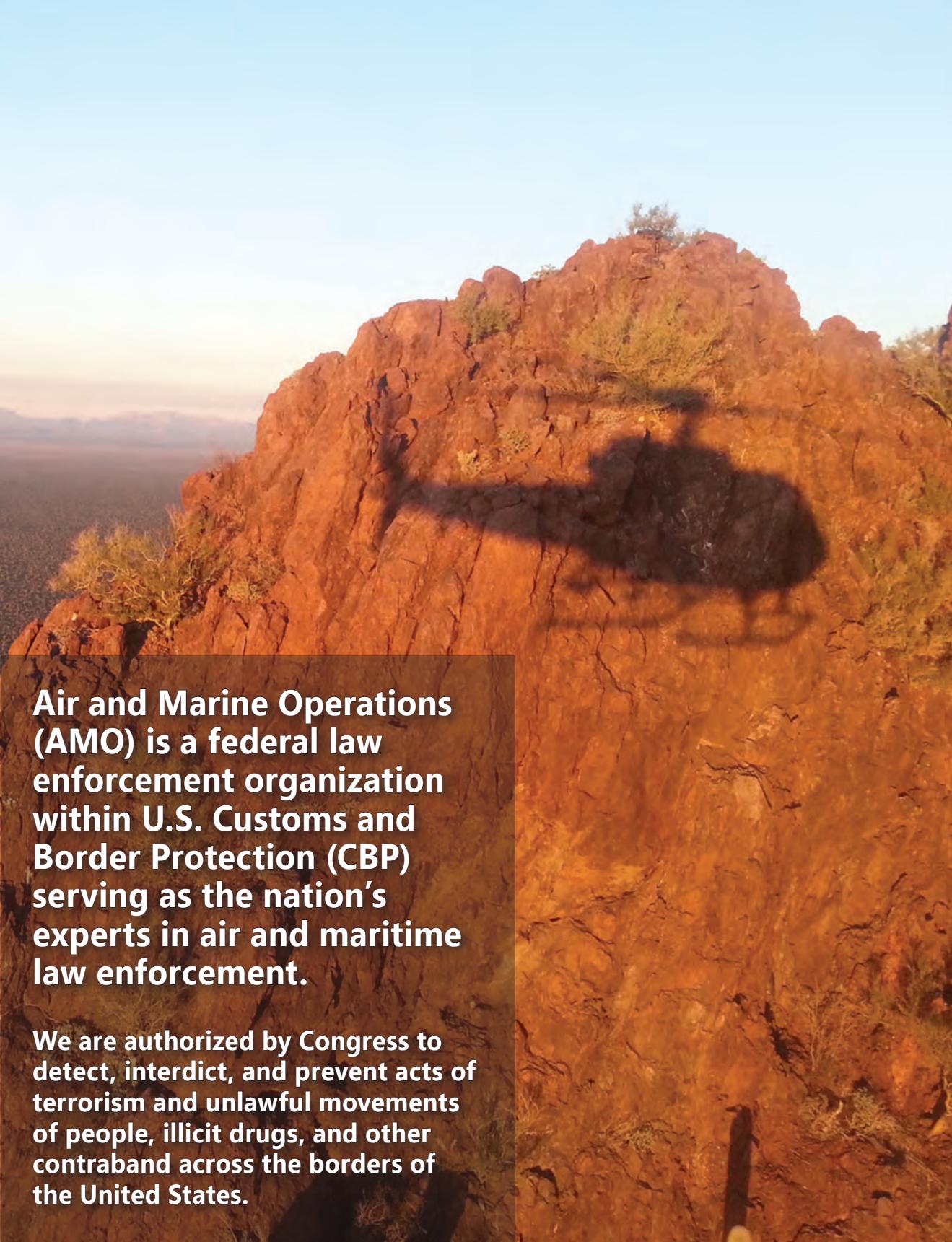


2017 Annual Review



U.S. Customs and
Border Protection

Air and Marine
Operations



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

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



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Message from the Acting Executive Assistant Commissioner

On September 24, 1990, I loaded everything I owned into the back of my pickup truck and drove to Albuquerque Airport, where a small hangar and two double-wide trailers with holes in the floor was my new office. My supervisor welcomed me, asked me to stand and raise my right hand, and administered the oath of office to swear me in as a federal law enforcement officer.

All federal employees share the responsibility of honoring this oath. As I repeated the oath, I thought about every word and what it meant to me. We swear to support and defend the Constitution of the United States against all enemies, foreign and domestic. As it says in the Constitution, we pledge to establish justice, ensure domestic tranquility, provide for the common defense, promote the general welfare, and secure the blessings of liberty.

In September 2016, I was asked to be the Acting Executive Assistant Commissioner for Air and Marine Operations. I remind myself of why I do what I do, every day. I've seen the damage done by drugs to friends, their families, and people like them in cities and towns across the country. I've wanted to focus my life on doing something to disrupt the flow of drugs pouring into our nation.

I know the Air and Marine Operations workforce is made of unwavering patriots who feel the same. People who focus their lives on our mission and core values of vigilance, service to country, and integrity. I am grateful to each of them for their enduring service and dedication to our great nation.



Edward E. Young
Acting Executive Assistant Commissioner
Air and Marine Operations



Edward E. Young
Acting Executive
Assistant Commissioner

Mr. Young has served in this role since September 2016, appointed from his position as AMO's Deputy Executive Assistant Commissioner. He began his service in 1990 as an Air Interdiction Officer with the former U.S. Customs Service.



Stephen A. Boyer
Executive Director,
Operations

Mr. Boyer oversees aviation and maritime operations, operational planning, and formulating requirements. He also has served in the capacity of Acting Deputy Executive Assistant Commissioner since October 2016. He began his service in 1992 as a special agent with the U.S. Department of Commerce.



James E. Platske
**Executive Director,
 Training, Safety, and
 Standards**

Mr. Platske oversees aviation and marine training, safety, and standardization as our senior safety and technical advisor. He began his service in 1985 with the U.S. Army as a pilot.



Douglas J. Koupash
**Executive Director,
 Mission Support**

Mr. Koupash oversees national aircraft and marine vessel acquisition; financial, asset, and human capital management; maintenance and logistic support; and facilities requirements. He began his service in 1975 as an officer in the U.S. Navy.



Dennis J. Michelini
**Executive Director,
 National Air Security
 Operations**

Mr. Michelini oversees strategic air assets, which include the P-3 Orion maritime patrol aircraft and Predator B unmanned aircraft systems. He began his service in 1995 as an agent with U.S. Border Patrol.



Tony D. Crowder
**Executive Director,
 Air and Marine
 Operations Center**

Mr. Crowder oversees air security efforts from centers in California and Puerto Rico, which integrate sensor data, law enforcement information, and intelligence. He began his service in 1980 as an officer in the U.S. Air Force.



Lothar E. Eckardt
**Executive Director,
 Southwest Region**

Mr. Eckardt coordinates operations across the Southwest Region from 19 locations. He began his service in 1983 enlisting in the U.S. Navy.



Eric S. Rembold
**Executive Director,
 Southeast Region**

Mr. Rembold coordinates operations across the Southeast Region from 24 locations. He began his service in 1987 as a pilot with the former U.S. Customs Service.



John W. Priddy
**Executive Director,
 Northern Region**

Mr. Priddy coordinates operations across the Northern Region from 19 locations. He began his service in 1994 as a pilot with the U.S. Army.

Air Interdiction Agents pilot our airplanes and helicopters.

They detect, track, and intercept people, aircraft, vessels, and contraband at and beyond the border and within the interior.

Their responsibilities include:

- Air-to-ground border interdiction of people and conveyances illegally crossing land borders
- Air-to-air border interdiction of aircraft illegally crossing borders in the air
- Extended border operations in the Source and Transit Zones

 **603** Air Interdiction Agents onboard



2017 Commissioner's Award

Recognized for **Meritorious Service with Valor.**

Jeremy Kersey

Air Interdiction Agent, National Air Security Operations Center—Grand Forks

On August 8, 2016, AIA Jeremy Kersey launched from Grand Forks International Airport accompanied by Brandon Larson, a Polk County Sheriff's Office deputy, onboard as an observer. At the request of a local drug task force, their mission was to survey suspected marijuana grow sites.

AIA Kersey conducted four flyovers as he and Deputy Larson documented evidence. Moments after initiating their final orbit, their helicopter was struck by gunfire on the left side of the cockpit. A marijuana grow site operator had shot the helicopter with a .30-30 caliber rifle.

The helicopter sustained serious damage. Internal communications systems and radio transmit capability were offline. The gunfire caused acrylic glass fragments to injure Deputy Larson, who was bleeding.

AIA Kersey remained calm and headed for the nearest airport. He used alternate communications to send notice to emergency medical services.

The marijuana grow operator's bullets severed wires to the aircraft's fuel control system. AIA Kersey worked through varied mechanical problems that required the use of emergency engine shutdown procedures.

AIA Kersey landed the helicopter safely. Emergency services brought Deputy Larson to a nearby hospital where he was treated and released.



AMO's Air Interdiction Agents conduct patrol, surveillance, and pursuit activities. They perform enforcement operations, which include sign cutting, airport checks, and use of air intercept and sea search radar. They make contacts and cooperate with persons in the general aviation community and other law enforcement agencies to gather and share intelligence on illegal activities. They conduct anti-terrorism detection and prevention operations, such as enforcing temporary flight restriction zones and securing National Special Security Events. Some of our aviators are also test pilots and instructors who train the next generation of Air Interdiction Agents. ▲



AMO's Marine Interdiction Agents perform overt and covert enforcement operations to track behavior patterns and activities of suspect persons, vessels, or vehicles. They perform vessel boarding and inspections and conduct intercepts at high speeds under extreme conditions. They make contacts and cooperate with persons in the general boating community and other law enforcement agencies to gather and share intelligence on illegal activities. They conduct anti-terrorism detection and prevention operations such as international boundary security. ◀

Marine Interdiction Agents command our vessels.

They conduct maritime patrol, surveillance, and pursuit activities to intercept suspects and gather evidence of illegal maritime activity or potential terrorism.

Their responsibilities include:

- Interdiction operations on inland waterways of people and conveyances illegally crossing the borders
- Interdiction operations in coastal areas of people and conveyances illegally crossing the borders



334 Marine Interdiction Agents onboard

2017 Executive Assistant Commissioner's Award

Recognized for **Excellence in Marine Operations.**

Adam Connerton

Supervisory Marine Interdiction Agent, Headquarters

Supervisory MIA Adam Connerton served 19 months as Acting National Director, Marine Operations, at Headquarters.

He oversaw national-level maritime enforcement operations, contracting, budgeting, staffing, asset alignment, Standard Operating Procedures creation and implementation, and policy changes.

Among his accomplishments, he led efforts that modernized our warning shot/disabling fire policy, finalized the Marine Interdiction Agent retention incentive at the Caribbean Air and

Marine Branch, updated our Marine Operations Handbook, and revised Marine Interdiction Agent position descriptions.

Supervisory MIA Connerton led the formal acceptance and delivery of our first Coastal Interceptor Vessel and set a path forward to continue this project. The new vessel will not only benefit our interdiction mission but also address the overall safety and well-being of our Marine Interdiction Agents.

He also ensured that members of the Marine Operations staff were assigned to professional development opportunities, like CBP's Second Level Command Preparation Course and on details to Congressional and international fellowships, preparing the future leaders of our organization with a broad range of experiences.



Aviation Enforcement Agents coordinate our interdiction and surveillance operations.

They operate our sophisticated aerial sensor systems to detect, monitor, and analyze movements of aircraft, vessels, and vehicles used for criminal activities.

They evaluate and interpret this data to direct a law enforcement response.

Aviation Enforcement Agents can also deploy to arrest, apprehend, and seize illicit goods, and serve as aircrew rifle operators.



AMO's pilots, mariners, and sensor operators work together to intercept threats to the United States. These video images capture the interdiction of a smuggling vessel detected by an AMO aircrew patrolling the Puerto Rican coast at night. Our sensor operator detected a suspect vessel and sent the track to our San Juan Marine Unit. After a brief chase, warning shots, and disabling fire, our Marine Interdiction Agents detained 4 suspects and seized their watercraft, 1 handgun and ammunition, and approximately 3,500 lbs of cocaine packed in 48 bales. ►



169 Aviation Enforcement Agents onboard





AMO's operations support and administrative support staff are key members of a team dedicated to serving and protecting the American people.

 **325 Operations Support & 219 Administrative Support Staff onboard**

2017 Secretary's Award

Recognized for **Exemplary Service**.

Doran McGugan

Mission Support Specialist, Bellingham Air and Marine Branch

Mr. Doran McGugan was recognized for his outstanding contributions in support of budget, property, and fleet management. During the past year, he exemplified a distinguished level of professionalism and commitment to the Bellingham Air and Marine Branch.

He was often called upon to handle significant administrative projects for the five offices within the Bellingham Air and Marine Branch because of his expertise, determination, and attention to detail.

Mr. McGugan continues to serve as a role model by volunteering for additional responsibilities above and beyond the expectations of his position description.

2017 Commissioner's Award

Recognized as an **Unsung Hero**.

Michelle Adler

Mission Support Specialist, National Air Security Operations Center–Jacksonville

Ms. Michelle Adler sustained the duties of another Mission Support Specialist on extended leave. Her collateral duties included inputting over 200 travel orders, processing over 600 timecards, and acting as the Office of Worker's Compensation coordinator. She continued to excel at her regular duties as the center's local property officer, \$10,000 purchase card holder, and more.

Ms. Adler goes out of her way to make sure everyone is taken care of. Each month, she recognizes fellow employee birthdays prior to shift brief. Other personnel routinely comment to her management on Ms. Adler's superior performance and outstanding effort.



Our operations support and administrative support staff are the backbone of our organization. They are our Mission Support Specialists, Management and Program Analysts, Detection Enforcement Officers, Intelligence Research Specialists, Flight Engineers, Aviation Maintenance Officers, Budget Analysts, Information Technology Specialists, Logistics Management Officers, Security Specialists, and much more. ▲



1,000 Contractors (approximate)



Acting Executive Assistant Commissioner Young and Ms. Alice Mason with her award for Excellence in Contract Support.

▲ Photo by Maria Matos

2017 Executive Assistant Commissioner's Award

Recognized for Excellence in Operational Support.

Lisa Zabawa

Supervisory Management and Program Analyst, Headquarters

Ms. Lisa Zabawa leads AMO's communications team. Her team manages an unprecedented volume of internal and external communications. AMO's public profile has risen with stories in the national media, and Ms. Zabawa spearheads that effort.

Ms. Zabawa produces all of our press releases and coordinates all interviews. She identifies opportunities to promote AMO to the public, and supports our field locations with talking points and advice for media and Congressional engagements.

She relentlessly promotes direct outreach, frequently appearing at workshops, airshows, and other events. She lends her expertise in this area to our national recruiting effort, conferring on strategy and developing and editing materials to market AMO as a career.

AMO's leadership has made internal messaging a priority. Ms. Zabawa drafts or edits every communique and blog post while overseeing production of our Information Display System. And in response to leadership's desire to follow-up on town hall questions, she developed "Leadership Get Backs," an online forum to provide well-researched answers to those important questions.

AMO's civil servants are supported by employees from federal contractors.

2017 Executive Assistant Commissioner's Award

Recognized for Excellence in Contract Support.

Alice Mason

Operations Specialist, Organizational Strategies, Inc. / National Air Security Operations Center—Sierra Vista

Ms. Alice Mason keeps sight of the big picture, seeking ways for government personnel and contractors alike to work more efficiently and effectively.

She has developed a template to convert a daily airspace schedule to support easy reading on smartphones for 24/7 access. She created a detailed advanced notice checklist for timely notice to various agencies for exercising any of National Air Security Operations Center—Sierra Vista's (NASOC-SV) five Certificates of Authorization.

She also created a Visual Observer standards document that compared requirements in an older Certificate of Authorization with its latest version. This led to the approval of changes in medical requirements nationwide that eliminated \$100 per-person annual costs for health physicals.

Given no minimum crew rest hours or maximum duty days, Ms. Mason meets changing mission needs by switching shifts in the same week without complaint. She volunteers without hesitation and recently served in San Angelo, Texas, for 30 days when contractor support was needed.

Ms. Mason holds a commercial pilot's license (single-engine with instrument rating) which gives her added insight into flight operations.

Interdiction

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

We are manned, equipped, and funded with border security at our forefront to interdict smugglers who traffic drugs, weapons, and illegal aliens.

We conduct joint operations with partner agencies along our land and coastal borders and in the extended border of the Source and Transit Zones in the Caribbean Sea and the Eastern Pacific and Atlantic Oceans.



Drug abuse in the United States is an epidemic. Illicit drugs are commodities with a high return on investment. Coca farmers in South America can sell \$600 of coca leaves to make 1 kilo of cocaine. Cartels in Central America can purchase that kilo for \$12,000. Once that kilo of cocaine is smuggled into America, it can be sold for \$50,000. When AMO seizes cash from traffickers, we disrupt their profit cycle. These criminals would use those profits 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 they reach the streets of your neighborhood.



To succeed at our mission to serve and protect the American people, we must excel at interdiction.

AMO is part of America's first line of defense against criminals at and beyond our borders.

We forward-deploy to the Source and Transit Zones on international joint operations that target the high-traffic waterways between South and North America in an effort to disrupt smugglers before they reach the United States.

Our international staging sites are located on cocaine smuggling routes that move approximately 84 percent of all cocaine destined for the United States.

Domestically, our three areas of responsibility across the United States are allocated by region: Southwest, Southeast, and the Northern border.

We work in close partnership with U.S. Border Patrol and others to seize illicit goods and apprehend illegal aliens at the land border and within our nation's interior.

At sea, our maritime crews respond to new and shifting threat vectors created by smugglers who attempt to circumvent the law enforcement presence at our land borders.

To effectively interdict, we must deploy our manpower and assets to these areas of high activity and analyze the results of our enforcement outcomes.

96,759



TOTAL FLIGHT HOURS

34,460



TOTAL UNDERWAY HOURS



In FY 2017, our Air Interdiction Agents flew 96,759 flight hours and Marine Interdiction Agents reached 34,460 underway hours. Most can be categorized as Reconnaissance, Surveillance, Targeting, and Acquisition (RSTA) missions that employ observation aircraft with direct interdiction support to agents on the ground. Our three other categories are Training, Investigative Support, and our missions with Joint Interagency Task Force South.

The Southwest Region's key feature is the U.S.–Mexico border.

Four states — Texas, New Mexico, Arizona, and California — span 1,900 miles of border from the Gulf of Mexico to the Pacific Ocean, along the natural border of the Rio Grande, and over 800,000 square miles of mountains, desert, plains, and forests in an area of responsibility that extends to Nevada and Oklahoma.

Areas with high cross-border criminal activity and illegal immigration are found in the Rio Grande Valley and southern Arizona. Threats include smuggling by backpackers, small fishing boats, and ultralight aircraft.

Seizures, Arrests & Apprehensions		SWR FY17
14,141 lbs	COCAINE	
337,676 lbs	MARIJUANA	
53 lbs	FENTANYL	
116 lbs	ECSTASY	
558 lbs	HEROIN	
4,087 lbs	METH	
\$10,412,476	CURRENCY	
617	WEAPONS	
9	AIRCRAFT	
411	VEHICLES	
53	VESSELS	
1,091	ARRESTS	
33,133	APPREHENSIONS	



48,375 Flight Hours
5,872 Underway Hours

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**
19 locations



◀ Photo by Donna Burton



The Southeast Region traces the coasts of Texas and Florida, extends north over the Atlantic to North Carolina, and reaches the Caribbean Sea where we operate from Puerto Rico and the U.S. Virgin Islands.

More than 500,000 square miles of interior extending west to Arkansas are under the region's oversight, together with a wide maritime area of responsibility.

In these vast waters, we face international threat profiles addressed by multi-jurisdictional agreements, strategies, and partnerships to combat smugglers of drugs, people, weapons, and instruments of terror.

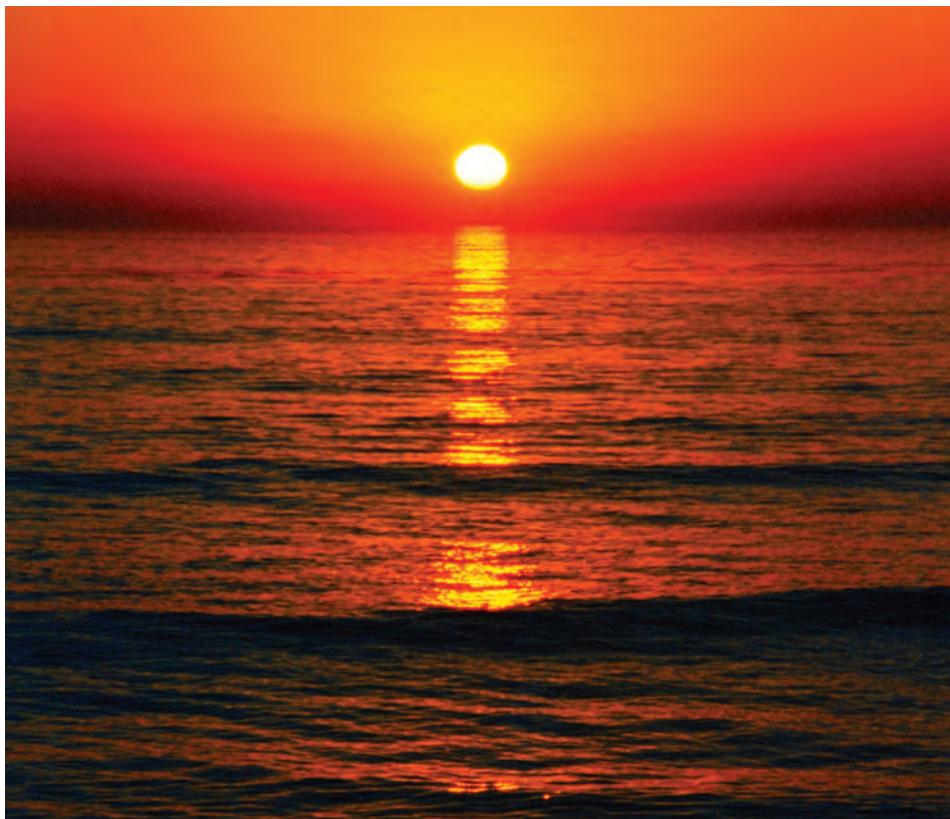
Seizures, Arrests & Apprehensions		SER FY17
74,736 lbs	COCAINE	
54,401 lbs	MARIJUANA	
0.72 lbs	FENTANYL	
4 lbs	ECSTASY	
35 lbs	HEROIN	
161 lbs	METH	
\$7,461,743	CURRENCY	
411	WEAPONS	
8	AIRCRAFT	
94	VEHICLES	
152	VESSELS	
943	ARRESTS	
1,380	APPREHENSIONS	

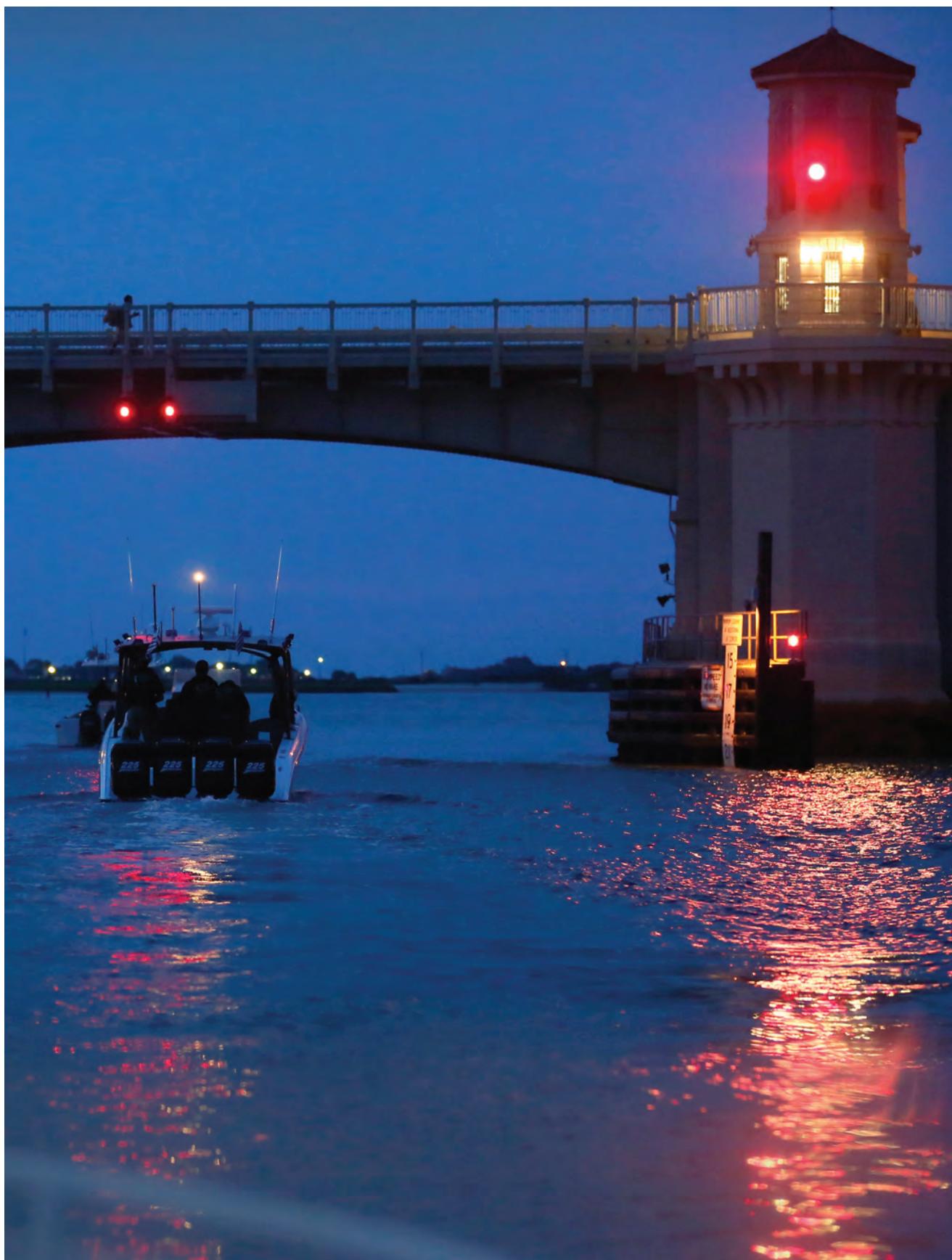


13,385
19,417

**Flight Hours
Underway Hours**

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
24 locations





The Northern Region is demarcated by the U.S.-Canada border (the longest shared border in the world) and the boundaries of 32 states and the District of Columbia.

This area measures 1.7 million square miles and features major metropolitan centers, sparsely populated territory, binational communities, and key transit hubs.

Binational smuggling occurs in dynamic environments where criminals conceal themselves amid legitimate commerce and travel in the changing seasons that can cause waterways to become passable on foot in winter.

Seizures, Arrests & Apprehensions		NR FY17
1,928 lbs	COCAINE	
6,750 lbs	MARIJUANA	
63 lbs	FENTANYL	
92 lbs	ECSTASY	
323 lbs	HEROIN	
1,665 lbs	METH	
\$8,468,942	CURRENCY	
328	WEAPONS	
1	AIRCRAFT	
111	VEHICLES	
6	VESSELS	
767	ARRESTS	
123	APPREHENSIONS	



14,085
7,195

Flight Hours
Underway Hours

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

19 locations





To interdict smugglers, we must be in the right place at the right time.

We believe that participating in the law enforcement intelligence cycle will generate more actionable information and increase the probability of interdiction.

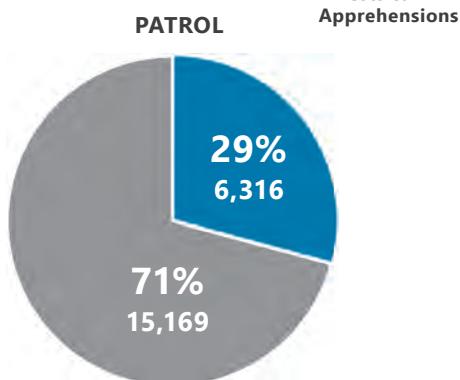
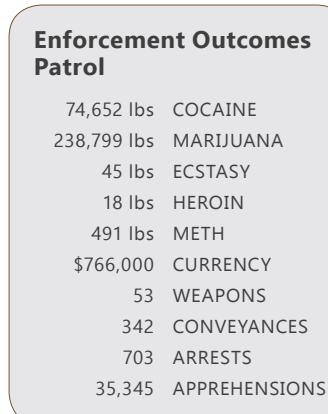
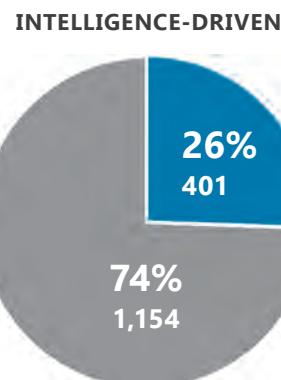
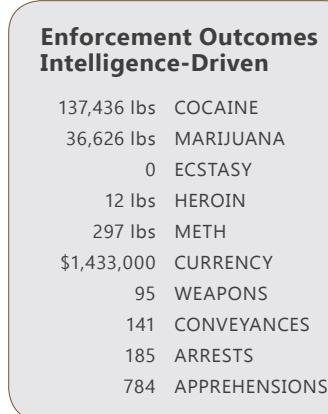
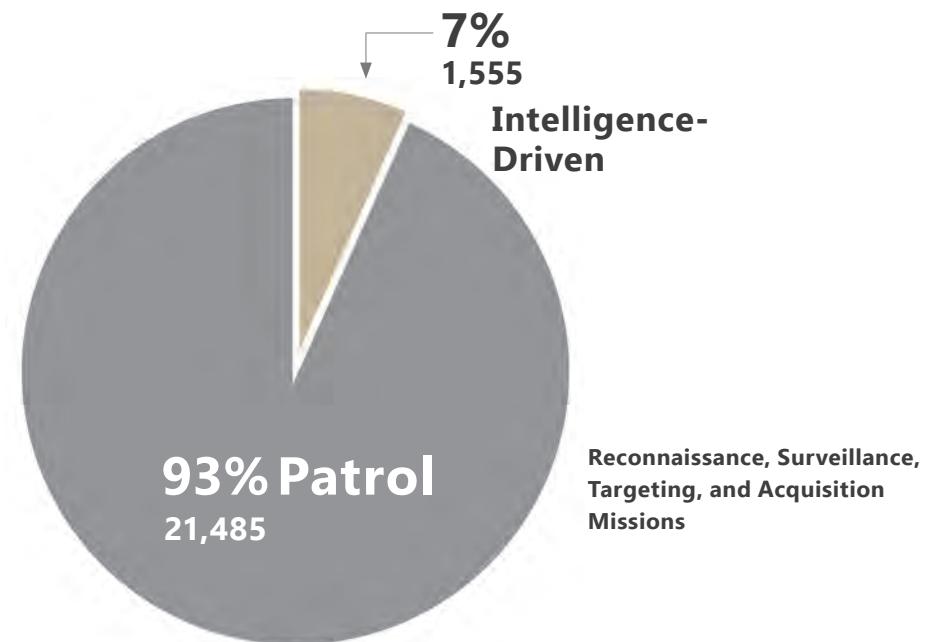
We are tracking RSTA hours to measure the extent that our missions are driven by "actionable intelligence," defined as information on future events from confidential human sources we recruited or our partner agencies, indicating a specific time or place to task our manpower and launch our assets. This excludes real-time response to ongoing activities while on patrol.

In FY 2017, we noted that 7% of our RSTA missions were driven by actionable intelligence. We are striving to increase this amount in FY 2018.

Concurrently, we are measuring the enforcement outcomes of RSTA missions to gauge our level of return on actionable intelligence.

We track our enforcement outcomes by the numbers of apprehensions, arrests, and seizures of conveyances, weapons, currency, and drugs.

In FY 2017, we observed the enforcement outcomes for both intelligence-driven and patrol missions tracked closely despite a disparity in total missions flown.



 Acting Executive Assistant Commissioner Young and Director, Air Operations, Troy Meridith with his center's Unit Award for Excellence.

► Photo by Bria Walker



2017 Executive Assistant Commissioner's Award

Recognized with the **Unit Award for Excellence**.

National Security Operations Center—Sierra Vista Arizona

Through the first 3 quarters of FY 2017, NASOC-SV flew 2,800 hours with 330 flight hours in collaboration with federal, state, and local law enforcement agencies. During this time, the center contributed to the seizure of more than 30,000 pounds of marijuana and contributed to the arrest or apprehension of 1,250 suspects.

NASOC-SV works under the Joint Task Force-West construct to partner with federal, state, and local law enforcement agencies in the area. Our center has established itself as a critical provider of domain awareness intelligence to Joint

Task Force-West's Joint Intelligence Operations Center in Tucson.

On a FY 2017 Tombstone II operation, NASOC-SV partnered with U.S. Border Patrol; Homeland Security Investigations; the Bureau of Alcohol, Tobacco, Firearms and Explosives; the Federal Bureau of Investigation; and AMO's National Air Security Operations Centers in Jacksonville, Florida, and Corpus Christi, Texas, to fly 1,272 hours over 2 months and seize 7,506 pounds of drugs.

NASOC-SV has a sterling safety record. The center maintained a zero reportable mishap rate in FY 2017 while maintaining its high operations tempo, taking into account the center's complex mission requirements, surge operations, and shift rotations on a 24/5 schedule. NASOC-SV has made safety a priority, setting local weather minimums to mitigate risks

based on the area's microclimate and developing an electronic version of our internal risk assessments to maximize crew participation. In a recent AMO Unit Inspection, the center was noted as receiving zero safety discrepancies and demonstrating above-average compliance with AMO procedures.

As a tenant of Fort Huachuca, NASOC-SV has reached out to the military installation's public affairs unit to participate in the Army's community events and invite servicemembers to events at our center. Operationally, NASOC-SV has established strong communication links with Fort Huachuca's base operations and airfield management units to better integrate our daily operations.



AMO's P-3 crews operate from our National Air Security Operations Centers in Florida and Texas with missions beyond the border in the Source and Transit Zones.

Our P-3 aircrews support CBP's global engagement strategy on operations with Joint Interagency Task Force South, the coalition

of international law enforcement from 15 countries who coordinate the disruption of drugs shipped from the Western Hemisphere Source and Transit Zone.

This vast drug-trafficking region covers 42 million square miles from the Caribbean Sea to the Pacific Ocean. Our staging sites in this region include Puerto Rico, Costa Rica, Curaçao, and Panama.

designed to detect, track, and coordinate the interception of suspect aircraft and vessels.

Our P-3 Airborne Early Warning (AEW) aircraft are the world's only dedicated law enforcement AEW aircraft. These planes can be recognized by their 360-degree APS-145 radar ("The Dome") that enables covert extended-range detection and tracking for sustained patrols up to 12 hours.

In FY 2017, AMO's National Air Security Operations Centers flew 6,275 hours in partnership with Joint Interagency Task Force South.

Our P-3 aircrews fly high-endurance, specialized airframes



Our P-3 Long Range Tracker (LRT) aircraft are outfitted with an APG-66 air-to-air intercept radar system and surveillance equipment. The LRT's radar systems can sort up to 5,000 contacts and presort legitimate shipping traffic, which enhances our awareness of the maritime domain.



"Since we're up high with this dome, we can hear the communications from other planes and we'll also see it on our radar. We are making sure that people are safe out there [after Hurricane Maria]. Not running into each other."

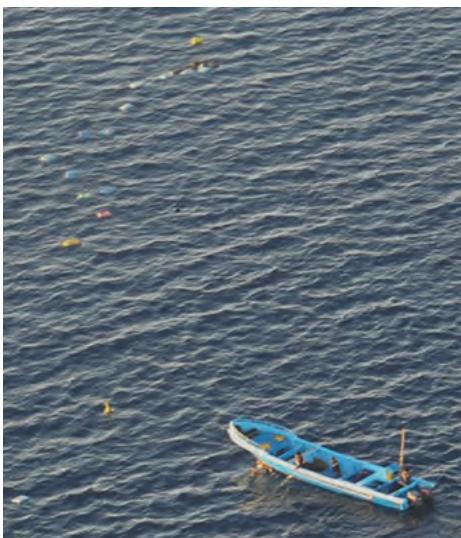
Kristina Fonzi

Aviation Enforcement Agent, National Air Security Operations Center—Jacksonville

and when they land, letting the towers and the people that are in charge of flight plans know that they're safe on deck so they're not missing in action."



In September and October 2017, our P-3 crews were called to a different mission: emergency response and disaster recovery, at the request of the Federal Emergency Management Agency. Hurricane Maria made landfall in Puerto Rico and destroyed power to the island's control center for directing aircraft movement in and around the U.S. territory. AMO's P-3 crews flew to the island and applied the aircraft's advanced radar systems to provide air traffic coordination for airborne relief missions and communications relay for ground crews. When Puerto Rico was in the dark, AMO's unique capabilities provided critical communications to emergency responders as they worked to restore service to citizens. ▶



AMO's P-3 crews are responsible for the majority of our cocaine seizures. This should not be a surprise as our staging sites in foreign and international waters sit between two cocaine smuggling routes that move about 84 percent of all cocaine destined for the United States. Pictured here is a modest "go-fast" boat crewed by four people transporting nearly 3,000 lbs of cocaine before they were intercepted by a P-3 LRT crew off the coast of Panama City, Panama. As our international law enforcement partners from Costa Rica approached the vessel, the suspects attempted to dump their contraband overboard into the ocean. ◀

Enforcement Outcomes Foreign & International Waters

229,422 lbs	COCAINE
29,400 lbs	MARIJUANA
39 lbs	METH
\$200,778	CURRENCY
12	WEAPONS
2	AIRCRAFT
7	VEHICLES
57	VESSELS
74	ARRESTS

Investigations

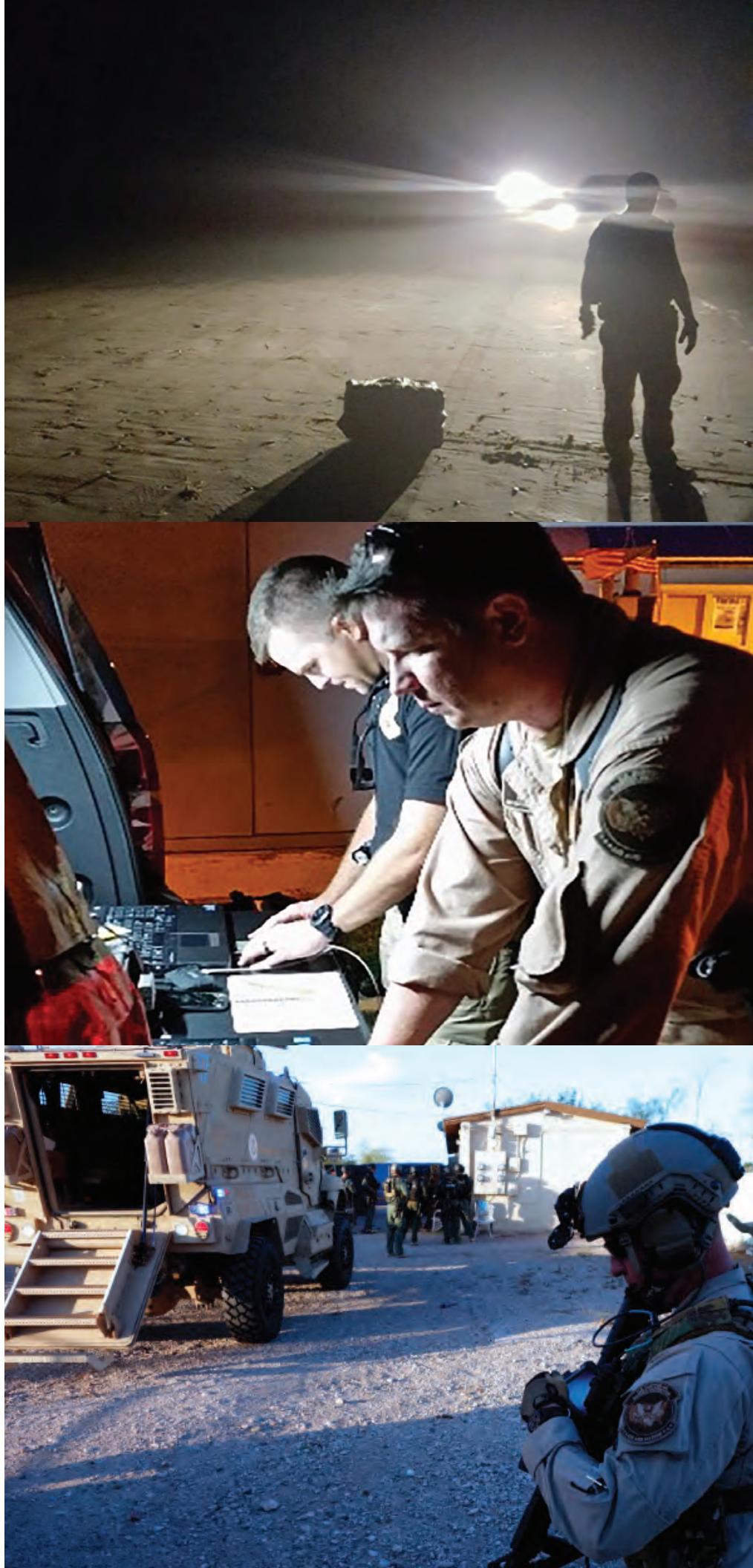
Our agents are experts in analyzing patterns of life in the air and maritime domains to disrupt criminal activities and networks.

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

Information from open cases developed by our agents and partner agencies allows us to discern where and when to deploy our crews and assets.



Defeating criminal networks begins with investigation. Our resurgent field intelligence capability includes an undercover program, human source development, electronic tracking, and a nascent electronic investigations program. We are mindful that as surveillance technology continues to advance, so will privacy concerns. Protecting your civil rights and civil liberties is our primary consideration when acquiring new systems and developing policy for their use. ►



To succeed at interdiction, AMO conducts and supports criminal investigations in our areas of expertise: the air and maritime domains.

Our Air and Marine Agents have a comprehensive understanding of these operational environments, giving them a unique insight into investigations involving aviation and maritime smuggling.

We know that interdiction can be just the beginning of AMO's mission to intercept, disrupt, and apprehend smugglers. When we conduct investigations, we can discover connections to the criminal networks who finance the smugglers who traffic drugs, weapons, and illegal aliens.

We make these connections by pairing our agents' expertise and technical skills with the capabilities of our air and maritime assets.

Together, we excel at confidential human source development, cyber and technical collection, video downlink and distribution, undercover operations, and electronic tracking and monitoring.

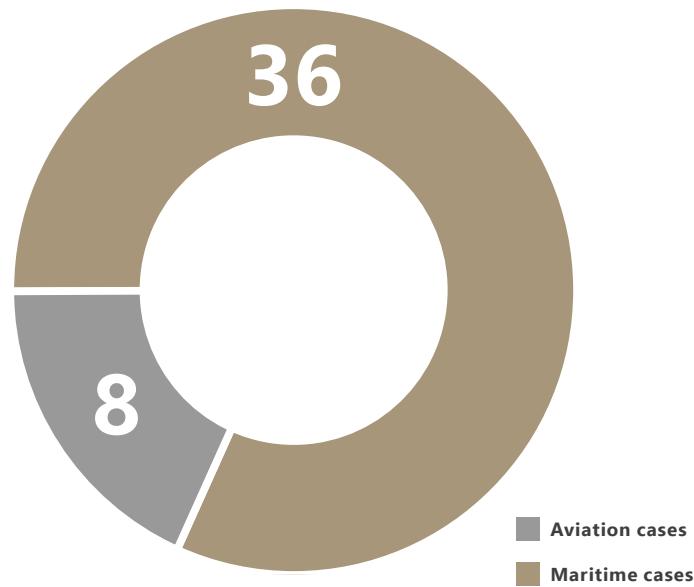
Just like Secret Service agents who trace counterfeit money or the FBI agents who hunt cyber crimes, our Air and Marine Agents have the specialized knowledge and years of experience to discern what is normal and to detect suspicious patterns of behavior when someone commits a crime in the aviation and maritime environments.

AMO has trained agents and specialized assets to support a growing demand for advanced surveillance techniques and covert airborne surveillance. We partner with U.S. Border Patrol at the border and work with Homeland Security Investigations and other federal, state, and local law enforcement agencies within the interior in urban and suburban environments. Our covert airborne surveillance has proven critical to the disruption of transnational criminal organizations within the United States and beyond.

Opened Cases

We monitor the number of cases opened by Air and Marine Agents to measure AMO's investigative effectiveness. In FY 2017, we tracked 44 opened cases. Due to the nature of law enforcement, it can take months or years to close these cases. Our agents gather intelligence from sources, the results of other interdictions, or our partner law enforcement agencies, and then open cases to gather evidence. Some of our cases are turned over to Homeland Security Investigations or the Drug Enforcement Administration for further investigation. Air and Marine Agents can open a case at any of our branches and units in the Southwest, Southeast, and Northern Regions. In FY 2017, we opened aviation and maritime cases at these locations:

- Buffalo Air Unit
- Buffalo Marine Unit
- Fajardo Marine Unit
- Ft. Pierce Marine Unit
- Jacksonville Marine Unit
- New Orleans Air and Marine Branch
- Panama City Marine Unit
- San Angelo Air Unit
- San Diego Marine Unit
- San Juan Marine Unit
- Tampa Marine Unit



Enforcement Outcomes

To assess the effectiveness of conducting criminal investigations, we track the enforcement outcomes of AMO's "investigative support" missions, defined as missions conducted as part of AMO's open cases or at the request of a federal, state, or local investigative partner agency.

Enforcement Outcomes Investigative Support

21,961 lbs	COCAINE
106,661 lbs	MARIJUANA
164 lbs	ECSTASY
838 lbs	HEROIN
5,053 lbs	METH
\$23,480,000	CURRENCY
992	WEAPONS
316	CONVEYANCES
1,042	ARRESTS
298	APPREHENSIONS



Investigative support in the nation's interior can yield large seizures of weapons, currency, conveyances, and arrests. The Riverside Air Unit participated in this seizure of \$4 million in cash and a luxury car collection. The cargo pictured below was stopped in Texas after two AMO AS350 and PC-12 crews surveilled a suspect trailer bound for Mexico. Agents arrested the driver and seized 44 guns, 58 magazines, and 3,183 rounds of ammunition. ▶



The McAllen Air and Marine Branch seized this King Air 200 during a pilot certificate inspection in Brownsville. Our agents determined the aircraft was improperly registered and due to be secretly exported to Mexico that night. ▼





AMO's SKYPRO program develops intelligence on domestic and international air smuggling activity.

This program requires our Air and Marine Agents to interact with members of the general aviation community. We will continue to identify threats while fostering positive interactions between our agents and our fellow aviators.

The vast majority of pilots are law-abiding citizens who cooperate with us and our partner agencies to protect our airways from the criminals who seek to exploit the convenience of operating general aviation aircraft to conduct illegal activities.

More details can be found in our *Top-Down Review of Domestic General Aviation Law Enforcement Operations*. This report, published in response to questions from the general aviation community, led us to update our internal procedures and guidance to incorporate the following practices:

- We increased our effectiveness and accountability by requiring agents and officers to log contacts with the community, leading to better research and decreasing the likelihood of unnecessary 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.



When our agents conduct a pilot certificate inspection, we ask to see your airman and medical certificates, photo identification, and aircraft certificate of registration. We will examine and verify these documents before returning them to you. In circumstances where border search authority or a search warrant are not present, we will only conduct searches or seizures consistent with your Fourth Amendment rights, for example, if pursuant to probable cause or in the course of a protective sweep. You can expect to be treated in a courteous and professional manner. ▲

1 - 8 6 6 - A I R B U S T
**PLEASE CALL
 IF YOU NOTICE
 ABNORMAL AVIATION
 OR MARITIME ACTIVITY**

Domain Awareness

Domain awareness brings us a greater situational awareness of our operating environments in the air, marine, and land domains.

We use the force-multiplying ability of our growing network of sensors and information to perceive what is out there and what does not belong.

Advances in technology help us better reveal anomalies in patterns, connect disparate events, and detect potential threats.



AMO's domain awareness network is made up of sensor systems deployed on aircraft and vessels, national and international radar, and persistent wide-area surveillance systems. Beyond this technology, domain awareness also incorporates intelligence and information from human sources, open investigations, real-time analysis, and more.

► Photos by Donna Burton, Erik Modisett, and James Tourtellotte



Domain awareness helps us secure the border, disrupt transnational criminal organizations, enforce and administer immigration laws, prevent terrorism, and ensure resilience to disasters.

Domain awareness is the observation of an operating domain (air, marine, or land) and its baseline information.

AMO is networking sensors deployed on aircraft, vessels, and land-based persistent wide-area surveillance systems, and combining this sensor network with intelligence, investigations case work, and open-source information to establish air and maritime domain awareness.

In FY 2017, AMO made progress in closing the domain awareness information-sharing gap between other agencies in the Department of Homeland Security and federal, state, and local partners.

The Integrated Maritime Domain Enterprise–Coastal Surveillance System (IMDE–CSS), currently in development, enables greater unity of effort by displaying our domain awareness data on the various sensor systems used by other law enforcement agencies.

AMO is the operational forerunner of technologies to overcome the different system architectures that are impeding information-sharing between law enforcement agencies working in the same domains.

We demonstrated IMDE–CSS at our Air and Marine Operations Center in FY 2017 and successfully shared data from AMO's Air and Marine Operations Surveillance System with the CANUS Maritime Project (the U.S. Coast Guard and Royal Canadian Mounted Police); the state of Maryland's Maritime Law Enforcement Information Network; and sensors at San Diego's Joint Harbor Operations Center which sent our domain awareness information to the U.S. Coast Guard, U.S. Navy, California National Guard, and the harbor police of the Port of San Diego.

The next phase of development will add a bidirectional data flow from IMDE–CSS to our Air and Marine Operations Center.





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

Established in 1988, the Air and Marine Operations Center is an international, multi-domain federal law enforcement center with domain awareness capabilities focused on detecting, identifying, tracking, and directing interdiction of suspicious general aviation and non-commercial maritime tracks of interest in the Western Hemisphere.

The Air and Marine Operations Center has built strong working relationships with North American

Aerospace Defense Command and the governments of Mexico, Canada, and the Bahamas.

The center is based in California and staffed by AMO's Detection Enforcement Officers, Intelligence Research Specialists, and other experts in the air and maritime domains.

There are two auxiliary facilities. Puerto Rico's Caribbean Air and Marine Operations Center focuses on the Caribbean Sea, while Virginia's Capital Regional Unit supports air security and defense operations in Washington, DC.

Employees at all 3 facilities detected, assessed, investigated, and resolved nearly 500,000 tracks of interest in FY 2017.





The Government Performance and Results Act requires agencies like ours to report statistics related to established performance goals. In FY 2017, AMO reported resolving 97.9 percent of detected conventional aircraft incursions — suspicious tracks of interest who cross our borders — along the borders of the United States. Our established goal was 98.5 percent. These incursions range from glider-like ultralight aircraft to general aviation aircraft that attempt to hide in plain sight. The Air and Marine Operations Center tracked this ultralight aircraft pictured on the opposite page as it crossed the border near Tijuana, Mexico. A Brown Field Air Unit crew launched in response and observed the pilot drop contraband. The center then tracked the ultralight going back south, and passed that information to the government of Mexico to make an interdiction. Mexican authorities located the pilot, arrested him, and seized the ultralight. Meanwhile, our Brown Field Air Unit directed the U.S. Border Patrol to the drop site and recovered 198 lbs of marijuana. Other times, we coordinate with our law enforcement partners in the interior of the United States, as seen with the general aviation aircraft pictured with 290 lbs of cocaine stacked on its wings. The Air and Marine Operations Center was tracking this aircraft from the Bahamas to Ontario, Canada, when the pilot diverted to Athens, Ohio. A Multi-Role Enforcement Aircraft crew from our Great Lakes Air and Marine Branch landed at the airfield along with special agents from Homeland Security Investigations. A K-9 at the scene detected a hidden compartment in the aircraft and the pilot was arrested and his drugs seized.

◀ Photo by James Tourtellotte

From detection to interdiction at the Air and Marine Operations Center



DETECTION 464,879 DETECTIONS IN FY 2017 TOTAL

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



ASSESSMENT 323,225 DETECTIONS REQUIRING AMO ANALYSTS TO ASSESS FOR A LAW ENFORCEMENT RESPONSE

Our Detection Enforcement Officers use their extensive law enforcement and intelligence databases and communications networks to determine the appropriate law enforcement response to suspect activities.



INVESTIGATION 1,040 DETECTIONS REQUIRING INVESTIGATION

Detection Enforcement Officers coordinate with Air and Marine Agents and other law enforcement officials, both domestic and international, to respond at the scene of the suspect activity. We also coordinate with the North American Aerospace Defense Command and the governments of Mexico, Canada, and the Bahamas.



RESOLUTION 997 DETECTIONS SUCCESSFULLY RESOLVED

Out of this number, over 387 resolved detections were issued violations. These outcomes include arrests, seizures, fines, penalties, pilot deviations, and verbal or written warnings issued by the appropriate authorities.



Our maritime domain awareness capabilities continue to mature.

In FY 2017, we introduced and successfully trialed our Tactical Maritime Laboratory at the site of our Tethered Aerostat Radar System (TARS) in Cudjoe Key, Florida.

The Tactical Maritime Laboratory



employed a SeaVue radar at AMO's TARS sites, networked for data integration at the Air and Marine Operations Center in California.

The SeaVue radar is a maritime surveillance system that detects small smuggling vessels at sea. It is a modular system consisting of a transmitter, processor, and antenna adaptable to many different airframes. We operate SeaVue radars on our P-3, DHC-8, and MQ-9 Predator B aircraft.

AMO's Tactical Maritime Laboratories will repurpose the SeaVue and other maritime surveillance systems as stationary, persistent surveillance platforms at existing TARS sites.

Our sensor operators will not need to test and learn new equipment.

Instead, the Cudjoe Key trial demonstrated that our learning curve will concentrate on how to process the hundreds of vessels that can appear on a persistent surveillance picture of high-risk coastal borders. Over time, our sensor operators will learn how to best discern what are normal and suspicious marine traffic patterns.

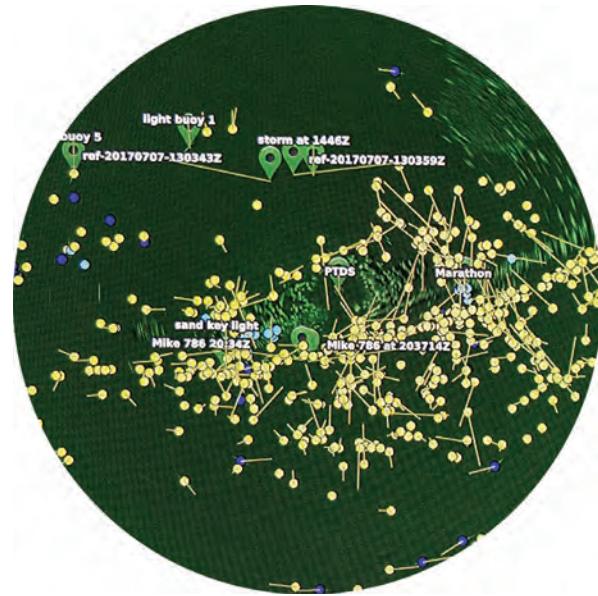
Future trials will study best practices for "sorting," or the cataloguing of maritime vessel tracks of interest as recreational, commercial, or suspicious.

In FY 2018, AMO plans to conduct further trials in the Southwest and Southeast Regions.

 A view of our TARS site in Deming, New Mexico, one of eight TARS sites, shows an impressively sized helium-filled balloon, fixed-site mooring and tether controls, and a command-and-control station. The belly of a TARS balloon contains a radar weighing 2,200 pounds, capable of long-range detection of low-flying aircraft within a range of approximately 200 miles. A complementary maritime surveillance radar system, like the Tactical Maritime Laboratory, provides enhanced long-range detection of vessels. 2018's Tactical Maritime Laboratory trials will take place in the Southeast and Southwest Regions.

◀ Photo by Rob Brown

▼ Photo by Donna Burton



 This image shows the high volume of marine traffic displayed by SeaVue radar (and Minotaur mission management system) that AMO's sensor operators need to "sort." Can you find the smugglers in this picture? ▲





AMO operates unmanned aircraft from National Air Security Operations Centers in Sierra Vista, Arizona; Corpus Christi, Texas; and Grand Forks, North Dakota.

We deploy these remotely-piloted assets on law enforcement, search and rescue, and disaster recovery operations.



We operate this aircraft to increase our land and maritime domain awareness. With an endurance of 20 hours, a surface search radar, and a ground-moving target indicator, this asset provides us with trend information and multiple- or single-target tracking for interdiction and apprehension.

The aircraft can be equipped with Vehicle and Dismount Exploitation Radar (VADER), a sensor technology that enables us to efficiently detect, locate, and track persons who attempt illegal entry into the United States.

Our VADER-equipped aircraft have an average scan range

of approximately 13,350 square miles per 18-hour mission, and can pinpoint large numbers of individuals and conveyances.

AMO operates VADER from our locations in Arizona and Texas. These high-traffic areas in the Southwest Region are where 90% of our illegal alien apprehensions occurred in FY 2017.

Several of these aircraft are optimized for maritime domain awareness. With structural, avionics, and communications enhancements — like the SeaVue maritime surveillance radar system — these assets can be used to conduct long-range surveillance in the Source and Transit Zones with Joint Interagency Task Force South.

 Our VADER-equipped unmanned aircraft can detect large numbers of individuals and conveyances over a single mission. In FY 2017, VADER counted 10,711 detections. ▶

State, Local, and Tribal Partners

We deploy our unmanned aircraft systems on joint operations with state, local, and tribal law enforcement partners at their request. In FY 2017, AMO flew 9 flights with these partners.

DATE	STATE / LOCAL / TRIBAL PARTNER	FEDERAL REQUESTOR
12.15.2016	BISMARCK TASK FORCE	U.S. BORDER PATROL
02.10.2017	COCHISE COUNTY SHERIFF OFFICE	JOINT TASK FORCE-WEST (ARIZONA)
02.14.2017	BISMARCK TASK FORCE	U.S. BORDER PATROL
04.26.2017	ARIZONA STATE FIRE AND PIMA COUNTY SHERIFF'S DEPARTMENT	JOINT TASK FORCE-WEST (ARIZONA)
06.16.2017	GRAND FORKS SHERIFF'S OFFICE	U.S. BORDER PATROL
08.14.2017	GRAND FORKS SHERIFF'S OFFICE	U.S. BORDER PATROL
08.18.2017	PINE TO PRAIRIE DRUG TASK FORCE	U.S. BORDER PATROL
08.24.2017	FARGO POLICE DEPARTMENT	U.S. BORDER PATROL
08.25.2017	PINE TO PRAIRIE DRUG TASK FORCE	U.S. BORDER PATROL
KEY	LAW ENFORCEMENT OPERATIONS	DISASTER RECOVERY

2017 Secretary's Award

Recognized for **Unity of Effort** and their work as an air domain awareness team on the arrest of a fugitive indicted for the killing of Border Patrol Agent Brian Terry.

Air and Marine Operations Center

Thomas Griffin

Aviation Advisor

Information Analysis Center—
U.S. Embassy, Mexico

Robin Dooley

Aviation Group Supervisor

National Air Security Operations
Center—Corpus Christi

Billy Collins

Aviation Group Supervisor

Arthur Elliott

Aviation Group Supervisor

Andres Gonzales

Detection Enforcement Officer

Ronald Jester

Aviation Enforcement Agent

Harold Londrie

Detection Enforcement Officer

Robert Peterson

Supervisory Air Interdiction Agent

Christopher Nardone

Air Interdiction Agent

Corey Roddey

Aviation Enforcement Agent

James Santaferrara

Detection Enforcement Officer

Marie Torres

Supervisory Air Interdiction Agent

National Air Security Operations
Center—Jacksonville

Jon Billingsley

Detection Enforcement Officer

Michael Hardwick

Aviation Enforcement Agent

Donald Peterman

Aviation Enforcement Agent

Shy Thorsen

Air Interdiction Agent

National Air Security Operations
Center—Sierra Vista

Andre Archer

Aviation Enforcement Agent

Daylon Bakken

Air Interdiction Agent

Tom Blanchard

Aviation Enforcement Agent

Mike Brunner

Aviation Enforcement Agent

Chris Bish

Air Interdiction Agent

Steve Compton

Air Interdiction Agent

Andre Creekmore

Aviation Specialist

Jon Dooher

Aviation Enforcement Agent

Brian Franke

Aviation Enforcement Agent

Keefe Huffman

Air Interdiction Agent

Shane Klakken

Air Interdiction Agent

Justin Lamb

Aviation Enforcement Agent

Eric Letzgus

Aviation Enforcement Agent

Dennis Lorenz

Air Interdiction Agent

Troy Meridith

Director, Air Operations

Jeff Muller

Air Interdiction Agent

Jose Muriente

Supervisory Air Interdiction Officer

Brent Nelson

Supervisory Air Interdiction Officer

John Russell

Aviation Enforcement Agent

Hugh Stroube

Air Interdiction Agent

Som Soukhome

Aviation Group Supervisor

Tim Sutherland

Deputy Director, Air Operations

Robert Turner

Air Interdiction Agent

Eric Winget

Aviation Enforcement Agent

San Angelo Air Unit

Ross Hensley

Air Interdiction Agent

Contingency Operations and National Taskings

AMO's specialized capabilities make us uniquely suited for contributing to continuity of operations exercises, security events, and disaster recovery.

We are recognized as trusted first responders called upon to save lives in the event of terror threats and natural disasters.

Our agents apply their interdiction, investigative, and domain awareness abilities to serve and protect the American people.



Air and Marine Agents responded to the humanitarian crises in Texas, Florida, Puerto Rico, and the U.S. Virgin Islands caused by the hyperactive hurricane season in 2017. Our agents are trained and ready to augment local, state, and federal recovery efforts. When disaster strikes, our highest priority is life-saving and life-sustaining activities, the safe evacuation of people leaving impacted areas, and speedy recovery of the region.

► Photos by Glenn Fawcett and Alexander Zamora







In 2017, the United States and its territories were hit by three major hurricanes.

Hurricane Harvey landed in Texas as a Category 4 storm in August. Heavy rains caused catastrophic flooding. Air and Marine Agents trained in helicopter hoist-rescue saved hundreds of people from their submerged homes.

Hurricanes Irma and Maria hit the U.S. Virgin Islands and Puerto Rico with 150-mph winds before heading for Florida in September. Infrastructure was destroyed and residents were cut off from help after the storm. Air and Marine Agents delivered food, water, and other supplies to isolated islanders.

AMO mobilized our disaster recovery capabilities in partnership

with the Federal Emergency Management Agency (FEMA), sending our Air and Marine Agents and assets to conduct search and rescue operations and humanitarian missions where we were needed most.



An AMO UH-60 Black Hawk aircrew spotted a home with "HELP" painted on its roof while on a search and rescue operation in the mountains over Puerto Rico. Our crew landed their helicopter on a mountaintop and trekked down a road swept away by a landslide. An AMO Emergency Medical Technician stabilized a local family in medical distress before departing the mountaintop for another rescue.

▲ Photo by Kris Grogan

AMO UH-60 Black Hawk crews rescued scores of residents from communities flooded by Hurricane Harvey. AMO has the capability to extract and insert by helicopter into or from rough terrain, urban areas, or water, where aircraft landings are impractical due to the terrain or tactical situations. ◀



"We have within the department some very specialized capabilities. We've got some great aircraft, some great vessels, and we have a lot of local knowledge."

**Louis
Cappucci**

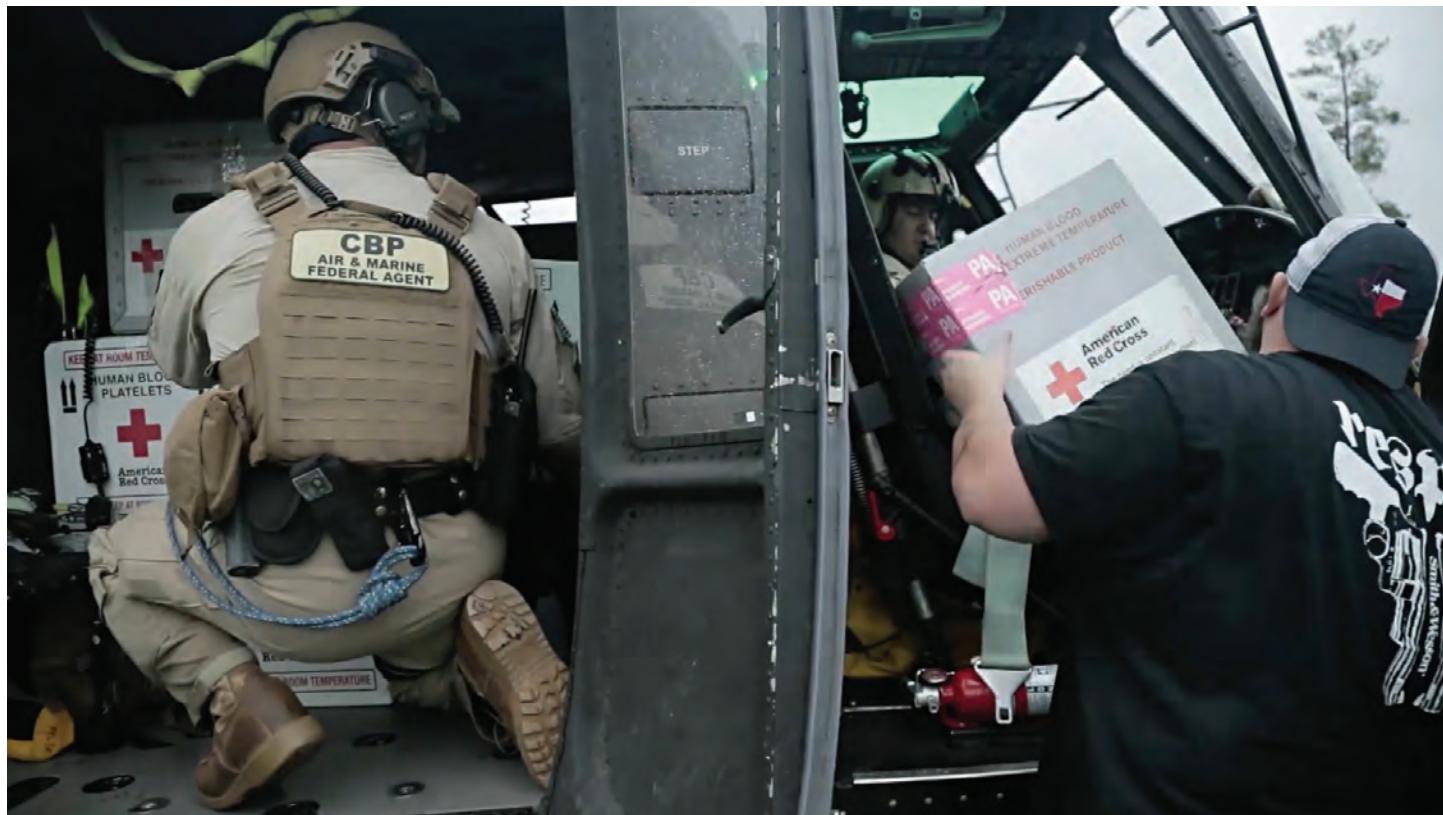
Supervisory Air Interdiction Agent, Headquarters

[of] Florida, Texas, Puerto Rico, Virgin Islands; those are all places we operate day-to-day."



Air Interdiction Agents gathered residents of Port Arthur, Texas, for evacuation aboard our UH-60 Black Hawk helicopters when more than 20 inches of rain fell in 24 hours, triggering dangerous flash floods throughout the city. ▲

An AMO UH-1 Huey aircrew rescued a temperature-sensitive delivery of donated blood after a courier truck was stranded in the rain, transporting the cases of platelets to a blood bank in downtown Houston serving Hurricane Harvey victims. ▼





 Our P-3 aircraft brought food, water, and other essentials from Florida to island communities whose ports of entry and roads were inaccessible. As residents went weeks without power, AMO P-3 aircrews delivered mosquito repellent, bleach, batteries, gloves, wet wipes, flashlights, and gasoline canisters to provide relief.

▲ Photo by Rob Brisley

▼ Photo by Mani Albrecht

Locally, many of our employees from Florida, Texas, Puerto Rico, St. Thomas, and St. John were personally affected by the hurricanes and still took part in CBP's disaster recovery operations to aid with search and rescue, critical transport, communications relay, and air traffic coordination. Our Air and Marine Agents and assets traveled from as far afield as Riverside, California, to areas affected by the storms.

Some deployed as part of FEMA's Surge Capacity Force — a volunteer force of federal employees who boost FEMA's response to hurricanes, floods, and other natural and man-made disasters.



"We are 100% humanitarian relief right now. We're putting as much supplies as we can get on our airplane every day to take down there, 4,500 lbs... We feel like we're doing some good, taking

Brad Byerly
Air Interdiction Agent,
National Air Security
Operations Center—
Jacksonville

as much as we can to these people who are suffering every day."



"Our mission is the village of Castañer. After we conducted our welfare check, we were able to ascertain that the town was in great need... low on supplies, low on food, low on water.... We came up with a plan to outfit

Mickey Hohol

Aviation Enforcement Agent, Caribbean Air and Marine Branch

the firefighters, the police, and hospital with commodities. And what we want to do is make sure that every child in that village has a breakfast."



An AMO UH-60 Black Hawk aircrew from our Caribbean Air and Marine Branch in Aguadilla, Puerto Rico, airlifted daily supplies to the small mountain town of Castañer including critical medication for the local pharmacy. Before the AMO aircrew landed in town while conducting welfare checks of Puerto Rico's many remote locations, the 30,000 residents of Castañer had received little disaster relief nearly a month after Hurricane Maria destroyed much of the town's access to communications and roads.

► Photos by Michael Pope





Agents from our Caribbean Air and Marine Branch, with locations in Puerto Rico and the U.S. Virgin Islands, rescued a stranded resident from Jost Van Dyke island who sustained injuries as a result of Hurricane Irma's destruction. These stills show a hoist operator deploying a rescue specialist, also an Emergency Medical Technician, down to the beach and safely extracting both specialist and the man into the UH-60 Black Hawk. The crew transported the injured man to a location where he could receive further medical attention.

◀ Photos by Robert Frongello





Air and Marine Agents rescued hundreds from floodwaters, damaged buildings, and remote locations during the 2017 hurricane season. AMEMS members, certified as Emergency Medical Technicians or paramedics, were flown in from all regions to provide life-saving and life-sustaining care.

- ▲ Photo by Donna Burton
- ▼ Photo by Rob Brisley



Air and Marine Agents certified as Emergency Medical Technicians or paramedics can join the Air and Marine Emergency Medical Service (AMEMS).

AMEMS first responders provide emergency medical support for local, state, and federal law enforcement and emergency management agencies.

AMEMS providers were on hand for the disaster recovery response in Texas, Florida, and the Caribbean, and other contingency operations and national taskings throughout 2017.



"AMEMS providers seamlessly integrate into a tense and rapidly evolving law enforcement environment. With our unique assets — boats, airplanes, and helicopters with rescue hoists — and skill sets — tactical, critical

Jeff Birks

Supervisory Air Interdiction Agent, Headquarters

care, and austere providers — we are also able to assist emergency management agencies by providing medical care during periods of natural disasters."



Air and Marine Agents joined first responders from all over Texas and the nation to rescue people from the dangerous floods submerging the Houston metropolitan area. ►





AMO participates in annual training exercises to prepare for contingency operations and national taskings.

Some of these exercises prepare us for potential disaster recovery, National Special Security Events, search and rescue operations, and other requests for aid from our federal, state, and local partners.

Other exercises maintain and measure our readiness for Continuity of Operations activation. As a member of the Department of Homeland Security's Air Relocation Program, we must prepare to rapidly move the Secretary of Homeland Security or designated successors during threat and hazard emergencies.



Air Interdiction Agents participated in training exercises to prepare for securing the airspace at Super Bowl LI in Houston, Texas. CBP teamed up with the Civil Air Patrol (the U.S. Air Force's civilian auxiliary) to practice an air-to-air intercept using two of our UH-60 Black Hawk aircrews and two of our Cessna C-550 Citation aircrews to track down a simulated incursion into restricted airspace. Each year, the Super Bowl is one of our national taskings – a National Special Security Event of national or international significance deemed by the Department of Homeland Security to be a potential target for terrorism or other criminal activity.

▼ Photo by Glenn Fawcett

**6
Achieved**
**4
Targeted**

**Air
Relocation
Exercises**



We participate in semi-annual radiological emergency response training with the National Nuclear Security Administration.

This training engages our P-3 and AS350 aircrews in preparations for plume tracking/avoidance, deposition mapping, meteorological data collection and transfer, and lost source detection after a radiological incident.

AMO's P-3 aircraft are capable of transporting Department of Energy scientists and their equipment for their Aerial Measuring System to provide a rapid survey of radiation and contamination.

As technology advances, the Department of Energy can now mount lightweight detection packages to our AS350 helicopters.

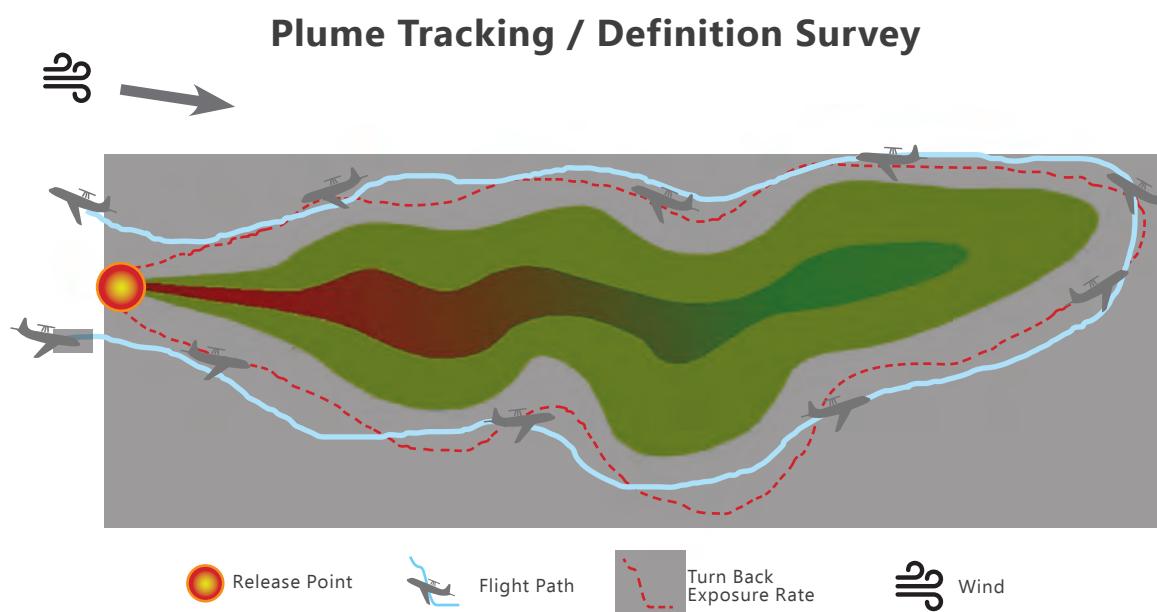
AMO has aircrews and assets located in many of the regional areas of responsibility under the Department of Energy's Radiological Assistance Program (RAP). Supporting a RAP rapid-response team, our fixed-wing aircrews can map an affected area to determine the extent and levels of contamination, with rotary-wing aircrews following at lower altitudes to complete a quantitative assessment.

AMO's partnership with the Department of Energy extends several decades, beginning when our P-3 program was a component of the U.S. Customs Service, before the creation of the Department of Homeland Security and the subsequent reorganization of the U.S. Customs Service under CBP.

2 Achieved

2 Targeted

Radiological Nuclear Exercises



Sustaining and Strengthening AMO

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

We invest in the best people and share a service-minded motivation that ensures safe and successful operations.

Our law enforcement culture values high performance, innovation, and employee engagement.

As disruptive technologies emerge at an accelerating rate, we remain leaders in innovation pursuing counter-technologies with law enforcement potential to augment our fleet of aircraft and vessels. At the same time, the accurate allocation of resources based on requirements is critical. To that end, we strive to improve readiness while maintaining high safety standards as a foundation for operational excellence. Finally, high performance is not possible without a well-trained, innovative, and committed workforce. AMO rewards and promotes our people based on merit, leadership potential, and commitment to mission success. ►



CESSNA
C-550 CITATION

CESSNA
206/210

PILATUS
PC-12

BEECHCRAFT
KING AIR
SERIES 200
& C-12C

BEECHCRAFT
SUPER KING AIR
350ER
MULTI-ROLE
ENFORCEMENT
AIRCRAFT

BOMBARDIER
DHC-8
MARITIME
PATROL
AIRCRAFT

LOCKHEED
MARTIN
P-3 ORION
LONG-RANGE
TRACKER

LOCKHEED
MARTIN
P-3 ORION
AIRBORNE
EARLY WARNING

GENERAL
ATOMICS
MQ-9 PREDATOR B
UNMANNED
AIRCRAFT SYSTEM

FIXED-WING

AIRBUS

AS350
A-STAR

AIRBUS

EC120

BELL

UH-1 HUEY

SIKORSKY

S-76

SIKORSKY

UH-60
BLACK HAWK

ROTARY-WING

30'

INTREPID

33'

SAFE BOAT

38'

SAFE BOAT

39'

MIDNIGHT
EXPRESS

39'

INTERIM
MIDNIGHT
EXPRESS

40'

SEAHUNTER

41'

COASTAL
INTERCEPTOR
VESSEL

42'

INVINCIBLE

43'

ADVANCED
CONCEPT
TECHNOLOGY
DEMONSTRATOR

VESSELS



When we give our Air and Marine Agents the right equipment and technology for the job, we can achieve successful missions.

This mix is on public display each year at the Super Bowl. For Super Bowl LI, more than 60 of our best people were in Houston and they brought with them a force package

of assets and expertise from their operating locations — Houston Air Unit, Tucson Air Branch, Plattsburgh Air Unit, the Great Lakes and Bellingham Air and Marine Branches, and the Air and Marine Operations Center.

Two AS350 crews were airborne to provide a real-time video feed to law enforcement personnel on the ground, increasing situational awareness and officer safety.

Aircrews in C-550 Citations and UH-60 Black Hawks enforced a temporary flight restriction in the 30-mile zone around NRG Stadium. This year, there were zero violations during the big game.



Our UH-60 Black Hawk helicopters are all-weather tactical aircraft used to perform maritime, aviation, and land interdiction; insertion of agents in remote areas; and joint operations during contingency operations and national taskings. These powerful assets can carry all the equipment and personnel necessary for law enforcement operations without sacrificing range and speed. ▲

- **Maximum Speed**
150 knots (172 mph)
- **Range**
600 nautical miles (690 miles)
- **Endurance**
4.5 hours
- **Features**
Electro-optical/infrared sensor
Night sun spotlight
Night vision goggle-compatible

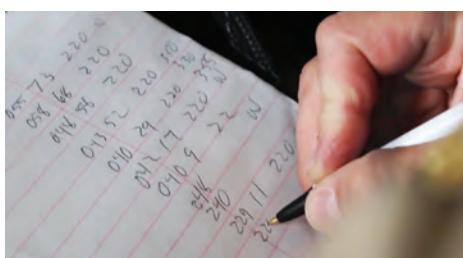




The AS350 A-Star helicopter is the workhorse of our fleet, flying 43,466 of our 96,759 flight hours in FY 2017. For Super Bowl LI, two AS350 crews from the Southwest Region were airborne before and during the big game to provide a real-time video feed to law enforcement personnel on the ground, increasing situational awareness and officer safety. The AS350 is most often used to perform our RSTA missions — aerial patrol and surveillance of stationary or moving targets. Its electro-optical/infrared sensors and video down-link capabilities provide intelligence and communications support that increases covertness during surveillance operations. With a service ceiling altitude of 16,000 feet, you may not hear us or see us — but we are keeping watch.

- **Maximum Speed**
135 knots (156 mph)
- **Range**
360 nautical miles (414 miles)
- **Endurance**
3 hours
- **Features**
Infrared detection system that detects infrared radiation created by objects warmer or colder than ambient temperature
UltraMedia law enforcement camera
Night vision goggle-compatible

◀ Photo by Alexander Zamora



Air Interdiction Agents used our C-550 Citation fixed-wing aircraft to enforce airspace over Super Bowl LI. The aircraft's main mission is tracking and intercepting airborne drug smugglers. These jets fly with a 3-person crew: pilot, co-pilot, and a sensor operator who conducts aerial surveillance using the onboard camera systems.

- **Maximum Speed**
265 knots (304 mph)
- **Range**
1,000 nautical miles (1,150 miles)
- **Endurance**
4 hours
- **Features**
AN/APG-66 and the Vixen 500 Fire Control Radar, used to detect and track

◀ Photos by Glenn Fawcett and George Felton



"What I look for is the target itself that comes on the radar, and then I look at the target visually with the camera — either infrared or the day camera. I try to determine the type of aircraft, if I can read a tail number on it.... If there's no tail number, it's probably criminal activity. If there's a tail number on it, we can run [it] through our Air and Marine Operations Center to determine who it belongs to and if there is any flight plan."

**Clair
Morris**

Air Interdiction Agent and sensor operator, Tucson Air Branch



AMO employees from our Northern Region helped secure the 2017 Presidential Inauguration. Marine Interdiction Agents from Buffalo and Rochester, New York, traveled to the nation's capital with their SAFE Boats to secure the waterways surrounding the city before, during, and after the inauguration. Air Interdiction Agents and Aviation Enforcement Agents from Manassas, Virginia; Detroit, Michigan; and Plattsburgh, New York, flew over the events, monitoring the area and providing live video feed to operation centers across the region and to law enforcement personnel on the ground. As these aircrews were airborne, an Air and Marine Agent coordinated their video feeds from a DC-based operations center. During the parade, three Air and Marine Agents marched in CBP's Joint Color Guard.

◀ Photo by Cpl. Timothy Turner



"We're performing a security function on the Potomac and various waterways around the National Capital Region. Today, we are south of the Woodrow Wilson Bridge, and we're stopping and talking to any traffic that might be transiting up the river towards Washington, DC. We're looking for all sorts of threats.

Joe Saville

Supervisory Marine Interdiction Agent,
Rochester Marine Unit

Obviously, any types of acts of terrorism or threats. We are experts in this field right here, you're in our office right now, here, with all the water around us."



Marine Interdiction Agents used our SAFE Boats (Secure Around Flotation Equipped) to secure the 2017 Presidential Inauguration. SAFE Boats are ideal for pursuit and boarding of vessels transiting in locations with extreme weather conditions, like chilly weather in our nation's capital in January.

- **Maximum Speed**

45 knots (51 mph)

- **Range**

300 nautical miles (345 miles)

- **Endurance**

4 to 6 hours

- **Features**

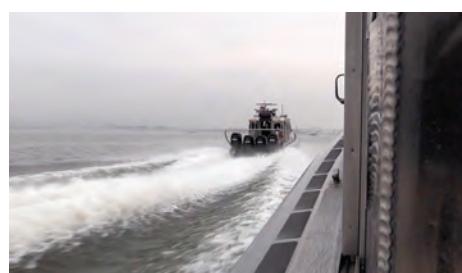
3 X 300 HP Mercury engines

Marine surface radar

Electro-optical/infrared sensors

Shock-mitigating seats

► Photos by Michael Pope



FY 2017 IN NUMBERS

\$936.273M

TOTAL AMO BUDGET FY 2017

Our total operations budget for FY 2017 is based on the *Consolidated Appropriations Act, 2017*, and includes prior-year carryover and recovery funds.



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

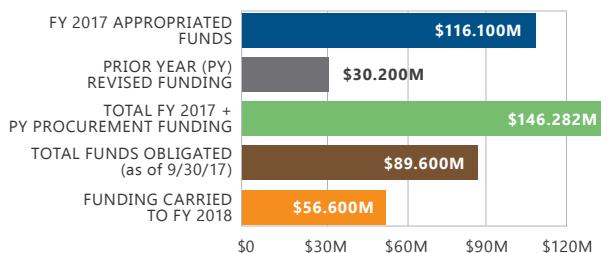
RECOVERY FUNDS: A multi- or no-year funding balance available from a prior fiscal year. Recovered when de-obligated from prior-year contracts and returned to the account for use on new contracts.



AMO is committed to being a good steward of taxpayers' money. Here, Executive Director Dennis Michelini speaks to the House Homeland Security Subcommittee on Border and Maritime Security about the technology AMO uses to secure our nation's borders.

◀ Photo by Donna Burton

\$146.282M

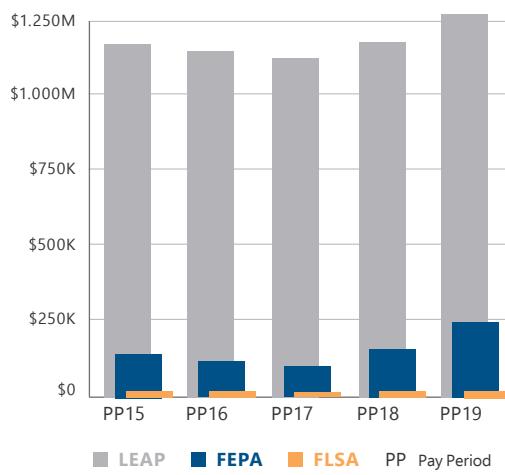


PROCUREMENT FY 2017

FY 2018 CARRYOVER \$56.6M: \$31.5M is planned for light enforcement helicopters, \$17.7M for medium-lift helicopters.

NEW NAME: Starting in FY 2018, AMO will report these allocations and expenditures as *Procurement, Construction & Improvements*.

\$302.993M

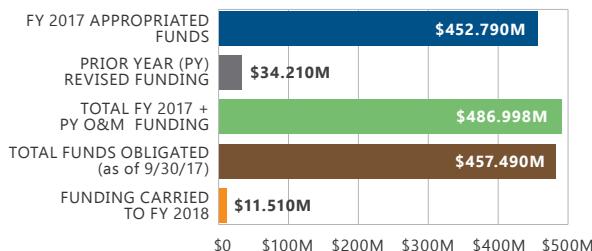


SALARIES & EXPENSES FY 2017

LAW ENFORCEMENT AVAILABILITY PAY, or LEAP: Public Law 114-250 amended our overtime compensation system from Administratively Uncontrollable Overtime to Law Enforcement Availability Pay. The conversion, to date, has had a net neutral effect on overall pay. Represented in this chart is the spike in overtime compensation in August and September 2017 when our Air and Marine Agents worked round the clock on disaster recovery during the hurricane season.

NEW NAME: Starting in FY 2018, AMO will report these allocations and expenditures as *Operations*.

\$486.998M



OPERATIONS & MAINTENANCE FY 2017

PRIOR-YEAR CARRYOVER/RECOVERIES

\$34.2M: \$28.4M was obligated for maintenance contract adjustments and initiatives like the Minotaur mission management system and equipment for the Air and Marine Operations Center.

NEW NAME: Starting in FY 2018, AMO will report these allocations and expenditures as *Assets & Support*.



In FY 2017, AMO launched a new upgrade program to fund mission-critical updates to the DHC-8 fleet.

Our DHC-8 aircraft are some of the most fuel-efficient aircraft in operation with one of the lowest per hour cost of any maritime patrol aircraft in our inventory.

Initial program funds consisted of \$4.5 million in FY 2016 Congressional appropriations.

The President requested additional funds in his FY 2018 budget request.

Our initial milestone was to begin solicitation for a competitive contract for 13 upgrades, including one focused on our Minotaur mission management system.

Based on current and anticipated funding, we were not able to begin this solicitation in FY 2017.

We did identify priority upgrades within the scope of our existing Statement of Need and Statement of Work.

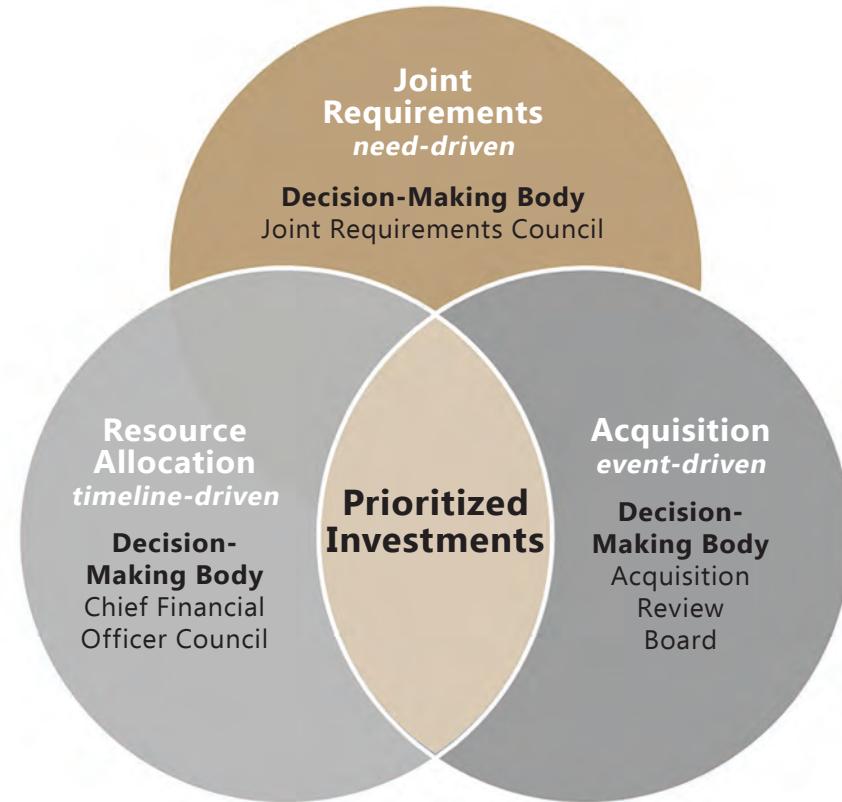
One such upgrade will advance the aircraft's electro-optical/infrared sensor technology for improved surveillance capabilities.

We are also evaluating alternative contract vehicles that are suitable for the platform's planned modifications, which will offer greater resilience in a continuing climate of budget instability.



AMO operates the Q200 and Q300 models of the DHC-8, well-suited for detecting, disrupting, and interdicting maritime smuggling. The DHC-8 can be converted to a passenger configuration for disaster recovery. In FY 2017, we used this aircraft to relocate our personnel and their families during Hurricane Maria. ▲





**Department of Homeland Security
Acquisition Structure**

Requirements Documentation

- Capability Analysis Study Plan
- Capability Analysis Report
- Non-Materiel Change Recommendation
- Mission Need Statement
- Concept of Operations (Initial)
- Concept of Operations Refresh (Final)
- Operational Requirements Document



Procuring the UH-60 Black Hawk and the Multi-Role Enforcement Aircraft constitute two of our largest acquisition programs. At the start of FY 2018, AMO is on schedule to submit the latest in requirements documentation to the Department of Homeland Security's Joint Requirements Council for validation. We are updating the UH-60 Black Hawk's Operational Requirements Document to include HH-60 to UH-60 conversions, and updating the same document for the Multi-Role Enforcement Aircraft to include an air-to-air mission system. ▼





Our Capability Gap Analysis Process allows us to maintain and improve operational capabilities, identify risk, monitor our performance, and prioritize mission gaps.

AMO's FY 2016 Capabilities Gap Analysis Process workshop brought together stakeholders to establish a recurring dialogue addressing existing gaps and identifying emerging gaps as part of an ongoing cycle.

These and further efforts will enhance AMO's ability to validate requirements and ensure that we capture all customer and stakeholder needs as we proceed with acquisition and procurement.

Phase 1 of AMO's Capability Gap Analysis Process in FY 2017 found that AMO effectively conducts operations in diverse environments but there are areas for improvement.

We identified approximately 250 capability gaps and challenges, and created a prioritized list of approximately 50 gaps.

For example, our acquisition of Coastal Interceptor Vessels is helping to close the gap of insufficient numbers of patrol vessels.

Approximately 20 percent of capability gaps were being addressed in FY 2017, with plans to continue improvements in FY 2018.



The Coastal Interceptor Vessel is a 41-foot, 20,000-pound asset built with 4 outboard engines that generate a maximum speed of over 60 miles per hour. It is designed to outrun and outmaneuver maritime smugglers. Our first Coastal Interceptor Vessel was delivered successfully in 2016. Our plans to deploy four additional Coastal Interceptor Vessels in 2017 were put on pause after the second vessel arrived for inspection at our National Marine Center in Florida. AMO's team of safety experts, acquisition staff, and Marine Interdiction Agents inspected the second vessel and found design issues that deviated from contract specifications and caused serious safety concerns. AMO did not accept the delivery. The issues have since been corrected. Ultimately, we accepted two vessels in FY 2017. ▲



Marine Interdiction Agents in our Southeast Region recently identified a capability gap after experiencing an increase in non-compliant boarding.

This type of boarding is an encounter with dangerous suspects, often on migrant vessels, who resist arrest or apprehension.

AMO made it a priority to field an additional, more effective less-lethal use of force tool for defusing this type of vessel encounter.

We decided to acquire the 40mm Less-Lethal Specialty Impact (LLSI) munition launcher. This product was already in CBP's inventory, and approved for law enforcement use by CBP's Law Enforcement Safety and Compliance (LESC) directorate.

Our choice of an available and assessed device accelerated the usual acquisition process. We were able to evaluate, purchase, and deploy the 40mm LLSI device ahead of schedule.

CBP's LESC directorate evaluated the 40mm LLSI device for use in the maritime environment with help from our National Marine Training Center in Florida. They also trained AMO's Less-Lethal Instructors on the knowledge and skills needed to deploy the device.

To date, 10 40mm LLSI devices have been deployed to marine units in the Southeast Region, where our Marine Interdiction Agents have one more tool to respond to the threat of non-compliant boardings.

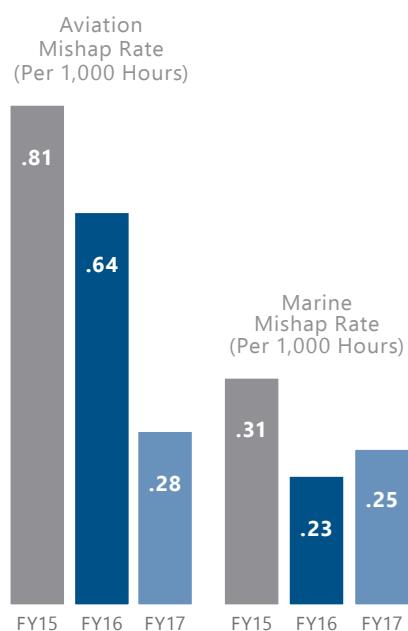
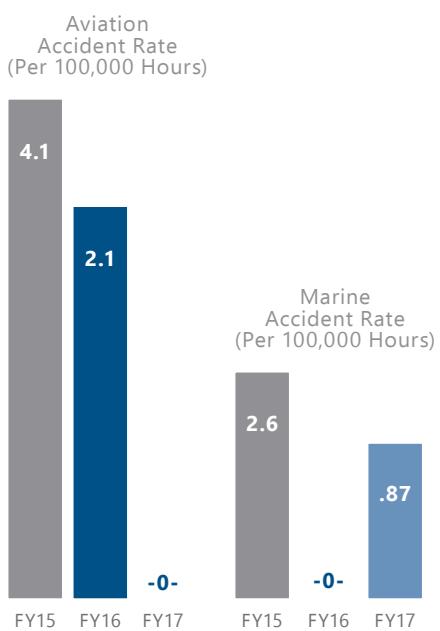


CBP permits the use of warning shots and disabling fire in the maritime environment when objectively reasonable and in accordance with CBP's Use of Force policy. The level of force reflects a totality of circumstances, including the presence of imminent danger to Air and Marine Agents. In FY 2017, we conducted a trial of vessel-mounted cameras to record our underway encounters. Tests at the San Diego and West Palm Beach Marine Units concluded that cameras mounted to vessels record a 360° field-of-view that does not meet the intent of recording the perspective of Marine Interdiction Agents with a 150° range of the human visual field. For complete transparency and accuracy, we are now participating in CBP's trials of waterproof body-worn cameras that provide a 143° field of view. ▲



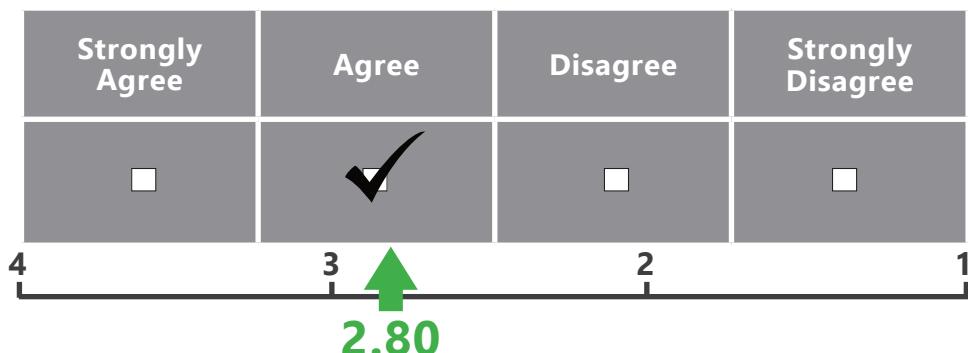
AMO believes that a strong safety culture has the greatest single impact on incident reduction. We also prepare our agents for when mishaps and accidents may happen, like water survival training should our pilots experience an unanticipated landing.

► Photos by James Tourtellotte





FY 2017 Overall Annual Safety Climate Survey Rating



Our annual safety climate survey is a way to measure what our employees think about AMO's safety culture.

This measure tracks many different categories, which include:

- Commitment to Safety
- Awareness of Risk
- Adherence to Standards
- Adaption to Change
- Lessons Learned

In 2017, 46% of our employees responded to the survey. The 22 questions addressed Headquarters and the field. Respondents shared their concerns about maintenance, fatigue, and other safety issues.

Year-round, AMO employees can use our voluntary safety reporting system to address issues as they happen. In FY 2017, employees used the Air and Marine Safety Action Program to log 61 reports.

Several air-related reports flagged HGU-56 helmets for poor visibility, headaches, and speaker/mic issues. In response, we arranged for the vendor to make field visits and correctly fit users onsite.

One of our mariners reported an issue with the touchscreens on our interceptor vessels. He could not select navigation options and sometimes the display would go blank. Starting with his report, we were able to research if this was an isolated or nationwide incident.

Sample Survey Extracts

- Branch leadership is constantly mindful of risks and hazards that can directly or indirectly endanger our people and assets
- Branch leadership is genuinely committed to safety and provides adequate resources to serve this end
- I trust my branch leadership to properly and effectively handle any hazards or safety concerns that I report
- AMO cultivates an atmosphere where people have confidence to report safety concerns without fear of blame or retribution
- AMO learns from its mistakes and makes required changes
- When mishaps occur, AMO is understanding of human errors, coaches at-risk behavior, and disciplines gross negligence or reckless behavior





In FY 2017, we rebooted AMO's Unit Inspection and Unit Maintenance Inspection programs. We improved the training we give our inspectors, streamlined our items of inspection, and focused on compliance versus best practices. We exceeded our goal of three Unit Inspections in FY 2017 and completed five, with a sixth postponed for FY 2018 due to scheduling conflicts with disaster recovery efforts in Houston and Puerto Rico. We also completed 17 Unit Maintenance Inspections to ensure that our national maintenance contractor was in compliance with the contract. These programs are a priority for AMO leadership and supported with extensive funding and staff. ►



2017 Commissioner's Award

AMO's Safety and Risk Management Division Team was recognized for **Distinguished Service to Safety**.

Keley Hill

Director, Safety and Risk Management Division Team, Headquarters

Adam Cowan

Marine Interdiction Agent, Headquarters

Russell Gellerson

Air Interdiction Agent, Headquarters

Augusto Reyes

Marine Enforcement Officer, Headquarters

James Mills

Air Interdiction Agent, Manassas Air Branch

The Safety and Risk Management Division team completed revisions to our formal risk assessment process, resulting in new and cutting-edge procedures for identifying threats and reducing risks for all CBP aircraft and vessels. This new risk management tool has increased AMO's safety by allowing more comprehensive identification of hazards and risks during missions.

This team created an agency-wide voluntary safety reporting system that provides a confidential method for our employees to provide information and feedback so improvements can be made before they result in accidents. The team uses a contractor to manage feedback so information can be submitted anonymously from any Internet connection. This resource has allowed our workforce to learn and develop from others and contribute to increased safety.

The team developed and introduced an annual safety climate survey to increase safety awareness and build a stronger safety culture. Nationwide, 46% of AMO employees participated in the survey, enabling leadership to obtain valuable feedback from personnel regarding climate and culture. This has proven to be vital in establishing and maintaining a strong organizational safety culture through employee engagement and management accountability.

These improvements were developed using organic resources and existing contracts, with no additional costs to AMO.

CBP is facing an agency-wide challenge to meet authorized staffing levels.

AMO, U.S. Border Patrol, and the Office of Field Operations need to recruit highly qualified applicants who can perform CBP's mission-critical operations.

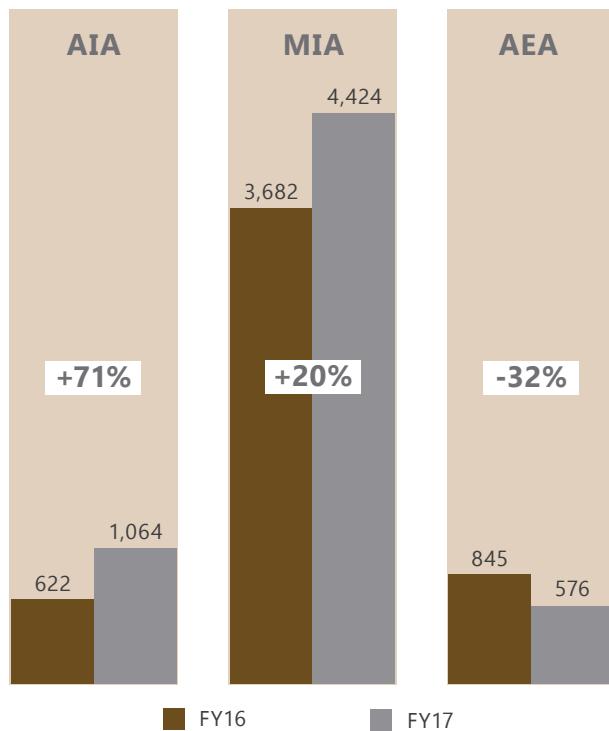
AMO has the additional challenge of recruiting for our particularly specialized workforce.

We train all of our new Air and Marine Agents to become full-time law enforcement agents through our 73-day Air and Marine Basic Training Program at the Federal Law Enforcement Training Center in Georgia.

FY 2016 / FY 2017 AMO Applications

We saw an increase in Air Interdiction Agent and Marine Interdiction Agent applications when we streamlined our outreach efforts to target events where our recruiters were most likely to meet licensed pilots and mariners.

Aviation Enforcement Agent applications adjusted to a planned decrease in available vacancies for this position in FY 2017.



We require all of our Air and Marine Agents to be specially qualified from Day 1 to perform the technical aspects of a pilot or mariner occupation, and to be certified as required by law.

In FY 2017, AMO streamlined our recruiting efforts to target events where our recruiters were most likely to meet licensed pilots and mariners.

For example, with our renewed focus on air shows, we drew a 71% increase in pilot applicants for Air Interdiction Agent positions, concurrent with a 71% cut in excess commitments.

Air Interdiction Agent Special Qualifications

1. Current Federal Aviation Administration Commercial Pilot or Airline Transport Pilot Certification, with one of the following ratings:
 - Dual-rated – Airplane (single-engine land or multi-engine land) with instrument & Rotorcraft Helicopter with instrument
 - Airplane-rated – Airplane (single-engine land or multi-engine land) with instrument
 - Helicopter-rated – Rotorcraft Helicopter with instrument
2. Federal Aviation Administration Medical Certificate First Class, within 12 months of issued date
3. 1,500 hours total flight time – within these hours, applicants must count:
 - 250 hours as Pilot-in-Command
 - 75 hours instrument
 - 75 hours night
 - 100 hours total within last 12 months at time of application

Hiring Update

AMO is authorized to waive our 1,500 flight hour requirement down to 1,125 hours for current civil service employees. And, you can apply with just 750 hours if you have military or other specialized experience like night vision or overwater flight time, or flight instructor experience with complex aircraft; then, you can work towards the remainder of your flight time while moving forward in our application process.



AMO is authorized approximately 550 Air Interdiction Agent billets. We recruit from civilian and military pilot communities. We are an equal opportunity employer. CBP and AMO offer a competitive salary and benefits package. ►

Financial and Job Security

- Paid personal and sick leave
- 10 paid holidays per year
- Paid job-related training
- VA benefits for approved on-the-job training programs
- Employee assistance program
- Transportation subsidy

Health Benefits

- Federal Employee Health Benefits Program
- Federal government pays up to 75% of medical premiums
- Federal Dental and Vision Program
- Federal Flexible Spending Account Program
- Federal Long Term Care Insurance Program

Retirement and Insurance Benefits

- Thrift Savings Plan with up to 5% matching contributions
- Federal retirement plan
- Credit for military service
- Law enforcement retirement benefits
- Federal Employees Group Life Insurance





The National Frontline Recruitment Command is at the forefront of solving CBP's hiring challenges.

This special division in CBP's Office of Human Resources Management is responsible for agency-wide recruitment strategies and efforts.

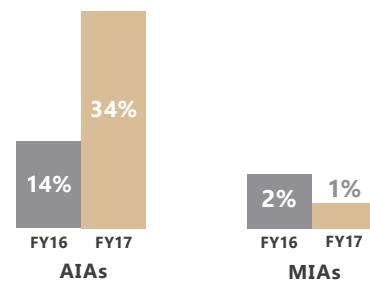
The team consists of agents and officers from AMO, U.S. Border Patrol, and the Office of

Field Operations, who represent the unique needs of CBP's components. We maintain an Air and Marine Agent on part-time, collateral duty as our team liaison on a rotating basis.

In FY 2017, we added a second agent assigned to full-time duties onsite at the National Frontline Recruitment Command. Our enhanced presence on the team

has enabled us to implement an Air and Marine Agent applicant hotline and other helpful services to guide candidates through a complex hiring process.

Learn more about AMO and joining our team at <https://www.cbp.gov/careers>



FY 2016 / FY 2017 Applicant Viability

AMO's targeted outreach has resulted in increased applicant viability. 34% of our Air Interdiction Agent candidates met or exceeded the required special qualifications at time of application.

Only 1% of Marine Interdiction Agent candidates applied with the required special qualifications.

Marine Interdiction Agent Special Qualifications

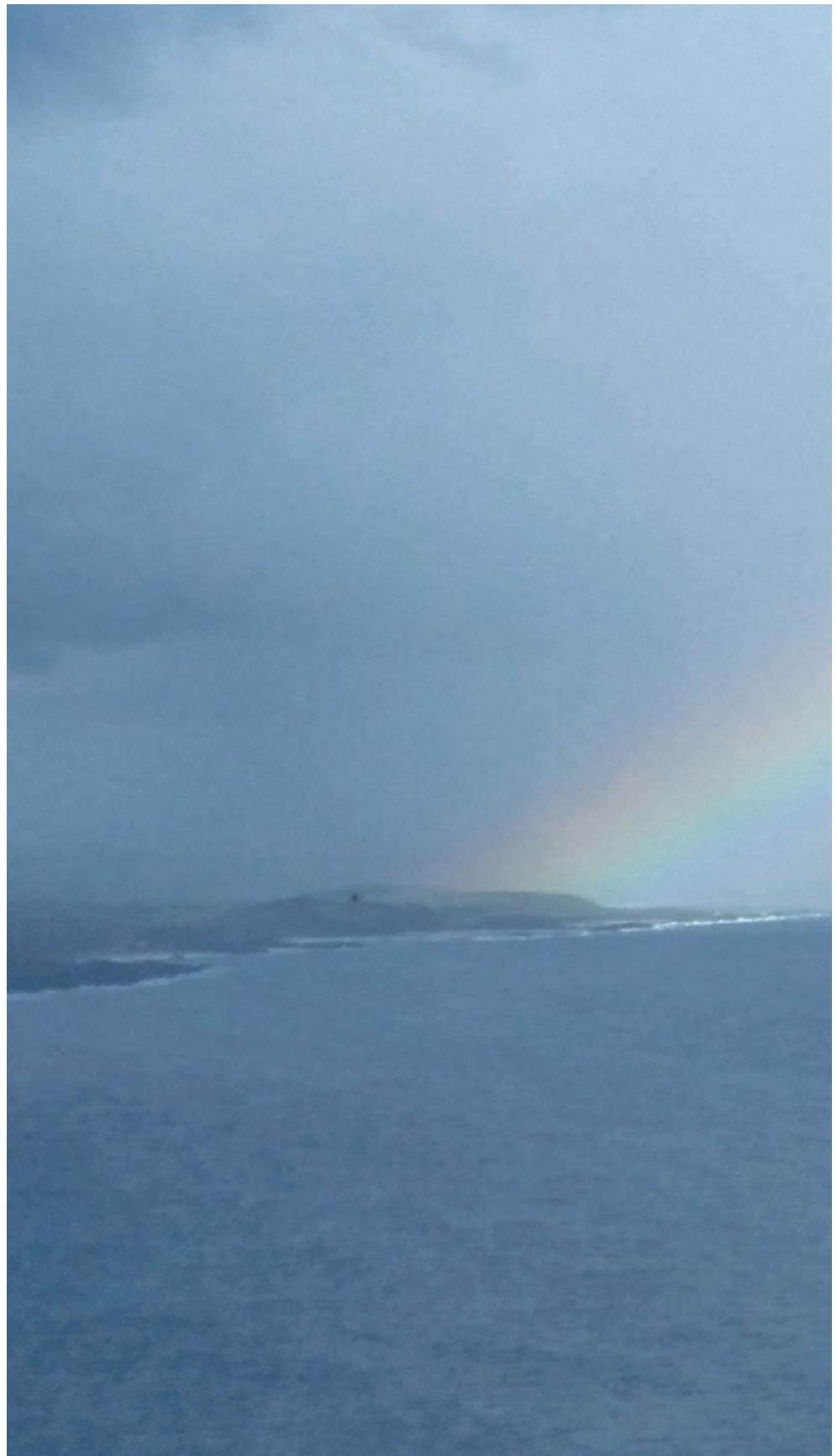
1. Valid U.S. Coast Guard-issued vessel license, with one of the following credentials:
 - Masters License (any tonnage)
 - Operator of Uninspected Passenger Vessel License
 - Deck Mates License (Chief Mate, Second Mate, Third Mate) greater than 200 gross tons
 - Deck Mates License (Chief Mate, Second Mate, Third Mate) 200 gross tons or less (Near Coastal and Offshore)





A Caribbean Air and Marine Branch aircrew returns to base after delivering hurricane relief to the people of Puerto Rico.

► Photo by Tony Blackburn





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.

