrol to launch a Supplemental Marine Crewmember post to complement existing auxiliary aircrew agreements, to improving our agency from within by writing tasks in the Marine Standardization Manual and instructing at the National Marine Training Center.

Agent Rowell believes in sharing opportunity for advancement with his colleagues. He fosters an environment of continued education, recommending employees for interdisciplinary training and supervisory positions on temporary duty. He recently completed his own assignment at



Headquarters with Training, Safety, and Standards, where he commenced development of a formal career advancement path for AMO agents. Agent Rowell is also a long-serving member of AMO's Critical Incident Response Team and deploys to assist our agents and their families in crises.

EXCELLENCE IN OPERATIONAL SUPPORT, PHILIP COTTAM



Supervisory Aviation Maintenance Officer Philip Cottam's leadership was key to a 3-year overhaul of a struggling maintenance program at the Tucson Air Branch. Mr. Cottam rebuilt relationships to revitalize the services provided at a

branch with complex requirements and a high operational tempo. He instituted forward-thinking changes projected to save \$20 million, such as the re-engine initiative with the U.S. Army to replace Alpha-model engines as an extension of Tucson's UH-60 720-hour inspections program. Mr. Cottam now oversees one of AMO's most efficient and effective maintenance programs.

Mr. Cottam's focus on team-building has led his fellow Supervisory Aviation Maintenance Officers to seek his expertise, and others learned he resolves workplace issues with thoughtfulness and compassion. When an Aviation Maintenance Inspector faced a life-threatening illness, necessitating extended leave, Mr. Cottam completed a large amount of the inspector's work to allow his employee to focus on health first. Mr. Cottam also is an active member of his local community and a certified coach working with the Scholastic Clay Target Program to support gun safety.



A MARINE INTERDICTION AGENT ENGAGES IN PUBLIC OUTREACH AT THE 2015 JOINT BASE ANDREWS AIR SHOW. AMO'S STATIC DISPLAYS AT AIRSHOWS, BOATSHOWS, LAW ENFORCEMENT CONVENTIONS, JOB FAIRS, AND SCHOOLS PROVIDE THE PUBLIC WITH OPPORTUNITIES TO ASK US QUESTIONS AND FIND OUT MORE ABOUT WHO WE ARE AND WHAT WE DO.



SERVICE IN THE COMMUNITY



SURF WITH A COP DAY

Craig Jenkins, a Marine Interdiction Agent with AMO's San Diego Marine Unit, organized "Surf with a Cop Day" in August 2015 for local orphan and foster children. Agent Jenkins is an avid surfer and a member of the local charity Urban Surf 4 Kids.

Agent Jenkins wanted to continue to help at-risk children and show the human side of law enforcement. He gathered officers and agents from the San Diego Police Department, U.S. Border Patrol, San Bernardino County Sheriff's Department, San Diego Harbor Police, Naval Criminal Investigative Services, Department of Corrections, Federal Law Enforcement Officers Association, U.S. Coast Guard, Homeland Security Investigations, the local District Attorney's Office, and his fellow agents at AMO.

The event, held at La Jolla Shores in northern San Diego, was a huge success. Over 100 orphan and foster children and local volunteers were in attendance. Expecting nothing in return, Agent Craig Jenkins brought happiness to kids who could use more of it. He exemplifies the selflessness often associated with those who choose a life of law enforcement.

RIDE FOR HUNGER

Agents from the Tucson Air Branch participated in a charity fundraiser sports ride, "There Will Be Dust," to raise funds for the Tucson-based Community Food Bank. John Daniels, David Gonzales, John Cottrell, and Jason Kumle rode 125 miles on their motorcycles for 8 hours over grueling terrain. Together, the agents raised over \$1,000 for the food bank.





A HERO AMONG US

Emmanuel Marshall (center) and his mom Nikisha, a member of AMO's Human Capital division, graciously donated a wheelchair to a local boy whose wheelchair was stolen. For his act of humanitarianism, Emmanuel was recognized on Bring Your Child to Work Day at Headquarters in Washington, D.C.

SANTA'S HELPERS

In an annual tradition, the Plattsburgh Air Unit visited the University of Vermont Children's Hospital this winter to bring holiday cheer to boys and girls and give Santa a head start on his Christmas list.





AMO'S PIPES AND DRUMS MARCHING ON THE NATIONAL MALL IN WASHINGTON, D.C., DURING NATIONAL POLICE WEEK. THE ANNUAL NATIONAL POLICE WEEK BRINGS STATE, LOCAL, AND FEDERAL LAW ENFORCEMENT TOGETHER TO HONOR THE SERVICE AND SACRIFICE OF THOSE WHO HAVE LOST THEIR LIVES IN THE LINE OF DUTY.



AN AMO UH-60 BLACK HAWK CREW RETURNING FROM A MISSION AT SUNRISE. DAY OR NIGHT, OUR AGENTS ARE ALWAYS ON THE JOB, SERVING AND PROTECTING THE AMERICAN PEOPLE.

