



2018 Annual Review



U.S. Customs and
Border Protection

Air and Marine
Operations



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**AIR AND MARINE OPERATIONS
IS A FEDERAL LAW ENFORCEMENT
ORGANIZATION DEDICATED
TO SERVING AND PROTECTING
THE AMERICAN PEOPLE**



Message from the Executive Assistant Commissioner

I am pleased to present the Air and Marine Operations (AMO) Annual Review, Fiscal Year 2018 edition. This year's achievements, milestones, and award winners demonstrate commitment to safety and operational excellence. One incredible example is the P-3 aircraft represented on the cover of this year's Annual Review.

In Fiscal Year 2018, AMO's National Air Security Operations P-3 program was instrumental in the disruption of the most cocaine in the history of the program's existence — 258,296 lbs of cocaine were disrupted as a result of the illicit traffic our P-3 aircrews detected and tracked beyond our nation's borders. While that is an impressive feat, it was done in a year when the U.S. government's overall cocaine seizures declined. The dynamic of those two facts is a significant statement on the effectiveness by which AMO manages and safely uses our unique resources against threats.

I truly believe in the philosophy that safe and effective operations can be conducted simultaneously. In 2018, I introduced the initial elements of AMO's Safety Management System, a comprehensive approach to safety that combines the very best safety practices that have proven effective across diverse organizations and industries. I am excited and encouraged by the safety innovation and adaptation being developed and implemented at our organization.

Thank you for your continued support and investment in AMO's mission to secure our homeland.



Edward E. Young
EXECUTIVE ASSISTANT COMMISSIONER
AIR AND MARINE OPERATIONS



Edward E. Young
EXECUTIVE ASSISTANT
COMMISSIONER

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



Stephen A. Boyer
DEPUTY EXECUTIVE
ASSISTANT COMMISSIONER

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



Kimberly J. Garcia
CHIEF OF STAFF
HEADQUARTERS

Ms. Garcia has served in this role since June 2018, appointed from her position as Deputy Director of the Air and Marine Operations Center



Dennis J. Michelini
EXECUTIVE DIRECTOR
OPERATIONS

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



Keith M. Jones
EXECUTIVE DIRECTOR
SOUTHWEST REGION

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



Eric S. Rembold
EXECUTIVE DIRECTOR
SOUTHEAST REGION

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



John W. Priddy
EXECUTIVE DIRECTOR
NORTHERN REGION

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



Trevor A. Blow
EXECUTIVE DIRECTOR
MISSION SUPPORT

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



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

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



Jonathan P. Miller
ACTING EXECUTIVE
DIRECTOR NATIONAL AIR
SECURITY OPERATIONS

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



Richard T. Booth
EXECUTIVE DIRECTOR
AIR AND MARINE
OPERATIONS CENTER

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



1 MISSION

Air and Marine Operations (AMO) is authorized by Congress to detect, interdict, and prevent acts of terrorism and unlawful movements of people, illicit drugs, and other contraband across the borders of the United States.

587
AIR
INTERDICTION
AGENTS

339
MARINE
INTERDICTION
AGENTS

217
AVIATION
ENFORCEMENT
AGENTS

508
OPERATIONS AND
ADMINISTRATIVE
SUPPORT STAFF

Air Interdiction Agents

587 agents pilot our fixed-wing and rotary-wing aircraft. AMO’s aviators conduct patrol, surveillance, and pursuit activities to intercept suspect persons, conveyances, and contraband at and beyond the border and within the interior. Their responsibilities include air-to-ground interdiction of people and conveyances illegally crossing land borders; air-to-air interdiction of aircraft illegally crossing borders in the air; and air-to-water interdiction of people and vessels illegally crossing maritime borders.

Marine Interdiction Agents

339 agents command our vessels. AMO’s mariners conduct overt and covert enforcement operations tracking behavior patterns and activities of suspect persons, conveyances, and contraband, gathering evidence of illegal maritime activity. They perform vessel boardings and inspections, and conduct intercepts at high speeds under extreme conditions. Their responsibilities include interdictions on inland waterways and in coastal areas of people and conveyances illegally crossing the nation’s borders.

Aviation Enforcement Agents

217 agents operate AMO’s 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 and deploy to arrest, apprehend, and seize illicit goods. They serve as aircrew rifle operators and conduct fast-rope, rappel, and hoist operations for search and rescues. They work together with AMO’s aviators and mariners to coordinate interdiction and surveillance operations and intercept threats to the United States.

Operations and Administrative Support Staff

508 operations and administrative support staff are key members of a team dedicated to serving and protecting the American people. They are AMO’s Management and Program Analysts, Mission Support Specialists, Detection Enforcement Officers, Intelligence Research Specialists, Flight Engineers, Aviation Maintenance Officers, Budget Analysts, Logistics Management Officers, and more.





Interdiction

CORE COMPETENCY

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. Our agents 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.

Protecting the American People

U.S. Customs and Border Protection (CBP) is America’s first line of defense against criminals at and beyond our nation’s borders.

AMO is a federal law enforcement agency within CBP, serving as the nation’s experts in aviation and maritime law enforcement.

Domestically, AMO’s three areas of responsibility across the United States are divided into Southwest, Southeast, and Northern Regions.

TOTAL HOURS

✈️ **FLIGHT HOURS** 95,801
 🛫 **UNDERWAY HOURS** 36,110

Air and Marine Agents work in close partnership with U.S. Border Patrol and other federal, state, and local agencies to seize illicit goods and apprehend illegal aliens from the air, at the land border, and within our nation’s interior. At sea, AMO’s agents respond to shifting threat vectors created by smugglers attempting to elude the law enforcement presence at our nation’s land borders.

We forward-deploy beyond the border to the Source and Transit Zones, on international joint operations targeting the high-traffic waterways between South and North America. These international joint operations efficiently disrupt smugglers before they can reach the United States, taking place over smuggling routes that move approximately 84% of all cocaine destined for the United States.

Maximizing Our Effectiveness

To successfully interdict smugglers, Air and Marine Agents must be in the right place at the right time.

We track our Reconnaissance, Surveillance, Targeting, and Acquisition (RSTA) flight hours—those flown on missions that employ observation aircraft with direct interdiction support to agents on the ground—to measure the extent that AMO’s missions are driven by actionable intelligence.

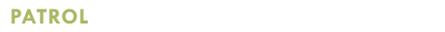
RECONNAISSANCE, SURVEILLANCE, TARGETING & ACQUISITION MISSIONS



93% PATROL
7% ACTIONABLE INTELLIGENCE

We define actionable intelligence as information on future events from confidential human sources AMO recruited, or our partner agencies, indicating a specific time and place to task our manpower and launch air and marine assets. That is in contrast to a real-time response to ongoing activities while on patrol. Like your local police officer walking the streets, the presence of Air and Marine Agents on patrol in the air and over land and water helps deter criminal behavior.

ENFORCEMENT OUTCOMES



27% APPREHENSIONS, ARRESTS, SEIZURES

73% DETERRENCE / OFFICER PRESENCE

ENFORCEMENT OUTCOMES ACTIONABLE INTELLIGENCE



20% APPREHENSIONS, ARRESTS, SEIZURES
80% NO DIRECT OUTCOME



We measure enforcement outcomes of RSTA missions to gauge our level of return on actionable intelligence; tracking apprehensions, arrests, and seizures of conveyances, weapons, currency, and drugs.

ENFORCEMENT OUTCOMES APPREHENSIONS, ARRESTS, SEIZURES PATROL AND ACTIONABLE INTELLIGENCE



COCAINE
 61,545 lbs
 160,052 lbs



MARIJUANA
 115,774 lbs
 15,917 lbs



ECSTASY
 0 lbs
 6 lbs



HEROIN
 90 lbs
 54 lbs



METH
 431 lbs
 270 lbs



CURRENCY
 \$2,096,122
 \$1,175,787



WEAPONS
 53
 118



CONVEYANCES
 376
 64



ARRESTS
 553
 188



APPREHENSIONS
 44,879
 847



The Southwest Region

This region's key feature is the U.S.–Mexico border.

SOUTHWEST REGION HOURS

✈️ **FLIGHT HOURS**47,681
 🚁 **UNDERWAY HOURS**5,879

Four states—California, Arizona, New Mexico, and Texas—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.

LOCATIONS

SAN DIEGO AIR AND MARINE BRANCH

- BROWN FIELD AIR UNIT
- RIVERSIDE AIR UNIT
- SACRAMENTO AIR UNIT
- SAN DIEGO MARINE UNIT

YUMA AIR BRANCH

TUCSON AIR BRANCH

- SIERRA VISTA AIR UNIT

EL PASO AIR BRANCH

- ALPINE AIR UNIT
- DEMING AIR UNIT

UVALDE AIR BRANCH

- DEL RIO AIR UNIT

LAREDO AIR BRANCH

- SAN ANTONIO AIR UNIT

MCALLEN AIR AND MARINE BRANCH

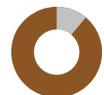
- BROWNSVILLE MARINE UNIT
- CORPUS CHRISTI MARINE UNIT

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

ENFORCEMENT OUTCOMES SOUTHWEST REGION AND ALL OTHER AMO REGIONS



COCAINE
2,525 lbs



MARIJUANA
263,257 lbs



ECSTASY
51 lbs



HEROIN
447 lbs



METH
7,430 lbs



CURRENCY
\$7,351,751



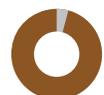
WEAPONS
281



CONVEYANCES
463



ARRESTS
925



APPREHENSIONS
39,828



FENTANYL
154 lbs



McAllen Air and Marine Branch

EAC'S AWARD WINNER | UNIT AWARD FOR EXCELLENCE

The McAllen Air and Marine Branch maintains one of our most diverse workforces, comprising AMO personnel and U.S. Border Patrol and maintenance staff. McAllen was hindered by weather and unscheduled aircraft maintenance-related obstacles in 2018, but overcame adversity and led itself to a mid-year increase in allocated flight hours: more than 4,300 flight hours and 1,300 underway hours. The branch seized approximately 16 tons of marijuana; 2,300 lbs of meth; 514 lbs of cocaine; 48 lbs of heroin; and over \$2 million in U.S. currency. Operating in the busiest area along the southwest border, McAllen's efforts have led to the apprehension of more than 13,000 illegal aliens—the highest apprehension rate in the nation. McAllen maintained its high operational tempo throughout the year while also training 10 new agents with only two AS350 instructor pilots and four mentor pilots. ■



The Southeast Region

This 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.

SOUTHEAST REGION HOURS

✈️ **FLIGHT HOURS** 12,904
 🚢 **UNDERWAY HOURS** 21,436

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.

LOCATIONS

NEW ORLEANS AIR AND MARINE BRANCH

- HOUSTON AIR UNIT
- GALVESTON MARINE UNIT
- GULFPORT MARINE UNIT
- HOUMA 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

CARIBBEAN AIR AND MARINE BRANCH

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

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.

ENFORCEMENT OUTCOMES SOUTHEAST REGION AND ALL OTHER AMO REGIONS



The Northern Region

This 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.

NORTHERN REGION HOURS

✈️ FLIGHT HOURS 18,346
 🚢 UNDERWAY HOURS 6,537

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

LOCATIONS

BELLINGHAM AIR AND MARINE BRANCH

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

GREAT LAKES AIR AND MARINE BRANCH

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

MANASSAS AIR BRANCH

- HOULTON AIR UNIT
- PLATTSBURGH AIR UNIT
- NEW YORK AIR UNIT

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

ENFORCEMENT OUTCOMES NORTHERN REGION AND ALL OTHER AMO REGIONS



COCAINE
1,447 lbs



MARIJUANA
7,485 lbs



ECSTASY
10 lbs



HEROIN
257 lbs



METH
442 lbs



CURRENCY
\$14,778,916



WEAPONS
208



CONVEYANCES
91



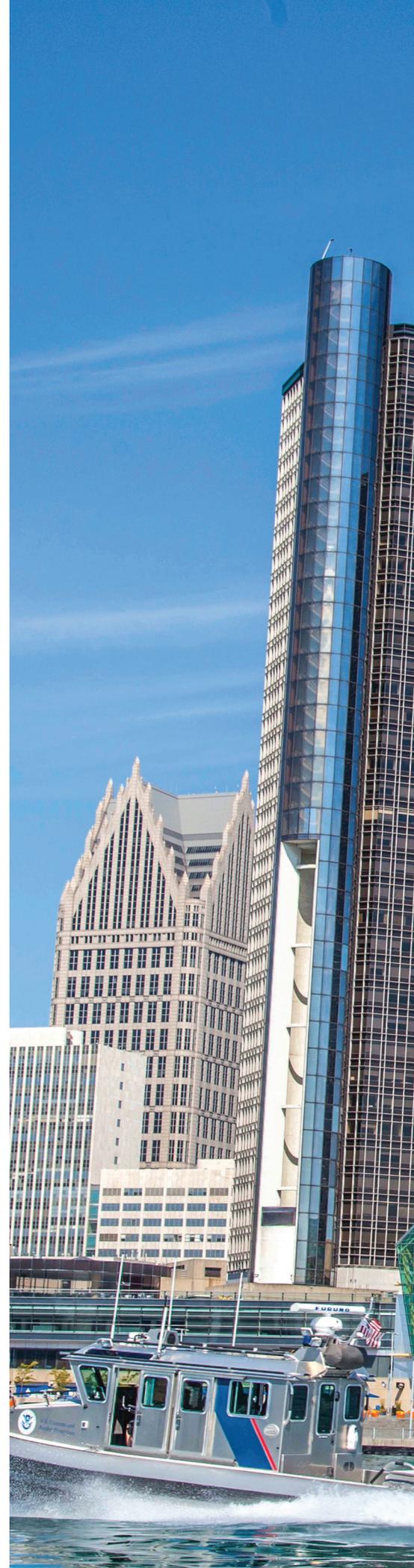
ARRESTS
365



APPREHENSIONS
689



FENTANYL
157 lbs





Air, Sea, and Land

Our Air and Marine Agents work closely with their fellow CBP law enforcement officers in the U.S. Border Patrol and other federal, state, and local agencies to secure our borders between the ports of entry.

Joint AMO operations with our law enforcement partners are a daily and nightly occurrence, like one from the Southwest Region's San Diego area of operations in November.

On a dark and early Thursday morning, a Multi-Role Enforcement Aircraft maritime patrol aircrew from our San Diego Air and Marine Branch detected a "lights-out" suspect on the ocean's surface.

Smugglers set sail after midnight and darken their navigation lights hoping to evade law enforcement on the land and sea. Their tactics are no match for the sophisticated sensor technology aboard AMO's aircraft and vessels as well as our skilled Air and Marine Agents.

Heading northeast, the vessel was identified as a 21' single-outboard recreation-style cuddy cabin boat. Our aircrew sent this information to our San Diego Marine Unit which launched Coastal Interceptor Vessels to interdict the suspect track of interest.



Meanwhile, Air and Marine Agents kept our interagency partners in the San Diego Regional Coordinating Mechanism (ReCOM) informed of the track of interest and regularly sent updates on its position, course, and speed to all ReCoM partners.

ReCoMs are a formalized group composed of CBP, the U.S. Coast Guard, and other law enforcement partners to form an "all-threats" interagency approach to maritime law enforcement. In San Diego, the group shares intelligence, plans strategies, and uses interagency operations to target the threat of transnational crime along the Southern California coastal border.

For this operation, San Diego's Joint Harbor Operations Center coordinated the launch of a small U.S. Coast Guard boat from Station San Diego standing by at Coronado Island to assist if needed.

Even with our advanced technology and skills, sometimes we just have to outsmart the criminals targeting our shores. At about 2:30 a.m., the suspect vessel turned back south abruptly after its position was being relayed over radio. Air and Marine Agents simply switched frequency, and after 2:38 a.m., the suspect was back on course and Air and Marine Agents were vectored for intercept.



Air and Marine Agents halted and seized the vessel without incident. On board were eight persons: two male Mexican national principals, two male and one female Chinese national passengers, and three male Mexican national passengers.

Air and Marine Agents requested U.S. Border Patrol support to turn over the illegal aliens. Border Patrol agents transported the principals and passengers to San Clemente Station for processing.

A Common Operating Picture

In the Northern Region, AMO's Bellingham Air and Marine Branch is sharing new technologies with our international border security partners in the Pacific Northwest.

SIGNALIS is an integrated maritime cross-border surveillance system between the U.S. and Canada. For the first time, there is now a shared common operating picture with the Royal Canadian Mounted Police and the Puget Sound ReCOM.

In Fiscal Year 2018, SIGNALIS was used on six ReCoM operations to great success, including the arrest of a Canadian citizen smuggling cocaine into British Columbia on U.S. waterways. Arrests were made and contraband was seized in both countries for a successful maritime and landside joint operation.



Actionable Intelligence

AMO takes initiative to gather the actionable intelligence that places our Air and Marine Agents in the right place at the right time.

Operation Full Court Press is an on-going surge operation that focuses on using intelligence to combat maritime drug trafficking organizations transporting drugs through areas of the Caribbean Sea which have a historically limited law enforcement presence.

Spanning 10-day deployments on a rotating schedule, our Southeast Region forward-deploys maritime patrol aircrews to strategic sites to detect and monitor maritime smuggling vessels, coordinate their interdiction, and collect law enforcement intelligence.

AMO's Southeast Region is the lead agency component on this operation and has been the central control element for the duration of *Operation Full Court Press*. In full, the operation joins AMO's interdiction assets with the U.S. Coast Guard and the Department of Defense, along with intelligence and investigative information from U.S. Immigration and Customs Enforcement, Panama Express North Strike Force, and Joint Interagency Task Force South.



Successful *Full Court Press* missions lead to enforcement outcomes like those in a May 2018 mission led by a Multi-Role Enforcement Aircraft aircrew from our Jacksonville Air and Marine Branch.

The aircrew launched from a forward-deployed site to patrol the waters between Jamaica and Haiti. They quickly detected a 30' twin-engine "go-fast" vessel with multiple packages aboard about 60 nautical miles northeast of Jamaica.

Air and Marine Agents coordinated interdiction with U.S. Coast Guard District 7 and the Jamaican Defense Forces, who recovered 82 bales of marijuana weighing 3,143 lbs. In total, this is the second-largest marijuana seizure in the Jamaica-Haiti gap in the past five years.

Operation Albatros

While our Southeast Region seizes substantial amounts of drugs, it is AMO's National Air Security Operations P-3 program that is responsible for most of AMO's cocaine enforcement outcomes.

AMO's P-3 aircrews operate in the Source and Transit Zones where drugs either originate or traverse illicit routes to the United States.

It is important to understand that the illegal drug trade is a massive



disruption to the rule of law, the economy, and the public safety in these source and transit nations.

There are several countries who are welcoming international assistance from AMO's P-3 program to combat the drug trade close to their shores.

When P-3 aircrews deploy from Ecuador, Panama, Colombia, and Mexico, joining them aboard are host-nation riders from the local military and law enforcement communities. Host-nation riders coordinate local intelligence and interdiction assets for endgame support and build trust between us and the counterdrug efforts developing in these nations.

AMO's *Operation Albatros* focuses on building and strengthening a partnership with Mexico. Our P-3 aircrews deploy with host-nation riders from Mexico's Secretaría de la Marina who coordinate their nation's navy and marine forces.

This highly successful operation has resulted in more than 800 hours of maritime enforcement flights with more than 44,000 pounds of cocaine seized or disrupted, and the arrests or apprehension of 26 suspected narcotraffickers. It is a significant link between countries united in the fight against the drug trade along our shared border.



Beyond the Border

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

LOCATIONS

.....
NATIONAL AIR SECURITY OPERATIONS CENTER – JACKSONVILLE

NATIONAL AIR SECURITY OPERATIONS CENTER – CORPUS CHRISTI

AMO's P-3s are high-endurance, specialized airframes designed to detect, track, and coordinate the interception of aircraft and vessels.

Our Airborne Early Warning (AEW) P-3s are the world's only dedicated law enforcement AEW aircraft. These planes are distinguished by a 360-degree APS-145 radar (known as "The Dome") enabling covert extended-range detection and tracking for sustained patrols, for durations as long as 12 hours.

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



AMO's P-3 missions support CBP's global engagement strategy. We are members of Joint Interagency Task Force South, a 15-nation coalition of international law enforcement agencies that coordinate operations to disrupt the shipment of drugs from the Western Hemisphere's 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 the Source and Transit Zone include Peru, Panama, Costa Rica, Curaçao, and Puerto Rico.

JIATF SOUTH HOURS

➤ **FLIGHT HOURS** **6,249**

In 2018, AMO deployed to a site in Ecuador and gained an important international ally. The first few weeks of this partnership led to disruptions of approximately 7,000 lbs of cocaine in strategic areas off the coast of South America.

Fiscal Year 2018 was a record year for cocaine disruptions. AMO's National Air Security Operations Centers disrupted 258,296 lbs of cocaine—the P-3 program's most successful year in AMO's history.

Because AMO's Southeast Region also conducts operations in foreign and international waters, the total number of enforcement results in



this area is 271,255 lbs of cocaine disrupted with the efforts of Air and Marine Agents in 2018. The estimated value of the drug cartels' lost profits is more than \$2 billion.

Detection, Tracking, Disruption

An ordinary day on a P-3 mission finds AMO's aircrews on a search for smugglers over remote areas of open water, like 400 nautical miles southwest of Liberia, Costa Rica, where a P-3 aircrew based in Florida assisted the El Salvadoran Navy with detecting, tracking, and intercepting a suspect low profile vessel (LPV) in October 2018.

LPVs are nearly invisible to the eye, painted to blend in with the ocean surface and built to ride low in the water for reduced radar signatures. This LPV was 60' with a small crew of Colombians and four engines to power it to its destination.

Our P-3 aircrew was able to convert a visual target, reported by another maritime patrol aircraft, to a radar contact for extended-range tracking. AMO's covert capabilities gave our El Salvadoran partners the time and information to position for intercept without alerting the suspects.

Inside the LPV's camouflaged hull, the El Salvadoran Navy uncovered a haul of contraband totaling 4,405 lbs of cocaine.



ENFORCEMENT OUTCOMES
FOREIGN & INTERNATIONAL WATERS
FISCAL YEAR 2018 AND PRIOR YEAR



COCAINE
271,255 lbs
229,422 lbs



MARIJUANA
30,649 lbs
29,400 lbs



METH
172,052 lbs
39 lbs



CURRENCY
\$483,898
\$200,778



ARRESTS
110
74



WEAPONS
10
12



AIRCRAFT
0
2



VESSELS
18
57



VEHICLES
3
7



Investigation

CORE COMPETENCY

AMO's 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 crews and assets.

Defeating Criminal Networks

AMO conducts and supports criminal investigations in the air and maritime domains—our areas of expertise.

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

Interdiction is sometimes just the beginning of AMO’s mission to intercept, disrupt, and apprehend smugglers. When we conduct investigations, we can further discover connections to the criminal networks who finance smugglers who traffic drugs, weapons, and illegal aliens.

We can make these connections by pairing our agents’ expertise and technical skills with the capabilities of our air and marine assets. Together, we excel at confidential human source development, cyber and technical collection, video down-link and distribution, undercover operations, and electronic tracking and monitoring.

AMO partners with U.S. Border Patrol at the border and works with HSI and other federal, state, and local law enforcement agencies within the interior to apply our advanced surveillance techniques and covert airborne surveillance. The efforts of our Air and Marine Agents have proven critical to the disruption of transnational criminal organizations within the United States and beyond.

Opened Investigative Cases

We track the number of cases opened by Air and Marine Agents to measure AMO’s investigative effectiveness. In Fiscal Year 2018, agents opened 26 cases.

OPENED CASES

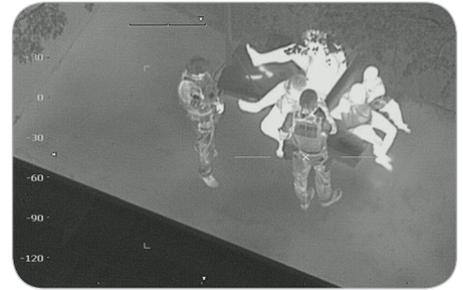


Air and Marine Agents gather intelligence from sources, the results of other interdictions, and from our partner law enforcement agencies; and then open cases to gather evidence. Some cases are turned over to HSI or the Drug Enforcement Administration for further investigation.

Air and Marine Agents can open a case at any of our branches and units in the Southwest, Southeast, and Northern Regions, and at our Air and Marine Operations Center in Riverside, California. In Fiscal Year 2018, we opened aviation and maritime cases at nine locations.

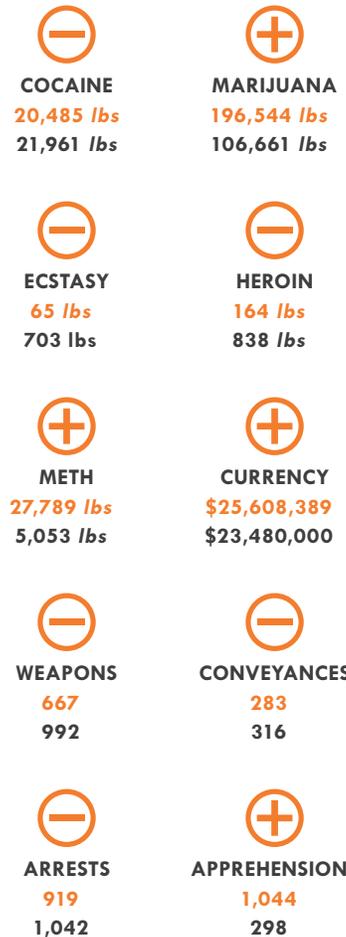
LOCATIONS

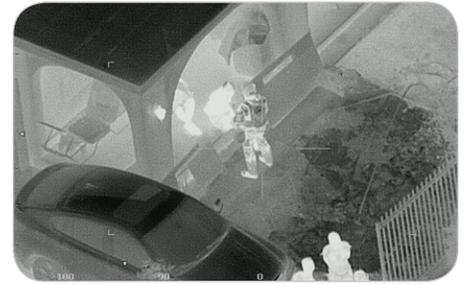
-
- SAN DIEGO AIR AND MARINE BRANCH
- EL PASO AIR BRANCH
- CORPUS CHRISTI MARINE UNIT
-
- JACKSONVILLE MARINE UNIT
- FT. PIERCE MARINE UNIT
-
- BUFFALO AIR UNIT
- BUFFALO MARINE UNIT
- ROCHESTER MARINE UNIT
-
- AIR AND MARINE OPERATIONS CENTER



When assessing the effectiveness of conducting criminal investigations, we measure enforcement outcomes of AMO’s “investigative support” missions. Those are 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 FISCAL YEAR 2018 AND PRIOR YEAR





BEST Results

AMO's air and marine branches have partnerships with federal, state, and local task forces that bring our investigative support capabilities wherever needed.

Our Northern Region branches are principal members of HSI's Border Enforcement Security Task Force (BEST), a program that brings 100 law enforcement agencies together to investigate transnational criminal organizations by merging resources and simplifying information-sharing.

The New York State Department of Transportation was the first agency to identify the tractor-trailer seized with the investigative support of AMO's Great Lakes Air and Marine Branch in July 2018. A commercial vehicle inspector temporarily impounded the big rig for safety violations, and the inspection noted probable signs of criminal use.

HSI's BEST investigated further and collected intelligence that the tractor-trailer was to be used to transport drugs to a destination near Buffalo, New York. With the potential for a controlled delivery, HSI and the Erie County Sheriff's Office contacted our Buffalo Air Unit to leverage AMO's resources.

Most often, AMO's aircrews use the AS350 helicopter for covert airborne surveillance support. This aircraft is retrofitted with electro-optical/infrared sensors and video down-link capabilities. With a service ceiling altitude of 16,000 feet, you will not see or hear us.

Over two days, the Buffalo AS350 aircrew observed a tractor-trailer making regular load stops between Buffalo and Rochester. Then, on the last day, the suspect vehicle began traveling westbound from Buffalo before diverting into an empty lot.

Our cameras recorded two suspects parking and walking away from the vehicle. A short time later, Air and Marine Agents observed a pick-up truck enter the lot and park next to the deserted tractor-trailer.

A third suspect exited this truck with a large duffle bag. He placed his bag in the tractor-trailer's cabin, reached in, and removed a second bag from the cabin. Exchange complete, he returned to his truck with his new bag and drove off.

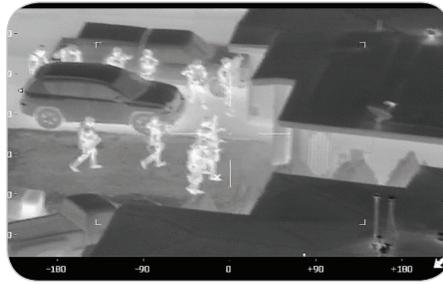
The AS350 aircrew followed him and coordinated with sheriff's deputies to conduct a stop-and-search. They pulled him over and found 37 lbs of cocaine in the bag picked up from the tractor-trailer.

To complete the controlled delivery, Air and Marine Agents returned to the scene of the exchange to watch for the remaining suspects. A short time later, the suspects returned to the "empty" lot and were arrested. Sheriff's deputies found \$644,000 in the duffle bag placed in the cabin. Both vehicles were seized.

AMO's network of law enforcement partners is national. Our Northern, Southeast, and Southwest Regions have different patterns of criminal activity and no two cases are alike. Along the southern border, an HSI request for aerial surveillance of a suspect drug trafficker can start the same as one up north and take a turn, like a case from June 12, 2018.

At 10 a.m., our Laredo Air Branch received a call from special agents at the Houston, Texas, office of the Drug Enforcement Administration with reports a tractor-trailer loaded with narcotics would arrive in San Antonio that evening.

By the afternoon, an AS350 aircrew from our San Antonio Air Unit had launched to pick up surveillance of an 18-wheeler about 40 miles south of the city. Over two hours, Air and Marine Agents followed the vehicle until it stopped in a remote alley on the north side of San Antonio.



AMO maintains aerial surveillance when our partners on the ground approach a suspect. The aircraft's cameras record evidence usable in court by the prosecution, and there is the potential to continue pursuit if a suspect attempts to flee.

That evening in San Antonio, when agents approached and surrounded the tractor's driver's cabin, Air and Marine Agents flying overhead saw the trailer's doors open from inside. Intelligence had indicated narcotics, but the 18-wheeler's cargo was more than 50 illegal aliens jumping out of the trailer and attempting to evade law enforcement on the ground.

With the aid of our AS350 aircrew, HSI agents apprehended 55 illegal aliens, including men, women, and teenagers. The vehicle's driver, a U.S. citizen, was arrested. Human smuggling is punishable by life in prison "or death", a \$250,000 fine, and three years of supervised release.

From the Air and Sea

In the Southeast Region, Marine Interdiction Agents often combine investigative support duties with their responsibilities as the ground agents also making arrests and seizing contraband.

At our Caribbean Air and Marine Branch, *Operation Espinaca* is a joint investigation between AMO and

the Federal Bureau of Investigation, the Bureau of Alcohol, Tobacco, Firearms, and Explosives, and the Drug Enforcement Administration's Organized Crime Drug Enforcement Task Force.

Acting on gathered intelligence in February 2018, Marine Interdiction Agents from our Fajardo Marine Unit in Puerto Rico picked up surveillance of a vessel arriving from the U.S. Virgin Islands.

Earlier in the day, Air and Marine Agents based at our St. Thomas Marine Unit had matched the vessel to the description of a target of interest from *Operation Espinaca*. They initiated and maintained surveillance of the suspects at the local port before handing off to their counterparts in Puerto Rico.

The suspects arrived in Fajardo, hitched their vessel to a waiting vehicle, and began driving into town with the boat in tow under the watchful eye of our Marine Interdiction Agents and interagency investigative partners.

With assistance from the Puerto Rico Police Department, Marine Interdiction Agents conducted a traffic stop of the vehicle, vessel, and an associated cargo van, and performed an extended border search of the suspect vessel.

An Air and Marine Agent's border search authority is derived from Title 19 of the United States Code, which states: "*All persons, baggage and merchandise arriving in the Customs territory of the United States from places outside thereof are liable to inspection by a CBP officer.*" Unless exempt by diplomatic status, all persons entering the United States, including U.S. citizens, are subject to examination and search by customs officers.

Our Marine Interdiction Agents conducted an extensive search of the vessel, finding a hidden compartment located beneath the vessel's fuel tank stashed with 173 lbs of cocaine pressed into 72 bricks. The drugs were seized and turned over to special agents from the Drug Enforcement Administration.

Additionally, concealed in a locker in the vessel's port gunnel, Marine Interdiction Agents found more than 150 cartons packed with 30,400 cigarettes. Illicit cigarette smuggling is a method of tax evasion, where cartons are transported from low-tax areas to a high-tax market for sale and consumption. Our agents arrested the smugglers and turned the contraband over to special agents from the Bureau of Alcohol, Tobacco, Firearms, and Explosives.



Buy → Bust

Air and Marine Branches may have dedicated investigations units, like our McAllen Investigations Unit in the Rio Grande Valley which provides investigative support in high-traffic areas along the southwest border in Texas.

In July 2018, special agents from the Drug Enforcement Administration asked our McAllen Investigations Unit to provide aerial surveillance for a joint undercover “buy/bust” operation in Brownsville, Texas, a border town adjacent to the city of Matamoros, Mexico.

Buy/bust operations involve an undercover agent arranging for suspect drug dealers or buyers to meet for a controlled sale. This buy/bust in Brownsville involved undercover agents posing as drug dealers and arranging the purchase of 330 lbs of cocaine.

The large quantity of drugs for sale meant the suspect could face charges for felony drug trafficking or drug possession with intent to sell or distribute.

In Texas, the penalties for the delivery or possession of more than 400 grams (0.88 pounds) of a controlled substance include life imprisonment or a term of 10 to 99 years and up to a \$250,000 fine.



Air and Marine Agents from the McAllen Air and Marine Branch launched an AS350 helicopter to provide investigative support and follow a target vehicle after the suspect met with the undercover “drug dealers.”

Using the aircraft’s camera and its mapping system, the AS350 aircrew tracked and relayed updates on the target’s location to ground agents.

During their surveillance, Air and Marine Agents identified a second vehicle that met up with the target at a residence. Cameras recorded an exchange before the target departed for the agreed-upon “meet” location, where special agents from the Drug Enforcement Administration were waiting for a take down.

Once the target arrived at the meet, undercover agents made the arrest and seized \$1.38 million in cash.

Preventing Acts of Terrorism

In October 2018, three people were arrested in Croatia on charges filed in the U.S. District Court for the Southern District of New York, including Conspiracy to Violate Maritime Drug Enforcement Laws.

These arrests were the direct result of a Miami Air and Marine Branch interdiction conducted in July 2018 in the southern Caribbean Sea.



This is a groundbreaking case in many ways, primarily because it is the first time the Southern District of New York was able to charge land-based targets with maritime smuggling-related conspiracy (Title 46 of the United States Code).

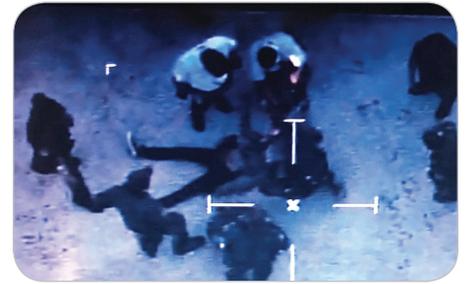
Those charges would not have been possible without the investigative support of Air and Marine Agents.

In July 2018, our Miami Air and Marine Branch deployed a DHC-8 maritime patrol aircrew to facilitate the interdiction of a suspect vessel which had departed South America for a destination in Africa.

Law enforcement officers seized a custom-built 80' low-profile vessel with a 6-man multinational crew transporting 1,375 lbs of cocaine.

This smuggling voyage through the Caribbean Sea was on behalf of the Colombian national David Cardona, a consolidated priority organization target and identified narcoterrorist.

Cardona intended for the drugs to be moved through Africa and then sold in Europe in exchange for weapons, including surface-to-air missiles, which he planned to provide to Ansar al-Din, a foreign terrorist organization linked to al-Qaeda in the Islamic Maghreb.



Until his arrest, Cardona was the leader of a transnational criminal organization annually distributing multi-tons of cocaine throughout the world. In 2009, he was among the first to transport cocaine from South America to West Africa for worldwide distribution. He used drug-related proceeds to support terrorist organizations in African countries such as Mali and Togo.

On October 28, 2018, Cardona was arrested in Croatia together with Gambian and Nigerian nationals. He was extradited to the United States to face charges including *Conspiracy to Violate Maritime Drug Enforcement Laws, Narcotics Conspiracy on Board a U.S. Aircraft, and Firearms Conspiracy.*

Cardona and the other members of his criminal organization were captured in conjunction with the arrival of a U.S.-registered aircraft in Croatia as part of his intentions for a drugs-for-weapons exchange.

Investigators describe that voyage, which departed from Africa, as Cardona's initial "proof of concept" of his general aviation operational capability. The intent was for his organization to ship multiple tons of cocaine by air to Europe for further distribution and sale.

The cocaine shipments would pay, in part, for the arms shipment to Africa on behalf of the militant Islamist group Ansar al-Din. The aircraft's return flight was to include an outbound weapons shipment of Strela-2 surface-to-air missiles, AK-47s, and a long-range precision rifle.

As part of the criminal complaint filed in the Southern District of New York, the Drug Enforcement Administration revealed Cardona informed their undercover agents the planned use of surface-to-air missiles was to shoot down U.S. aircraft operating in Africa.

The investigation continued. With charges related to general aviation smuggling, Air and Marine Agents were called upon to provide their expertise in the air domain.

Weeks later—while our interagency partners were apprehending the 11th co-conspirator in Spain—the post-interdiction investigative work from Air and Marine Agents found that none of Cardona's aircrew were authorized to operate the type of aircraft seized in Croatia.

With AMO's findings, additional charges of *Registration violations involving aircraft not providing air transportation* were referred to the U.S. Attorney's Office.

Cardona was extradited to the United States in January 2019.

Most Wanted

In January 2018, AMO supported U.S. Marshals during the capture of Mario Gonzalez, a figure from Miami's "Cocaine Cowboys" era in the '80s. In the '90s, Gonzalez served time for drugs and assault after a shootout with police at a Miami airport hotel. He was now on the run for crimes after he was released from prison in 2014.

A UH-60 Black Hawk aircrew from the Miami Air and Marine Branch provided video surveillance and Aircrew Rifle Operators for the high-risk fugitive arrest warrant. Air and Marine Agents from our Miami and Key Largo Marine Units embedded with the U.S. Marshals Tactical Commander as down-link video receivers.

The U.S. Marshals team with a K-9 unit located the suspect attempting to flee on an ATV until he realized his escape route was blocked by ground agents. As he fled on foot, AMO's UH-60 Black Hawk aircrew watched him pick a hiding place and relayed his location to the K-9 unit. The dogs flushed the fugitive from under a thick brush and U.S. Marshals made the arrest.



Pedro Marquez

EAC'S AWARD WINNER | AWARD FOR EXCELLENCE IN AVIATION OPERATIONS

Aviation Enforcement Agent Pedro Marquez joined AMO's Miami Air and Marine Branch in 2009. He is the branch's Air Surveillance Team Lead, responsible for intake, scheduling, and coordination of air surveillance support operations. He is also a Tactical Communications Officer, a sensor instructor for AS350 helicopters and DHC-8 aircraft, and an Air Disabling Fire Rifle Operator.

Agent Marquez is the Miami Air and Marine Branch's primary conduit for coordinating surveillance operations, primarily with our interagency law enforcement partners at HSI. Thanks to his initiative, the Miami branch went from flying zero HSI investigative support hours to one of AMO's most active and effective providers of support to HSI today.

Agent Marquez liaises with HSI and our other federal, state, and local law enforcement partners to match their operational requirements with the branch's crew and assets. He is also the Miami Air and Marine Branch's representative on the South Florida High Intensity Drug Trafficking Area Cocaine Strategy Initiative.

This is all possible due to his focus on building and maintaining close professional relationships with law enforcement officers in South Florida, continually planning and balancing upcoming casework. The Miami branch is often visited by local area Special Agents in Charge for the sole purpose of recognizing Agent Marquez and his surveillance team, and letters of gratitude for their efforts are regular briefing items at the branch's roll call.

Agent Marquez does his part to contribute to the professional development of his fellow law enforcement officers. As an instructor at AMO's National Air Training Center, he has been a key developer of courseware and inflight sensor training for foreign nationals. "Recently," says Agent Marquez, "I helped train the first Police Aviation Unit from Uruguay's National Police in the use of FLIR equipment (*forward-looking infrared cameras*) and tactics."

Last year, during AMO's disaster relief efforts for Hurricane Maria,

Agent Marquez volunteered for every available relief mission to Puerto Rico. "I am very proud to have been able bring relief goods to the island—where I am from—as well as bring AMO personnel and other evacuees to Florida." He served as a tactical team member on DHC-8 supply flights from Miami to Puerto Rico, including hours of loading and unloading supplies in austere conditions, welcoming and caring for evacuees, and ensuring safety inflight. He also deployed to the Caribbean Air and Marine Branch for weeks with a UH-60 Black Hawk aircrew. His quiet heroism and devotion to duty saved lives.

Outside AMO, Agent Marquez plans and participates in outreach events in the Miami area, visiting schools to teach kids about AMO's mission and urging students to stay in school and off drugs. ■

SKYPRO

Air and Marine Agents often work with our federal, state, and local partners, but they can initiate their own development of intelligence on air smuggling activity through our SKYPRO program. This requires agents to interact with members of the general aviation community. The 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.



Air and Marine Agents can conduct pilot certificate inspections, during which an agent will ask to see your airman and medical certificates, photo identification, and aircraft certificate of registration. Agents will return these documents to you after examining and verifying. You can expect to always be treated

in a courteous and professional manner. In a circumstance 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.

1-866-AIRBUST

.....
**CALL US IF YOU SEE ABNORMAL AVIATION
OR MARITIME ACTIVITY**



Domain Awareness

CORE COMPETENCY

Domain awareness provides us with a greater situational awareness of our operating environments in the air, marine, and land domains. We use the force-multiplying ability of our 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.

Defining Domain Awareness

Domain awareness is the observation of an operating domain—air, marine, or land—and that domain’s baseline information which adds meaning to what is being observed.

AMO’s domain awareness network is made of sensor systems deployed on aircraft and vessels, and national and international persistent wide-area radar surveillance systems.

Beyond our technology, domain awareness incorporates intelligence and other information from human sources, open investigations, real-time analysis, and more.

One of AMO’s most successful domain awareness capabilities in the land environment is unmanned aircraft equipped with Vehicle and Dismount Exploitation Radar (VADER). We deploy these remotely-piloted assets on law enforcement, search and rescue, and disaster recovery operations.

UNMANNED AIRCRAFT SYSTEMS
 ➔ FLIGHT HOURS 7,942

AMO’s unmanned aircraft crews operate from ground control stations at our National Air Security Operations Centers in Arizona, North Dakota, and Texas.

- LOCATIONS**

NATIONAL AIR SECURITY OPERATIONS CENTER – SIERRA VISTA

NATIONAL AIR SECURITY OPERATIONS CENTER – GRAND FORKS

NATIONAL AIR SECURITY OPERATIONS CENTER – SAN ANGELO

Detections and Apprehensions

With an endurance up to 20 hours, a surface search radar, and a ground-moving target indicator, AMO’s unmanned aircraft provide our law enforcement partners with multiple- or single-target tracking.

We operate unmanned aircraft with VADER from our locations in the Southwest Region, where 96% of AMO’s illegal alien apprehensions were recorded in Fiscal Year 2018.

ENFORCEMENT OUTCOMES
NATIONAL AIR SECURITY OPERATIONS
VADER DETECTIONS / APPREHENSIONS
FISCAL YEAR 2018 AND PRIOR YEAR



VADER is a sensor technology that efficiently detects, locates, and tracks suspect persons and transportation. 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.

Some of AMO’s unmanned aircraft are also 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 over coastal and littoral waters with our international partners in Joint Interagency Task Force South.



AMO’s National Air Security Operations Centers can deploy our unmanned aircraft for surveillance, detection, and investigative operations with federal, state, local, and tribal law enforcement partners.

In Fiscal Year 2018, we conducted unmanned aircraft operations with the Federal Bureau of Investigation and the Bureau of Alcohol, Tobacco, Firearms, and Explosives, as well as with HSI and the U.S. Coast Guard.

Our National Air Security Operations Center in Grand Forks, North Dakota, conducted flights at the request of the Walsh County Sheriff’s Department and the Mandan, Hidatsa, and Arikara Native American Nation, also known as the Three Affiliated Tribes.

AMO’s unmanned aircraft collect unclassified live surveillance data including radar tracks, still frame images, and full motion video. We store this data in encrypted formats, and files not retrieved for evidentiary use are automatically deleted (recorded over) after five years. None of this data contains personally identifiable information.



Air and Marine Operations Center

The Air and Marine Operations Center in Riverside, California, coordinates the interdiction of aviation and maritime tracks of interest with U.S. authorities and international partners.

Established in 1988, the 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 is staffed by our Detection Enforcement Officers, Intelligence Research Specialists, and other experts in the air and maritime domains. They have built strong working relationships with the North American Aerospace Defense Command and the governments of Mexico, Canada, and the Bahamas.

There are two auxiliary facilities:

- The Caribbean Air and Marine Operations Center, Puerto Rico
- The Capital Regional Unit supporting air security and defense operations in Washington, DC



Drug Smuggling in the Air

For decades, smugglers have used general aviation aircraft to bring drugs into the United States in an attempt to evade customs at the ports of entry on our borders.

With the capabilities of the Air and Marine Operations Center, CBP's law enforcement partners within the nation's interior can catch these criminals where they least expect it.

Like a small regional airport in Alton, Illinois, where Detection Enforcement Officers tracked a 6-seat Cessna 210 aircraft for our partners at the Drug Enforcement Administration in November 2017.

Notified by the center, Air and Marine Agents from our Great Lakes Air and Marine Branch were waiting at the airport to conduct a pilot certificate inspection of the suspect. The Drug Enforcement Administration seized \$10,000 in cash from the aircraft and 31 lbs of hydroponic marijuana from a search warrant in New Jersey.

The Air and Marine Operations Center identifies suspect aircraft using a radar processing system that integrates publicly available data and law enforcement sensitive information to create a data set of suspicious behavior. For example, an aircraft flying from Las Cruces,



New Mexico, to Tennessee, one that did not have previous flight history to the West Coast. The Air and Marine Operations Center coordinated with HSI Nashville to conduct covert surveillance on the aircraft's landing at Crossville Airport, Tennessee, in December 2017. The surveillance resulted in 2 arrests and the seizure of 91 lbs of marijuana and \$1,200 in cash.

AMO's sophisticated radars are known for detecting and tracking ultralight aircraft, which fly so close to the ground that they disappear from most radars. These aircraft often launch from Mexico, like the one the Air and Marine Operations Center detected over Mexicali in March 2018. It landed in the United States about three miles from the border in a field north of Calexico, California, where U.S. Border Patrol agents observed a suspect offload a payload and enter a waiting vehicle. Their stop-and-search seized 36 lbs of cocaine, and one of the suspects was identified as a Chinese citizen in the United States illegally.

Our Local Communities

AMO's Air and Marine Operations Center has recently acquired eight additional acres of land on March Air Reserve Base in Riverside with plans to expand the center's facility.

This parcel also presents a great opportunity for us to preserve and display some of our legacy assets from days past, when AMO was known as the U.S. Customs Service's Aviation Program.

The first aircraft to be displayed in 2018 at our new Customs Heritage Park was a C-550 Citation. A King Air C-12C is planned for display in April 2019, along with a historic FPS-26 radar system used to detect suspect aircraft since the 1960s.

We are proud to give back to our communities. In January 2018, the Air and Marine Operations Center was honored by the local chapter of the American Red Cross with a Hero Award for the center's role during the 2017 hurricane season.

In the wake of Hurricanes Harvey, Irma, and Maria, AMO's Air and Marine Operations Center lent its communication services for disaster response and procedural control of air traffic and the coordination of many rescue and relief operations.

During an unprecedented season of three major hurricanes making landfall in the United States, the Air and Marine Operations Center assisted with more than 500 rescue operations after Hurricane Harvey and helped coordinate the delivery of relief supplies to Puerto Rico after Hurricanes Irma and Maria.

These and other examples of using AMO's capabilities in times of need speaks to just how often we conduct critical missions beyond interdiction, intelligence, and domain awareness.

Detection to Interdiction at the Air and Marine Operations Center



DETECTION



ASSESSMENT



INVESTIGATION



463,761

DETECTIONS IN FISCAL YEAR 2018

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

310,094

DETECTIONS IN FISCAL YEAR 2018 REQUIRING AMO ANALYSTS TO ASSESS FOR A LAW ENFORCEMENT RESPONSE

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

1,022

DETECTIONS IN FISCAL YEAR 2018 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.

956

DETECTIONS IN FISCAL YEAR 2018 SUCCESSFULLY RESOLVED

Overall, the Air and Marine Operations Center achieved a 93.5% resolution rate and resolved all 166 suspect border incursions, thereby achieving a 100% resolution rate for the Government Performance and Results Act measure.



RESOLUTION



Steven Paladini

EAC'S AWARD WINNER | AWARD FOR EXCELLENCE IN CONTRACT SUPPORT

AMO's civil servants are supported by highly skilled and capable employees from federal contractors. Mr. Steven Paladini is a lead operations specialist with Organizational Strategies, Inc., supporting the unmanned aircraft flight operations center at our National Air Security Operations Center in Arizona.

Mr. Paladini is known at National Air Security Operations Center-Sierra Vista for readily identifying and addressing road blocks to operational success.

For example, AMO's process for gaining Federal Aviation Administration emergency certificates of authorization (COA)—which grant federal approval to fly our unmanned aircraft in the national airspace—took days for time-sensitive law enforcement events. Mr. Paladini tackled this

impractical delay head-on, closely working with the Federal Aviation Administration's System Operations Support Center and Albuquerque and Los Angeles Air Route Traffic Control Centers to streamline the process. "Today, everyone depends on computers and email. But if you go exclusively high-tech, you lose your people skills and avoid opportunities to go high-touch," advises Mr. Paladini. "There is nothing better than building camaraderie in person or by phone to achieve positive results."

Due to his efforts, the days-long approval timeline for emergency COAs turned into mere hours. But Mr. Paladini knew this still did not meet our law enforcement partners' needs for immediate support. He relentlessly pursued and reached an unprecedented solution where AMO's emergency COA requests now begin with a phone call and receive approval in less than five minutes. "Through teamwork, respect, and trust, the Federal Aviation Administration now recognizes that AMO's unmanned aircraft law enforcement activity is unique and requires special handling, accommodation, and sometimes even concessions," says Mr. Paladini. "I have been honored to be part of that team-building process to garner AMO more rapid and more expansive access to the national airspace."

Mr. Paladini is a graduate of the U.S. Air Force Academy with 30 years of active duty service. As a command pilot, he amassed more than 2,000 flight hours in the F-15 tactical fighter aircraft and 1,200 flight hours in RF-4C aircraft. He was promoted to colonel and has held command billets in a F-15 squadron and a 72-aircraft, nuclear weapon-equipped fighter wing, among others. He served 14 years overseas, including a tour as deputy assistant chief of staff for NATO flight operations during the Bosnian War. He has a master's degree in executive development for public service, and holds a Federal Aviation Administration commercial pilot certificate (multi-engine) with instrument rating.

"Contractors are hired as subject matter experts because of our unique skill sets—in my case, 30 years of active duty military experience," says Mr. Paladini. "The key is to never lose sight of your primary role: meeting the customer's wants and needs. In some cases, the customer may not know yet what they want so your focus is to offer suggestions. Then, once the customer decides on a course of action, my role as a contractor is to provide momentum in that direction."

"I am honored these past 14 years as a contractor to have been able to help AMO's unmanned aircraft program grow in depth and breadth and to see subsequent National Air Security Operations Centers established using Sierra Vista as the site to emulate." ■



Enhancing Our Capabilities

AMO's domain awareness network is enhanced by our eight locations dedicated to the Tethered Aerostat Radar System (TARS). Each site consists of a large helium balloon about 210' long and 70' wide; fixed mooring and tether controls; and a command-and-control station.

Inside the TARS balloon is a radar weighing 2,200 lbs that is capable of long-range detection of suspect low-flying aircraft within a range of approximately 200 miles. Over time, AMO's TARS program has demonstrated a complementary maritime surveillance radar to be hosted at existing TARS sites and

networked for data integration and operational control with AMO's Air and Marine Operations Center. This system provides persistent monitoring of offshore activities and assists with identifying and disrupting illicit smuggling and migration activities that threaten our nation's coastal borders.



Contingency Operations and National Taskings

CORE COMPETENCY

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.

Training Exercises

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

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

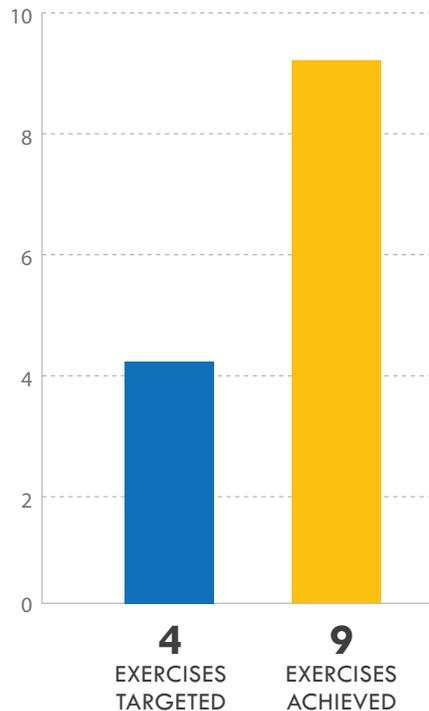
Other exercises maintain our readiness for Continuity of Operations activation. As a member of the Department of Homeland Security's Air Relocation Program, we must prepare to rapidly move the Secretary of Homeland Security or designated successors during threat and hazard emergencies.

We also participate in semi-annual radiological emergency response training with the National Nuclear Security Administration. AMO's P-3 aircraft are capable of transporting scientists from the Department of Energy and their Aerial Measuring System equipment which provides a rapid survey of radiation and contamination. As technology continues to advance, scientists can now mount lightweight detection packages to our AS350 helicopters.

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.

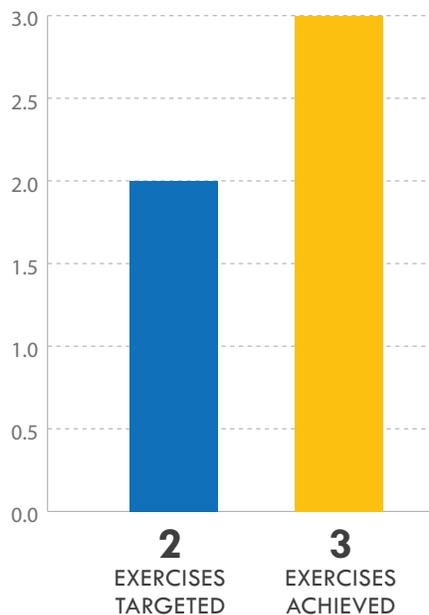
Continuity of Operations Exercises

Fiscal Year 2018



Radiological Emergency Response Exercise

Fiscal Year 2018



Disaster Relief

In Fiscal Year 2018, the Southeast Region continued to recover from the effects of the 2017 hurricane season. Humanitarian operations were ongoing for months into the new fiscal year, with 92 DHC-8 and UH-60 Black Hawk flights continuous into December 2017.

The Miami Air and Marine Branch became the primary disembarkation point for evacuated CBP employees, their families, and other employees from federal agencies throughout Puerto Rico. Air and Marine Agents and support staff ensured the proper care, transportation, and lodging of evacuees and their loved ones upon arrival at our location on Homestead Air Reserve Base in south Florida.

Following the devastation caused by Hurricanes Irma and Maria, our Caribbean Air and Marine Branch UH-60 helicopter aircrews played a unique role conducting search-and-rescues, hoist evacuations, and delivering humanitarian relief to towns without vehicle access.

These same aircrews later flew Congressmen and Senators to view the ravaged landscapes of Puerto Rico and the U.S. Virgin Islands to assess the damage so relief funding could be properly distributed into Fiscal Year 2018.



Requests for Aid

The Southwest Region's rugged and uncompromising landscape can be dangerous to illegal aliens on their risky journey into the United States. Air and Marine Agents are trained not only to apprehend migrants but also to use their search-and-rescue capabilities and provide life-saving medical care to those in need.

In just one example from June 2018, Air and Marine Agents from our Tucson Air Branch safely rescued a distressed migrant near Kitt Peak in Arizona's Baboquivari Mountains.

On receiving a report that someone was injured at the remote location, a UH-60 Black Hawk aircrew flew to the rescue. The rugged terrain forced Air and Marine Agents to disembark from the aircraft at the base of the ridge and then climb up to reach the injured migrant.

Air and Marine Agents performed triage and, due to his injuries and apparent state of dehydration, our agents carried him down to the waiting helicopter for evacuation.

At a nearby staging area, the U.S. Border Patrol's Search, Trauma, and Rescue unit met the aircraft to provide immediate medical attention. After he was stabilized, agents transported him to a local hospital for more advanced care.



AMO's search capabilities are also used to assist state and local law enforcement with the capture of criminals who pose a danger to themselves and others.

Like a request in August 2018 from the Middletown Police Department in Ohio who asked for assistance locating and arresting a prisoner, jailed for failure to appear in court on drug charges, who escaped from treatment at a local hospital while in custody.

Our Great Lakes Air and Marine Branch and the police department's narcotics unit worked together to locate the subject. From our vantage point in the sky, Air and Marine Agents spotted what appeared to be a person moving through a wooded area and directed law enforcement towards the target.

The police department's K-9 unit responded to our information and subdued the subject, who was then transported back to the hospital from which he first escaped.

Protecting Our Own

Sometimes calls for assistance are sent from our CBP colleagues. In June 2018, Air and Marine Agents from our Tucson Air Branch and National Air Security Operations Center—Sierra Vista participated in a law enforcement response to the



shooting of a Border Patrol agent in Chimney Canyon, a remote valley in southern Arizona 10 miles from the U.S.–Mexico border.

The area is along a known route for people and drug smuggling, and close to small rural farming communities.

The Border Patrol agent was on foot patrol along a dirt path, responding to the activation of a ground sensor in the area at 4:30 a.m., when he was shot by an unseen assailant firing multiple times at close range under the cover of darkness.

The agent, who was working alone, made it back to his patrol vehicle to call for assistance. He had been struck in his bulletproof vest and applied first aid to significant wounds in his extremities.

The immediate priority of his fellow law enforcement officers was to coordinate an emergency evacuation by air ambulance. He was taken to the nearest hospital where he could make a recovery.

Then began a coordinated sweeping search for the assailant with Air and Marine Operations, the U.S. Border Patrol's Tucson Sector and its Special Operations Detachment, and CBP's Office of Intelligence.



AMO's Tucson Air Branch launched a UH-60 Black Hawk to assist with the interdiction and apprehension of subjects in the immediate area of the agent's assault and shooting.

Chimney Canyon is at the outskirts of the 92,000-acre Saguaro National Park. Migrants and smugglers hide anywhere in the groves of mesquite trees, over small hills and steeper peaks, and behind rocky outcrops in the rugged desert terrain.

AMO's unmanned aircraft system launched by National Air Security Operations Center—Sierra Vista provided an additional tactical advantage by conducting a covert wide-area search with its VADER sensor system.

VADER's ground-moving target indicator records a rapid series of radar signatures—like a continuous sequence of photographs—which establish paths of movement in a scan range of 13,350 square miles.

Using VADER technology, AMO's unmanned aircraft crew detected and tracked three separate groups of people in the vicinity and sent real-time target information to our UH-60 aircrew and Border Patrol ground agents. This data led to agents apprehending a total of 10 migrants near the scene of the crime for immigration violations.



Modernizing Our Mission

AMO would not be able to deploy unique and specialized aviation and maritime capabilities if not for the innovative efforts of our Headquarters acquisition teams.

In Fiscal Year 2018, we obligated more than \$145 million to the modernization of four types of tactical aviation and maritime vessels used by Air and Marine Agents for border security.

Already, 14 of 19 new or upgraded assets have been delivered, which includes receipt of two new Multi-Role Enforcement Aircraft and the continued upgrade of antiquated HH-60L medium lift helicopters to more capable UH-60L models.

Additionally, 11 of our new Coastal Interceptor Vessels, which support AMO's border security mission in littoral waters, have been delivered.

AMO also received approval to acquire three new riverine surface patrol platforms and the resources to standardize equipment on six more riverine vessels.

AMO's Tactical Aircraft and Vessel Acquisitions team at Headquarters has been recognized in particular for our recent procurement of seven H125 helicopters with the General Services Administration.



We partnered with Davenport, a women-owned small business, to purchase seven light enforcement helicopters for approximately \$46 million. Our collaboration with Davenport will deliver increased law enforcement capability to CBP with state-of-the-art helicopters.

We understand the benefits of teaming with America's small businesses to protect our nation. As part of the government's HUBZone program that encourages economic development in historically underutilized business zones, this purchase goes beyond helping individual small business owners.

Contracts such as these enrich an entire community, providing a springboard for further growth and economic opportunity, as well as raising people's standard of living.

AMO's purchase doubled CBP's HUBZone percentage from 2.7% to 5.36% and represents approximately half of CBP's HUBZone activity.

And our purchase nearly doubled the Department of Homeland Security's small business goals. The amount is a substantial share of the department's \$482 million in awards, and helped surpass the 3% goal for Fiscal Year 2018.



Jacksonville Air and Marine Branch

COMMISSIONER'S AWARD WINNER | SPECIAL RECOGNITION AWARD

The 2017 hurricane season was among the most significant in history. In particular, the Commonwealth of Puerto Rico sustained devastating damage impacting to the island's infrastructure which meant a response by air and sea was the only viable option to bring life-saving relief to the island. AMO's Southeast Region flew over 2,000 hours in support of the disaster recovery response to Hurricanes Irma and Maria, and the Jacksonville Air and Marine Branch air cell was an integral part of our overall success with prioritizing and executing all aviation support requests. These efforts resulted in the maximum benefits being provided to impacted regions—carried out in the safest and most efficient and timely manner possible. This success was observed at CBP's Headquarters Emergency Operations Center (EOC), CBP's Region IV EOC, and the highest levels at the Federal Emergency Management Agency. The Jacksonville Air and Marine Branch air cell was able to manage and prioritize an influx of aviation support requests on a daily basis and develop a daily aviation flight schedule using assets from six different AMO branches to execute aviation support in a coordinated and timely fashion. The implementation of the air cell immediately served as a direct support element to CBP's Region IV Lead Flight Coordinator (LFC) and ensured that all LFC priorities concerning CBP employees and families were given first priority and executed with the support of AMO resources. This level of prioritization and coordination allowed for other federal partners to leverage AMO aviation resources in a whole-of-government approach due to the efficiency with which AMO's resources were used, such as ensuring every seat or aircraft cargo space was maximized to capacity. The implementation of relief operations by the Jacksonville Air and Marine Branch air cell and the dedicated efforts of the Air and Marine Agents involved resulted in a significantly strengthened all-of-CBP response to people in need. ■



AMEMS

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

AMEMS first responders provide emergency medical support for the general public as well as local, state,

and federal law enforcement and emergency management agencies.

They seamlessly integrate their skill sets—tactical, critical care in austere conditions—with the capabilities of AMO’s unique assets—boats, airplanes, and helicopters with rescue hoists—to provide invaluable life-saving and life-sustaining care.

In addition to responding to local calls for assistance, AMEMS providers deploy for critical disaster recovery responses like those in Texas, Florida, and the Caribbean after the devastating hurricane season in 2017.

In 2018, we deployed for Hurricane Florence and other emergencies.



Sustaining and Strengthening Air and Marine Operations

CORE COMPETENCY

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 ensuring safe and successful operations. Our law enforcement culture values high performance, innovation, and employee engagement.



Michelle Adler

**COMMISSIONER'S AWARD WINNER
UNsung HEROES (SUPPORT STAFF)**

Ms. Michelle Adler is a Mission Support Specialist at National Air Security Operations Center–Jacksonville. She is a valued member of an administrative team supporting operations in the field by managing budget and finance matters, human resources, logistics and procurement, and safety and occupational health.

AMO's human resources are our most important assets, and CBP's Unsung Heroes Award recognizes support staff employees for their superior performance and outstanding efforts.

Ms. Adler consistently exceeds the standards required in the daily performance of her duties. She provides outstanding customer service and excels as the vehicle officer, local property officer,

\$10,000 purchase cardholder, FedEx person of contact, service award coordinator, travel coordinator, and Office of Workers' Compensation Programs program coordinator.

As the vehicle officer, Ms. Adler coordinated successful implementation of the Stop Asset and Vehicle Excess Act for 20 vehicles over 2 locations. By taking initiative, she discovered why offices were being identified erroneously for fuel invoices. After solving this issue for her center, she was asked to provide a step-by-step guide for corrective actions to AMO Headquarters that is now being used throughout CBP.

"I am truly humbled for being recognized with such an award," says Ms. Adler. "I was completely shocked by the announcement. I would not have considered the actions listed in the narrative to be especially noteworthy, but rather simply doing my job."

During Hurricane Maria, Ms. Adler assisted with the review of all CBP Overtime Scheduling System records of affected personnel to ensure their overtime was coded with the proper project code for reimbursement. She also coordinated resources for the damage assessment team for a post-Hurricane Irma damage inspection.

"Hurricane Maria was my first hurricane with CBP," remembers

Ms. Adler, but "as a retired Florida National Guardsman, I have served on multiple hurricane and disaster relief missions."

In addition to her duties, Ms. Adler volunteers as a site coordinator for the Feds Feed Families Campaign. Her efforts resulted in National Air Security Operations Center–Jacksonville placing in the Top 5 donations in the small group category. She also facilitates the center providing more than 300 meals to the local food bank.

"While participating in community outreach, I noticed that one of our local food banks was a drop-off location for Feds Feed Families," she recalls. "Since the need in our downtown area is so great, I wanted to participate. With the support of our director, I was able to initiate several interoffice food drives to collect donations. This is now an annual program at our office that I hope continues for years to come."

Ms. Adler's colleagues describe her as someone who consistently performs at a superior level, volunteers her own time, and brings a significant level of positive energy to the workplace. One way she improves morale is with her "birthday bagel bar," when she celebrates each of the center's 93 employees' birthdays with a cake and a note from the director.

"As far as birthdays are concerned, I believe it is a nice way to give special recognition and show appreciation to every person in the office!" ■

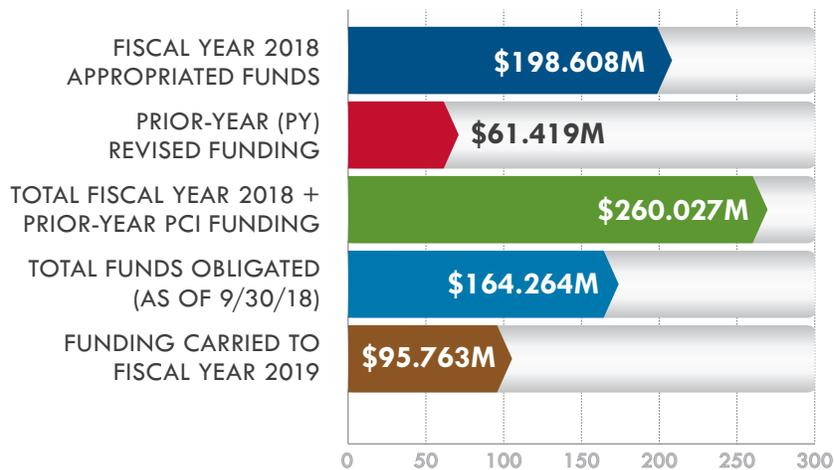
\$1.15Billion

AMO's total operations budget for Fiscal Year 2018 is based on the Consolidated Appropriations Act, 2018, and includes prior-year carryover and recovery funds.

- **Recovery funds:** a multi-year 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.
- **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.

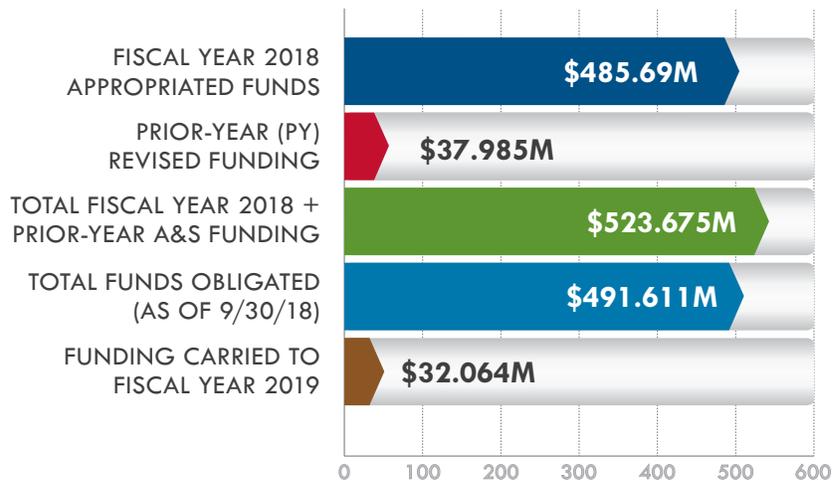
Programs, Construction, and Improvements

\$260.027M



Assets and Support

\$523.675M

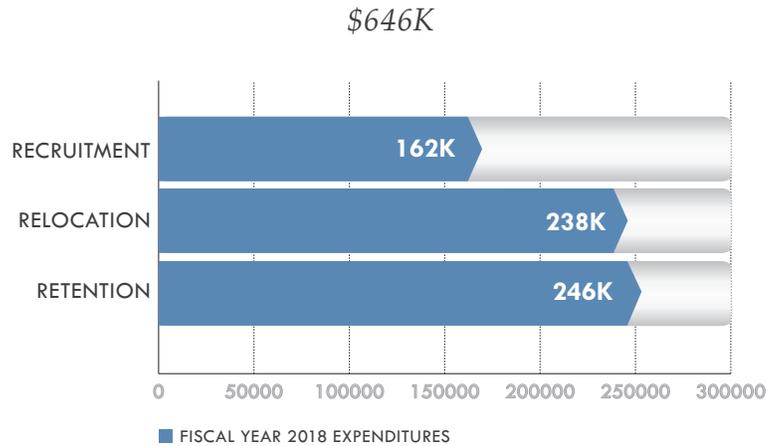


Air and Marine Budget

\$286.4M
TOTAL OPERATIONS BUDGET

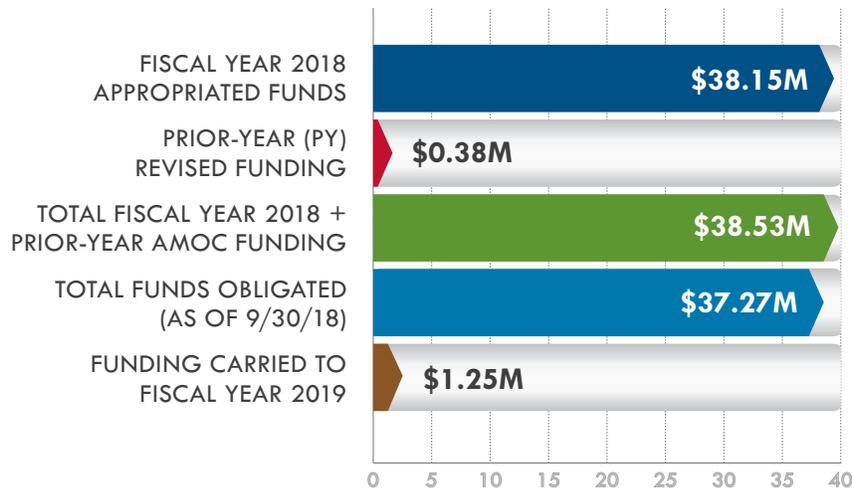
Launched in May 2018, AMO's recruitment, relocation, and retention incentives—commonly referred to as the “Three R's”—are an effort to attract and retain highly qualified employees. Our recruitment and relocation incentives address CBP's hiring shortage and AMO's challenges staffing hard-to-fill locations, while retention incentives are paid to current federal employees.

The “Three R's” Recruitment Incentive Program



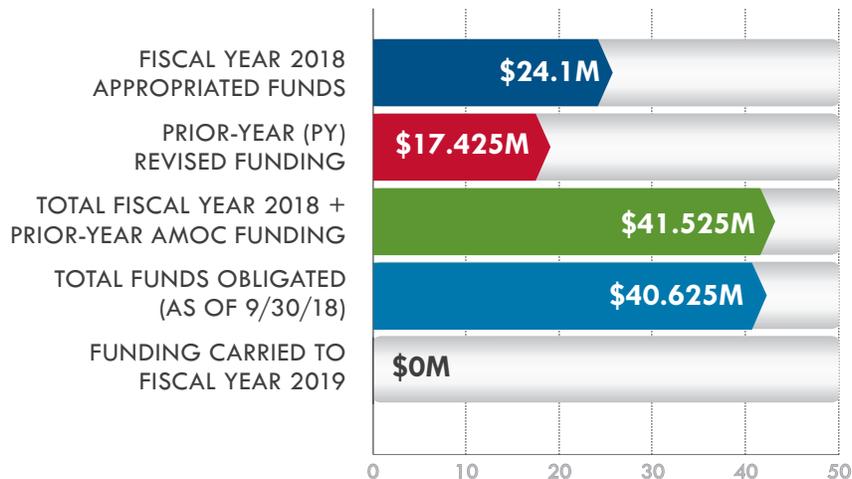
Air and Marine Operations Center (AMOC)

\$38.53M



Supplementary Resources

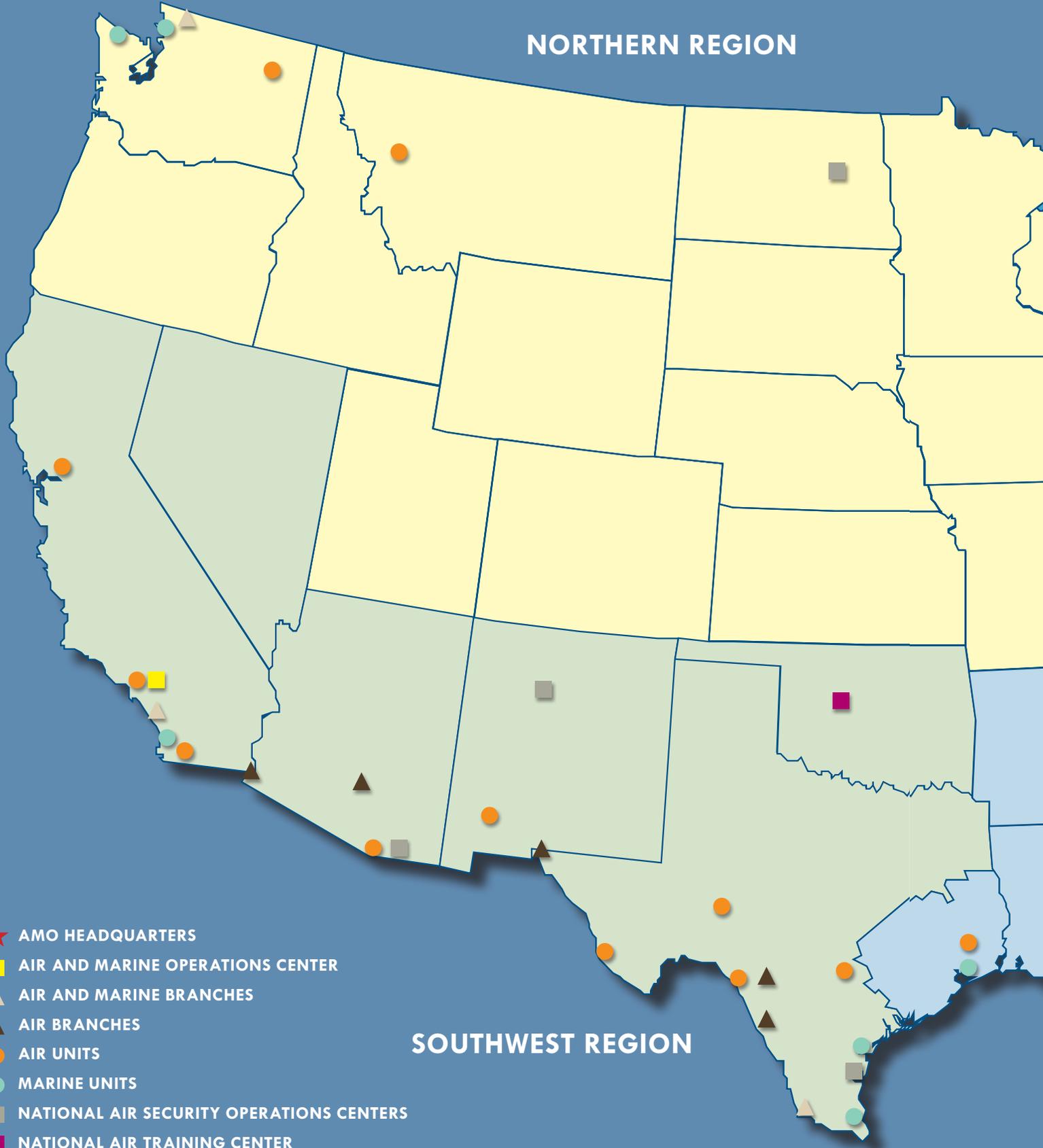
\$41.525M



NORTHERN REGION

SOUTHWEST REGION

- ★ AMO HEADQUARTERS
- AIR AND MARINE OPERATIONS CENTER
- ▲ AIR AND MARINE BRANCHES
- ▲ AIR BRANCHES
- AIR UNITS
- MARINE UNITS
- NATIONAL AIR SECURITY OPERATIONS CENTERS
- NATIONAL AIR TRAINING CENTER
- NATIONAL MARINE TRAINING CENTER
- NORTHERN REGION
- SOUTHWEST REGION
- SOUTHWEST REGION





AMO *Operating Locations*

SOUTHEAST REGION

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

41'
COASTAL
INTERCEPTOR
VESSEL

VESSELS



Matthew Matrosky

COMMISSIONER'S AWARD WINNER
MERITORIOUS SERVICE AWARD FOR VALOR

Air Interdiction Agent Matthew Matrosky is based at AMO's Yuma Air Branch in Arizona. He is a designated pilot-in-command in our AS350 and EC120 light enforcement helicopters.

Agent Matrosky is known at the Yuma Air Branch as an example to follow for his mission-focused and safety-driven attitude. Operating on law enforcement missions from our specialized fixed-wing and rotary-wing aircraft and vessels, AMO's crews are routinely exposed to risks and potentials for hazards. Air and Marine Agents are responsible for continuous risk mitigation, from pre-mission planning and checks to optimizing available capabilities and courses of action while underway on a vessel or in flight on an aircraft.

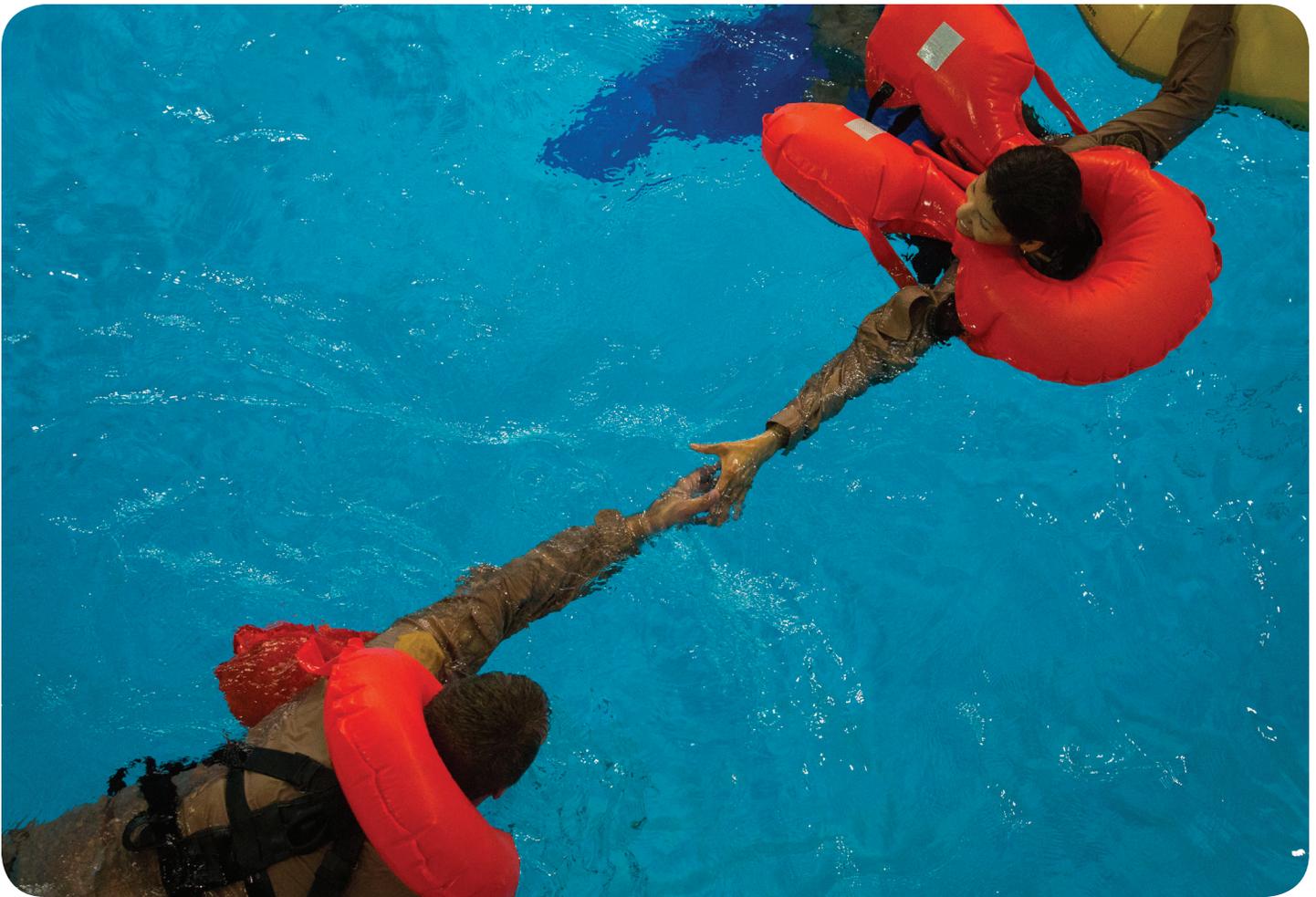
AMO primarily uses the Airbus EC120 as a light observation aircraft. This helicopter provides a highly-effective aerial surveillance platform in border desert areas where terrain is difficult to traverse on foot. The EC120 has a low sound profile, excellent flight deck visibility, and exceptional maneuverability. AMO aircrews often use the EC120 to assist U.S. Border Patrol with sign-cutting, the skill of detecting and interpreting traces of activity people may have left behind.

In February 2018, Agent Matrosky was the pilot in command of a 2-person EC120 crew assigned to assist Border Patrol Agents in CBP's Ajo area of responsibility. Rounding out the crew was a Supplemental Aircrew Member detailed from the Border Patrol as part of an AMO program to foster teamwork between sectors and air branches. At 9 a.m. local time, Agent Matrosky piloted the EC120 near mountainous terrain 15 miles south of Why, Arizona, in search of suspected narcotics smugglers. The helicopter was just 200 feet above ground level and Agent Matrosky was determining wind direction prior to moving closer to a western drop off when he lost communication with his Supplemental Aircrew Member. His crew member had suffered a medical emergency. When Agent Matrosky looked to his left, he saw

his crew member's face was frozen, his eyes were focused on the top of the cockpit, and he was generally unresponsive. Suddenly, the crew member's body started to shake violently—and make contact with the flight controls of the aircraft, causing the EC120 to pitch and roll unpredictably.

As Agent Matrosky fought to regain control of the aircraft, he maintained his composure and quickly radioed to request medical attention for his crew member. With the unknown possibility of losing control of the helicopter again—the crew member was now unconscious, arm pressing downwards on the collective and right leg against the cyclic—Agent Matrosky elected to land as soon as possible on Arizona State Route 85. A Border Patrol Agent met the aircraft as it landed and helped transport the Supplemental Aircrew Member to an awaiting ambulance which brought him to West Valley Hospital where he could make a full recovery.

Agent Matrosky took these life-saving actions in a short span of just *four* minutes. From losing communication with his crew to landing a \$3 million aircraft abruptly but safely on the ground, every second counted and was preceded by years of training for emergency situations. He demonstrated courage and leadership and exemplified crew resource management through the most adverse conditions. ■



AMO's Safety Culture

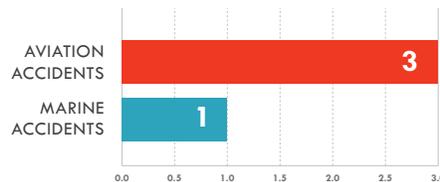
It is our responsibility to ensure that AMO's mission is executed in a manner that prioritizes safety and operational excellence.

We maintain a positive "just culture" by encouraging AMO's employees to report their concerns without fear of retribution, and correcting potential problems or trends that can contribute to an accident or mishap.

This allows us to systematically identify and mitigate risk; commit ourselves to implementing required change; and ensure the highest possible degree of safety, quality of service, and public protection.

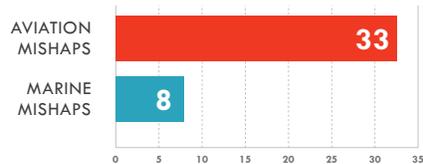
Accidents

Fiscal Year 2018



Mishaps

Fiscal Year 2018



AMO uses the National Transportation Safety Board's definition of "aviation accidents," that is, those "occurrences associated with the operation of an aircraft which takes place between the time any person boards the aircraft

with the intention of flight and all such persons have disembarked and in which any person suffers death or a serious injury or in which the aircraft receives substantial damage."

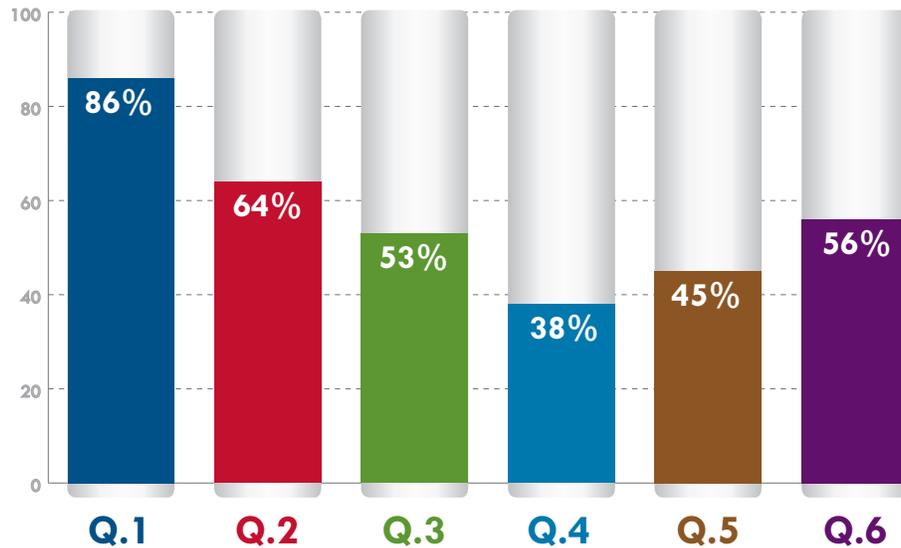
AMO applies a similar definition when determining "marine accidents."

Our Training, Safety, and Standards directorate also tracks aviation and marine "mishaps," which do not result in death or serious injury or substantial damage to an asset.

When we are determining if an event is a mishap, we ask tough questions. Was there an injury, or a high potential for one? Are there lessons learned to benefit the fleet? Are there any fleet-wide safety concerns?

Fiscal Year 2018 Annual Safety Climate Survey Results

Percentage of Respondents Answering in the Affirmative



Q.1 Did you complete the previous Safety Climate Survey?

Q.2 Did you see the results of the previous survey?

Q.3 Did your director conduct a review of results with you?

Q.4 Did your branch pursue actions or improvements?

Q.5 Did you see improvements in communications about safety issues that affect you?

Q.6 Did management discuss safety reporting methods and encourage their use?

Annual Safety Climate Survey

We listen to our employees. Their feedback about our safety culture inspires endeavors to reduce risk and improve our safety practices.

Our annual Safety Climate Survey, in addition to long-form answers, asks six yes-or-no questions seen above.

Opportunities for Change

Analyzing the results of the Safety Climate Survey helps us identify areas of opportunity for change.

Last year, feedback indicated that issues in the area of workforce staffing and efficiency include a lack of required resources, an aging fleet, and a need to improve maintenance accountability. To address these concerns, AMO is focused on developing a workforce staffing model to properly align our people and assets by region. Once established, this model will identify each operating location's capacity for flight and underway hours.

Employee fatigue was a constant theme. Safety staff are working to increase education and training on this topic, and seeking software tools to identify situations where fatigue may become an issue.

Some survey respondents felt there has been insufficient succession planning, and talked about a need for individual development and an objective promotional assessment process. AMO has implemented a comprehensive succession planning program as well as policy defining the standardization of our promotional assessment process.

AMO is also implementing a Safety Management System. Our Safety Management Team is establishing clear channels of communication between leadership and frontline personnel, with regular messaging on important safety updates, and promoting readership of internal newsletters and safety reports. The next step is fully implementing a "just culture" concept, a process which allows all to report safety issues without fear of reprisal.



Andres Blanco

**EAC'S AWARD WINNER | AWARD FOR
EXCELLENCE IN MARINE OPERATIONS**

Andres Blanco is a Supervisory Marine Interdiction Agent at Headquarters in Washington, DC. Prior to his recent promotion, he was an instructor at AMO's National Marine Training Center in St. Augustine, Florida. The center trains our Marine Interdiction Agents to address and mitigate threats through maritime law enforcement training and certifications.

In his time as a class coordinator at the National Marine Training Center, Agent Blanco was the first one through the door at the start of his shift and would not leave until all requirements for the day were met. He continually developed new and creative ways to streamline the functions of instructors working in the center's fast-paced environment. "I take pride in holding myself to the highest standard—to not be average—to put in 110 percent."

There is a variety of instruction at the National Marine Training Center. Our new hires complete Initial Tactical Boarding Officer, a 2-week course that certifies you in small vessel boarding tactics and marine warning shots/disabling fire. A next step is Initial Vessel Commander Certification, which trains you in pursuit driving, day and night intercepts, approaches and docking, and more to command our vessels.

Instructors like Agent Blanco and his colleagues make sure to teach the importance of following safety procedures at every step. "AMO's safety program is successful because people adhere to it," says Agent Blanco. "Operating a boat, things can go bad in seconds. Whether training or in the real world, what we do is dangerous."

There is 1-on-1 training but, most importantly, agents learn to work together as a team. "It's always a team environment on a boat," says Agent Blanco. "On a boat there is no other way. I tell my students, *Who you bring with you is what you have*. Everyone complements each other."

As an instructor, he held himself to those same crew standards and often spent his downtime at the center on a vessel practicing different techniques to perfect more and varied methods of instruction.

"I am meticulous with our craft. As an instructor, it's about being able to take the helm and consistently and effectively demonstrate a task."

Working for a smaller organization like AMO has its benefits. "With recurrent annual training, I saw all of our marine guys once a year. I could stay in touch with everybody." He was always mindful that what was done at the training center would impact all of AMO. "You meet a new guy coming in with his skill set and a desire to learn—you put him through his paces—and you watch him progress as a law enforcement officer and a vessel commander year after year."

Surprisingly, his boating experience before joining us at AMO consisted of fishing on bay boats for fun. As he remembers, "Everything I learned about interceptor vessels, I learned on the job. Then, I was teaching! Who would have thought?"

Agent Blanco began his law enforcement career in 1995 and was a sheriff's deputy in Texas before becoming a Marine Interdiction Agent. "I've had a very fulfilling career with AMO. I've been afforded more opportunities than before, even traveling overseas to train foreign law enforcement."

Overall, he finds it very easy to measure his job satisfaction. "I am afforded the opportunity to train our future agents—and I'm paid to be on a boat!" ■

Human Capital

CBP is facing an agency-wide challenge to meet authorized staffing levels. AMO, along with U.S. Border Patrol and the Office of Field Operations, needs to recruit highly qualified applicants. We face the additional challenge of recruiting for AMO's particularly specialized workforce.

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.

AMO does offer some fast-track programs. For example, we are authorized to waive the applicants' 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.

All of our new Air and Marine Agents train 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. Follow-on training and certification takes place at our National Air Training Center in Oklahoma and our National Marine Training Center in Florida.

Hiring Update

AMO is authorized approximately **670** Air Interdiction Agent and **380** Marine Interdiction Agent billets. We recruit from the civilian, military, and public sector communities, and we are in particular need of pilots as our specialized workforce ages and retires. As part of our targeted outreach, we are increasing our digital footprint beyond USAJobs.gov to aviation-centric sites like AirlineApps.com for accepting qualified resumes and AirlinePilotCentral.com for advertising AMO's occupations. These initiatives are particularly important because the resumes we receive from generalized hiring sites like USAJobs.gov can result in low numbers of viable candidates.

USAJOBS.GOV APPLICANT VIABILITY AIR INTERDICTION AGENTS



MARINE INTERDICTION AGENTS



AMO has direct-hire authority granted by the Office of Personnel Management for filling vacancies at federal agencies when a critical hiring need or severe shortage of candidates exists. In Fiscal Year 2018, we submitted more than 200 direct-hire applications to CBP's Hiring Center outside of the USAJobs.gov process.

DIRECT-HIRE APPLICANT VIABILITY



Learn more about us and join our team @ <https://www.cbp.gov/careers/AMO>

SPECIAL QUALIFICATIONS AIR INTERDICTION AGENT

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:

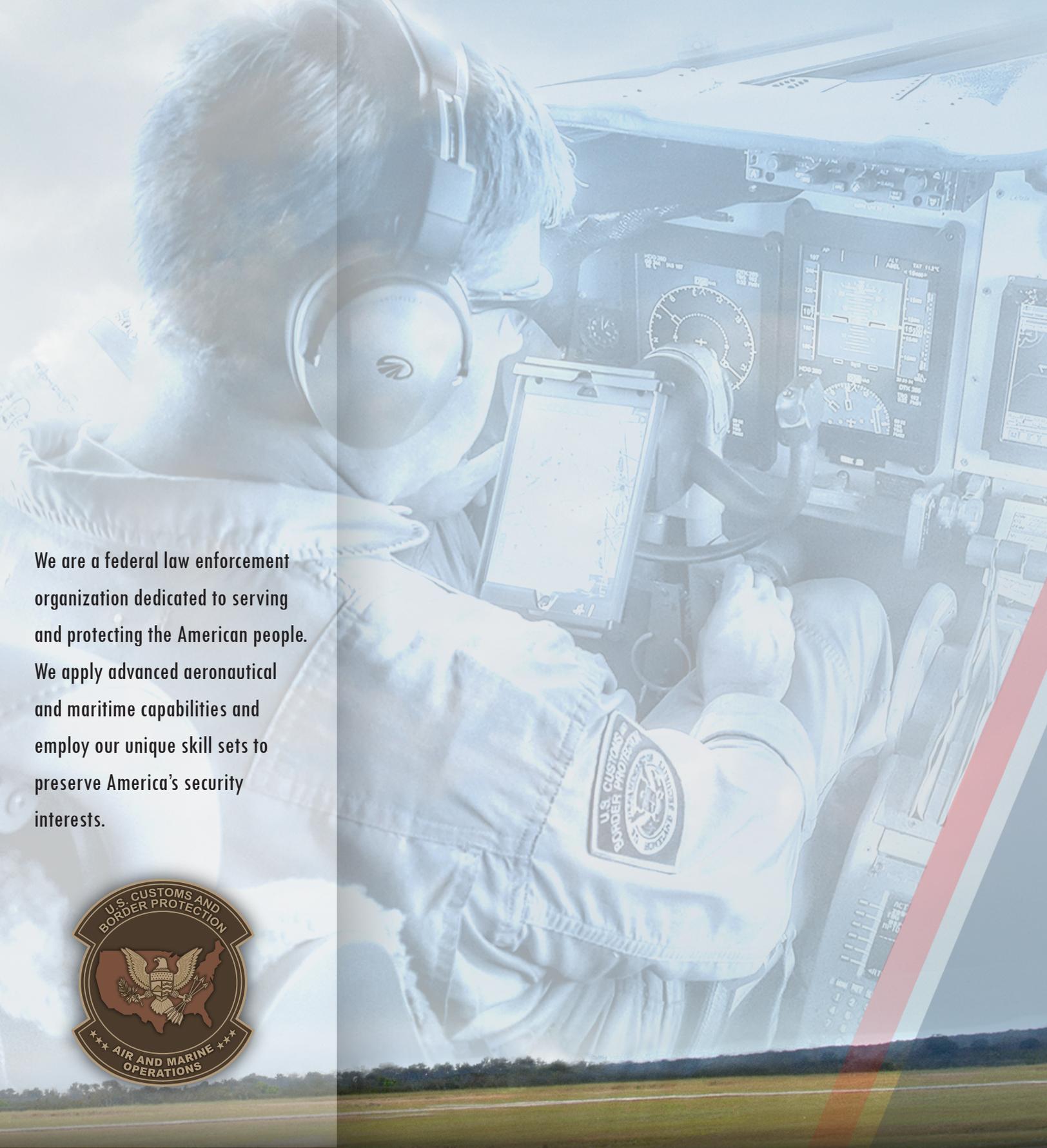
- 250 HOURS AS PILOT-IN-COMMAND
- 75 HOURS INSTRUMENT
- 75 HOURS NIGHT

SPECIAL QUALIFICATIONS MARINE INTERDICTION AGENT

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)





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.



U.S. Customs and
Border Protection

CBP Publication No. 0921-0719

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