From: (b)(6);(b)(7)(C)

To: (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C)

Bcc:
Subject: 2016 C1 Awards Ceremony - December 7, 2017
Date: Tue Nov 28 2017 10:08:53 EST
Attachments: C1 signed memo_C1 awards Nominations.pdf
CommissionersAwards_12-7-17_Invitation_v3.pdf
REVISED_2016 Commissioners awards Recommended TOP TWO C1 Award Summaries.docx

Good Morning (b)(6);(b)(7)(C)

Per our conversation, HRM is coordinating the upcoming C1 awards which will take place, Thursday, December 7th at the U.S. Department. of Commerce Auditorium. We are requesting OPA to announce on CBP.net all recipients after the ceremony concludes by 2:30 p.m. on 12/7/17. Below are the links from last year and I updated the verbiage to reflect for the year of 2016. "Fiscal Year" has been removed since the ceremony is well into FY 2017.

Attached is the C1 approval memo, Flyer and narratives for each award category of recipients. Also, we will need to send out all the congratulatory emails from the C1 inbox to all the awardees (during the week of December 4-8). Please work with (b)(6);(b)(7)(C).

We will discuss in more detail this afternoon. Thank you in advance for everything.

http://cbpnet.cbp.dhs.gov/HRM/Pages/FY15_Commissioner_Awards.aspx - Save the Date

Save the date for the Commissioner's Annual Awards Ceremony!

On Thursday, December 7, at 1 p.m. U.S. Customs and Border Protection Acting Commissioner McAleenan and Acting Deputy Commissioner Vitiello will honor the 2016 Commissioner's Awards recipients in the categories of Leadership, Invictus, Integrity, Heroism, Valor and Special Recognition. The event will take place at the U.S. Department of Commerce Auditorium at 1401 Constitution Ave., NW, Washington, DC 20230. Employees in the National Capital Region (NCR) are invited to attend. Seating is limited and will be on a first-come, first-serve basis. Everyone must be seated by 12:45 p.m.

For those not in the NCR or unable to attend, this event will be streamed live beginning at 1 p.m. (Eastern Standard Time) at https://bigpipe.cbp.dhs.gov/feeds/live-webcast/bigpipe-live-webcast.aspx. If you are in the Ronald Reagan Building you can also view the ceremony on cable channels 19 and 58.3.

http://cbpnet.cbp.dhs.gov/HRM/Documents/FY15commissionerawards_savethedate_10-5-16.pdf Flyer Attached

Thank you,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Mission Support Specialist

Mission Support Division

Office of Human Resources Management

1400 L Street, N.W., 9th Floor

Washington, DC 20229

Main (b)(6);(b)(7)(C)

BB (b)(6);(b)(7)(C)

Fax (b)(6);(b)(7)(C)

Email: (b)(6);(b)(7)(C)

1300 Pennsylvania Avenue NW
Washington, DC 20229

NOV 17 2017

U.S. Customs and Border Protection

MEMORANDUM FOR: Kevin K. McAleenan
Acting Commissioner

(b)(6);(b)(7)(C)

FROM: Kathryn L. Kolbe
Executive Assistant Commissioner
Enterprises Services

SUBJECT: 2016 Commissioner's Annual Awards Recommended Nominations

Please find attached for your review and approval the recommended nominations for the 2016 Commissioner's Annual Awards. Please review the recommendations and indicate your decision to approve or disapprove the awards. To assure an equitable selection process, the Chiefs of Staff from U.S. Customs and Border Protection Headquarters offices and subject matter experts from across the Agency formed panels to rank nominations and the top nominations were recommended for consideration. Individual nominees were vetted through the Offices of Human Resources Management (HRM) and Professional Responsibility (OPR).

In addition, and per your request, the Office of Professional Responsibility (OPR) has submitted the following special recognition nominations:

- (b)(6);(b)(7)(C) Senior Advisor, Office of Professional Responsibility
- (b)(6);(b)(7)(C) Special Agent, Office of Professional Responsibility
- (b)(6);(b)(7)(C) Assistant Chief, U.S. Border Patrol

These individuals will be recognized during the awards ceremony for their support of (b) (6), the surviving spouse of Border Patrol Agent Nicholas Ivie, who died in the line of duty in October 2012. The Awards Team will work with the Commissioner's Office to procure special award items for this presentation.

The ceremony will take place on Thursday, December 7, 2017 at the Department of Commerce Auditorium, located at 1401 Constitution Ave., NW, with light refreshments to follow. This date has been scheduled and confirmed with (b)(6);(b)(7)(C) in the Commissioner's office. During the awards ceremony, recipients of the Leadership, Heroism, Valor, Invictus, and Integrity awards will be recognized along with OPR's nominations. Executive-level leaders will present all other awards at later dates. All recipients will receive a medal, a pin, and a congratulatory letter.

Please contact me if you have any questions. If members of your staff have any questions, they can contact (b)(6);(b)(7)(C) at (b)(6);(b)(7)(C) or via e-mail at (b)(6);(b)(7)(C)

Approve/date (b)(6);(b)(7)(C) Disapprove/date: _____

Modify/date: _____ Needs discussion/date: _____

Attachments

U.S. Customs and Border Protection

Commissioner's Annual Awards Ceremony

Honoring Award Recipients
for
Leadership, Invictus, Integrity, Heroism, Valor, and Special Recognition

December 7, 2017, 1:00 p.m.
U.S. Department of Commerce Auditorium
1401 Constitution Avenue, NW
Washington, DC 20230

Reception Following Ceremony in the Large Commissioner's Office 4.4A
Class 1/Class A Dress Uniform

U.S. Customs and Border Protection

Medal of Honor for Heroism Award

*Awarded to an employee or any individual/citizen supporting U.S. Customs and Border Protection (CBP) who performed an act of extraordinary bravery, gallantry, or valor (**while on or off duty**). The act performed must be: above and beyond the call of duty; present an imminent and personal danger to life; and the individual must have knowledge of the risks involved and voluntarily assume them. This is CBP's highest valor award.*

(b)(6);(b)(7)(C) , Supervisory Border Patrol Agent (SBPA), (b) (7)(E) NM

SBPA (b)(6);(b)(7)(C) was working a group of suspected armed subjects with other Border Patrol agents and Texas Department of Public Safety Troopers near Fronton, Texas. While close to the river's edge, SBPA (b)(6);(b)(7)(C) and team were fired upon from the Mexican side of the river. SBPA (b)(6);(b)(7)(C) was struck with a bullet on the upper right side of his chest. The round came to rest on SBPA (b)(6);(b)(7)(C) body armor where the round struck an M-4 magazine that was located within the armor carrying case. Even though SBPA (b)(6);(b)(7)(C) was knocked off his feet, he immediately commenced to render aid to a Texas trooper that required immediate attention due to being hit by a bullet. Without regard to his own safety, SBPA (b)(6);(b)(7)(C) was able to assist in the evacuation of the wounded trooper. SBPA (b)(6);(b)(7)(C), prior to receiving medical attention for his gun shot, assured the scene was safe for all law enforcement and assisted in the coordination of the arrest of three illegal entrants into the United States.

Meritorious Service Award for Valor

Recognizes an employee who demonstrated exceptional courage ***while on or off duty*** *and displayed valor in a dangerous, life-threatening situation involving efforts to save another person's life or the protection of property. This includes any act that posed a danger or risk to the employee.*

(b)(6);(b)(7)(C), Air Interdiction Agent (AIA), (b) (7)(E) North Dakota, National Air Security Operations (NASOC)

On August 8, 2016, at approximately 0915 hours, CBP Air and Marine Operations helicopter N3949A, was launched from the Grand Forks International Airport. The helicopter was piloted by AIA (b)(6);(b)(7)(C), who was accompanied by (b)(6);(b)(7)(C), a Polk County, Minnesota Sheriff's Office Deputy who was onboard as an observer. The assigned mission was to survey locations that were suspected of possible marijuana grow sites at the request of a local drug task force.

Upon arrival to the first location, an orbit was initiated as they started looking through the trees for marijuana grow operations. After three orbits, Deputy (b)(6);(b)(7)(C) requested one last pass so that he could take photographs. Moments after initiating the last pass, the helicopter was struck by gunfire on the left side of the cockpit of the aircraft. The marijuana grow operator had shot the helicopter with a 30-30 caliber rifle.

The helicopter was seriously damaged, and the internal communications system and radio transmit capability were not working. Deputy (b)(6);(b)(7)(C) was injured by plexi-glass fragments caused by the gunfire and was bleeding. Despite the damage to the aircraft and the injury to the passenger, AIA (b)(6);(b)(7)(C) remained calm, and headed towards the nearest airport, which was the Fosston, Minnesota Municipal Airport.

He also used alternate means of communication to make sure emergency medical service were aware of the situation so they could respond to the airport. The bullet had severed multiple wires connected to the fuel control system. AIA (b)(6);(b)(7)(C) successfully worked through variety of mechanical problems, which required the use emergency engine shutdown procedure.

Deputy (b)(6);(b)(7)(C) was taken to a nearby hospital, where he was treated and released. The calm and professional actions, along with the good judgment and good piloting abilities of AIA (b)(6);(b)(7)(C) saved lives and saved the AMO aircraft.

(b)(6);(b)(7)(C), Supervisory Customs and Border Protection Officer (SCBPO), (b) (7)(E) NJ, OFO

On November 30, 2016, when SCBPO (b)(6);(b)(7)(C) was conducting an enforcement operation on the outbound loading of the M/V Gray Shark. U.S. Coast Guard personnel were on site conducting inspections of vehicles for hazardous materials and had civilian inspectors conducting inspections of the ship's cargo holds. During the exam SCBPO (b)(6);(b)(7)(C) was notified that a civilian inspector fell and was injured in the cargo hold. It was reported that he fell and was under vehicles with a compound fracture of his leg. SCBPO (b)(6);(b)(7)(C) and his officers quickly followed workers of the Gray Shark to the site of the injured individual. Upon arrival, he noticed a civilian inspector was in the forward hold and complaining of pain in both of his legs. It appeared that the individual was walking in the lower hold when a cover over the floor collapsed into an oil well separator. Without hesitation, SCBPO (b)(6);(b)(7)(C) went into the hold and made the area safe for the injured party and kept him comfortable while waiting for Emergency Medical Technician (EMT) response. When EMTs could not fit in the cargo hold, SCBPO (b)(6);(b)(7)(C) without regard to his personal safety, jumped in and assisted in the extraction of the civilian inspector who he had placed on a backboard and personally lifted him above the vehicles in the hold. During this incident, SCBPO (b)(6);(b)(7)(C) injured himself but remained calm and composed, ignoring his pain to overcome the potential life threatening injuries of the subject. SCBPO (b)(6);(b)(7)(C) worked together with all parties involved to get the subject to safety. After experiencing pain in his arm, a doctor's visit resulted in the discovery of a torn bicep muscle which required surgery to repair and re-attach the tendons and muscles. SCBPO (b)(6);(b)(7)(C) was in recovery from surgery for two months before being able to return to work.
SCBPO (b)(6);(b)(7)(C) displayed exceptional courage and exemplified the utmost level of professionalism and composure during this unfortunate incident. His leadership and quick response were a comfort to the injured man and prevented the potential for further harm. His courage and selfless actions reflect the CBP core values of vigilance, service, and integrity.

Newton-Azrak Award

Recognizes an employee who clearly demonstrated unusual courage or bravery ***in the line-of-duty*** *and/or a heroic or humane act during times of extreme stress or in an emergency situation. This OBP-specific award is presented in honor of Border Patrol Agents who have given their lives in the line-of-duty. It is named in honor of Theodore L. Newton, Jr., and George P. Azrak, two young Border Patrol Agents who were kidnapped by four smugglers on June 17, 1967, while investigating the smugglers' vehicles. Agents Newtown and Azrak were later murdered.*

(b)(6);(b)(7)(C) and (b)(6);(b)(7)(C) Team

On July 22, 2016, at approximately 12:15 a.m., BPA (b)(6);(b)(7)(C) and (b)(6);(b)(7)(C) responded to a (b) (7)(E). Upon arriving to the area close to the (b) (7)(E) river landing, BPA (b)(6);(b)(7)(C) and BPA (b)(6);(b)(7)(C) set up a Listening Post/Observation Post (LP/OP) in an area that provided tactical advantage. After a short time, they heard what appeared to be people splashing in the river. BPA (b)(6);(b)(7)(C) and BPA (b)(6);(b)(7)(C) approached the river landing and observed four subjects in the river that were having trouble staying afloat. BPA (b)(6);(b)(7)(C) and BPA (b)(6);(b)(7)(C) immediately accessed the situation and determined immediate action was needed. BPA (b)(6);(b)(7)(C) entered the swift moving current and pulled the four subjects to the riverbanks and handed them to BPA (b)(6);(b)(7)(C) who helped get the four subjects onto dry land. BPA (b)(6);(b)(7)(C) and BPA (b)(6);(b)(7)(C) rescued the four subjects, preventing them from drowning.

The (b) (7)(E) is located approximately (b) (7)(E) south of Laredo, Texas on U.S. Highway (b) (7)(E) On top of the long highway travel to get to the (b) (7)(E) you need to enter the ranch and travel approximately (b) (7)(E) on unimproved ranch roads just to get to the river's edge making it an extended period of time before any help or assistance can arrive. BPA (b)(6);(b)(7)(C) and BPA (b)(6);(b)(7)(C) have proven to be a valuable asset to the (b) (7)(E) Station and should be recognized and commended for their heroic actions. With the ever changing times, negative publicity towards law enforcement and turmoil in the United States tends to sometimes makes agents less motivated to go above and beyond the call of duty. The actions of BPA (b)(6);(b)(7)(C) and BPA (b)(6);(b)(7)(C) took on July 22, 2016, serves as a reminder to all of us that we are all here to do our jobs regardless of the threat knocking at our door on a daily basis. BPA (b)(6);(b)(7)(C) and (b)(6);(b)(7)(C) relied on their training, morals, and dedication to duty to properly manage the situation as it quickly unfolded. Their rapid assessment of the situation, quick, accurate response, and selfless actions prevented four individuals from drowning. These heroic actions far too often go unnoticed. These heroic selfless actions make BPA (b)(6);(b)(7)(C) and BPA (b)(6);(b)(7)(C) stand out from their peers and should serve as an example to others and be rewarded.

Team Members:

(b)(6);(b)(7)(C) Border Patrol Agent, (b) (7)(E) Texas
Border Patrol Agent, Texas

Newton-Azrak Award

Night Team Rescue

The incident occurred on October 19, 2015 at approximately 2:00 a.m. Agents (b)(6);(b)(7)(C). and (b)(6);(b)(7)(C) responded to a call for assistance by agents working border enforcement duties near the (b) (7)(E), Texas (b) (7)(E)). A subject had jumped into the water basin and was struggling to stay afloat. The potential victim was frantically screaming for help and periodically dipping below the surface of the water.
the Agents quickly improvised a safety line from tow straps and courageously entered the dark cold water in an attempt to rescue the subject.
Unfortunately, the improvised safety line was not long enough to reach the subject and the dangerous conditions forced the agents to return to land. Agent (b)(6);(b)(7)(C) swam out for a second time in an attempted to throw the subject a floatation device but that attempt also failed due to subject's panicked state of mind. Upon the arrival of the City of (b) (7)(E)'s Fire Department, the Agents were informed that the fire department would not attempt a rescue due to policy constraints dealing with the dangers involved in a night time water rescue.
Both Agents ignored the injuries they had suffered to their bare feet on their previous rescue attempts and for a third time volunteered to try to rescue the subject. They borrowed life vests from the fire department and reentered the dangerous water. On the third attempt the Agents managed to reach the subject and provide him with a life vest and were able to successfully extract him from the water without further incident.
The subject was examined by Emergency Medical Technicians at the scene and found to be in good health and not in need of further medical attention. Both Agents were treated for their injuries at a local hospital and released the same night.

Team Members:
(b)(6);(b)(7)(C) Border Patrol Agent, (b) (7)(E), TX
(b)(6);(b)(7)(C) , Border Patrol Agent, (b) (7)(E) TX

Integrity Award

Recognize an employee who clearly demonstrated work habits and devotion to integrity that are above reproach and exemplified by CBP's core values and ethical standards ***while on duty*** *(e.g., participated in an undercover operation which led to the arrest of an individual or addressed a potential incident of terrorism or corruption).*

(b)(6);(b)(7)(C), Supervisory CBP Officer, Area Port of Philadelphia, Pennsylvania

Officer (b)(6);(b)(7)(C) displayed great integrity and ethics throughout the OIG investigation against an agent whom he had a close working relationship with. Through the years of this operation, Officer (b)(6);(b)(7)(C) worked closely with the SA to expand an impactful U.S. government investigation, involving not only CBP and HSI, but also the Drug Enforcement Administration (DEA) and foreign partner nations.

OIG came to (b) (7)(E) in late July 2014 and interviewed Officer (b)(6);(b)(7)(C), who cooperated with investigators

- Officer (b)(6);(b)(7)(C) participated in follow up interviews with OIG and at one point voluntarily surrendered his Government and personal cell phones to investigators for review
- During the meetings, Officer (b)(6);(b)(7)(C) volunteered to engage in case related conversations and was provided with a recorder to tape the conversations and recorded phone conversations with the SA up until September 2014

The SA was interviewed by OIG in September 2014 and contacted Officer (b)(6);(b)(7)(C) at that time to advise him he was being placed on administrative leave and resigned from his employment in March 2015

(b) (7)(E)

In November 2016, OIG through coordination with CBP arrested the SA and his wife as they attempted to depart the U.S. via Los Angeles, California

39 separate charges were levied ranging from conspiracy, money laundering, structuring of financial transactions and false statements

Now a Supervisory Officer, (b)(6);(b)(7)(C) is still collaborating with HSI and other investigative partners to (b) (7)(E)

Customer Service and Professionalism Award

Recognizes an employee for outstanding achievement in customer service and who best exemplifies professionalism in all that he or she does in carrying out CBP's critical homeland security mission. Examples include: (1) specific act or achievement; (2) a model of exemplary conduct over an extended period of time; and (3) an exceptional contribution to the organization. In each case, the employee must have distinguished himself or herself from other employees performing the same or similar circumstances. In order to make this distinction, careful consideration must be given to what is expected vs. what is above and beyond expectations.

(b)(6);(b)(7)(C), Supervisory IT Specialist, (b) (7)(E), VA

In February 2016, (b)(6);(b)(7)(C) stood up the TSD's ACE War Room in two days and was able to develop all necessary training materials, coordinate the creation of accounts, train the staff, and provide operational guidance to a staff of 10 interns. (b)(6);(b)(7)(C) also instituted process improvements to allow instant account reactivations, which resulted in additional first call resolutions for the TSD.

By the end of the first week, the War Room answered 44% of the total calls to the TSD, resolved 311 requests for password resets, reduced call wait times from a high of 25 minutes to under 10 minutes, and established a 52% first contact resolution rate. A week later, additional training on ACE account reactivations allowed the interns to resolve inactive account issues for Trade customers at first contact, versus assigning them to another tier of support. This added capability resulted in the War Room resolving 1,072 of 1,105 new tickets, increasing the first contact resolution rate to 97%, and enhancing the overall customer experience.

(b)(6);(b)(7)(C) also oversaw the implementation of the TSD alerts page, which provides information on master tickets so that users can see if the issue they are experiencing is one that OIT is already aware of and working to resolve. She also implemented pre-recorded messages that inform callers of enterprise-wide issues that are currently being addressed, which often prompts users with that issue to hang up, thus helping improve the call wait time for other customers. Finally, (b)(6);(b)(7)(C) has led efforts to improve coordination between the different IT support groups, so that when a ticket cannot be resolved directly by the TSD it can be routed to the correct group for resolution.

(b)(6);(b)(7)(C) leadership, innovative and nimble approach to handling a workload surge, and customer-service focus enabled end users to get needed support during a critical software deployment. Her continued efforts have greatly improved the customer experience for TSD callers.

Customer Service and Professionalism Award

(b)(6);(b)(7)(C), Mission Support Specialist, Tucson, AZ

(b)(6);(b)(7)(C) service, dedication and professionalism over her 11 years with the CBP Office of Chief Counsel (16 years federal service overall) provides managers, attorneys, staff, clients, stakeholders and external partners the confidence that CBP's mission is supported with efficiency, experience and effectiveness. (b)(6);(b)(7)(C) demonstrated her proficiency in using all organizational resources at her disposal when faced with the uncommon challenge of transitioning a field counsel office to an executive level office, a task requiring exemplary and innovative skills. (b)(6);(b)(7)(C) welcomes this type of challenging assignment, seeking and accepting responsibility at all levels which facilitated the successful transition of this office. Likewise, (b)(6);(b)(7)(C) utilized her wide breadth of knowledge and experience to pave the way for the smooth opening of a new field counsel office in Yuma, Arizona, which was in direct response to CBP's need for legal support resources in that area of the southwest border. There is so much that goes on behind the scenes, and (b)(6);(b)(7)(C) accomplished the many tasks, large and small, with uncommon skill and grace. Whether it is handling budget, logistics, information technology, travel, property, personnel, or equipment, to name a few, (b)(6);(b)(7)(C) excels in anticipating change and effectively planning ahead to prevent problems from occurring. Finally, (b)(6);(b)(7)(C) knack for developing enduring professional relationships throughout DHS and CBP, which are based in no small part to her selfless attitude and team spirit combined with her sincere belief in the mission of DHS, makes her an outstanding representative of professionalism at CBP.

Trade and Facilitation Award

Recognizes an employee or team of employees for significant contributions to the advancing of trade and travel programs. The awardee should be someone who has engaged the trade and travel community – brokers, importers, and/or trade associations – in cooperative efforts that strengthen security, improve compliance, reduce trade and travel risks, and at the same time achieving efficient facilitation.

Enforce and Protect Act Evasion Investigation Team—Hangers from Thailand

The implementation of these new on-the-record investigations with only a few weeks to establish procedures and build the team is unprecedented. This was a monumental success because of the team's coordinated effort and strong communication. While rapidly learning the new procedures for these investigations, they also quickly engaged in the investigation, each lending their own unique set of skills. Because of this, CBP issued interim measures well ahead of schedule for its first investigation, effectively halting the inflow of infringing merchandise within only a few months of the law coming into effect. Specifically, CBP issued a Trade Alert for future imports; rate-adjusted entries to collect cash deposits; required "live entry" for all future imports; increased the continuous bond; suspended or extended the liquidation for entries; and reliquidated any entries under CBP's reliquidation authority. These enforcement measures greatly impacted the U.S. hanger industry, with counsel stating that CBP's interim measures had the largest economic effect on the domestic producer of wire hangers since the actual filing of the antidumping order.

The EAPA team not only successfully launched CBP's EAPA program, but also conducted significant outreach to the trade and small businesses. Within just the first few months of the inception of this new program, TRLED presented before various trade associations, the CIT Judicial Conference, the East Coast Trade Symposium, and staff from Ways and Means and Senate Finance.

In sum, the foregoing demonstrates that the EAPA team took a multi-faceted approach to enforcing AD/CVD laws. The team meritoriously executed enforcement actions to stop evasion, achieving CBP's goal of leveling the playing field for domestic manufacturers and protecting our national economic security while simultaneously educating and building partnerships with the trade community establishing collaborative relationships to combat AD/CVD violations.

Team Members:
Troy Riley, Executive Director, Washington, DC
(b)(6);(b)(7)(C), Auditor, Chicago, IL
(b)(6);(b)(7)(C), Director, Washington, DC
(b)(6);(b)(7)(C), Assistant Director, Chicago, IL
(b)(6);(b)(7)(C), Branch Chief, Miami, FL
(b)(6);(b)(7)(C), Director, Chicago, IL
(b)(6);(b)(7)(C), International Trade Specialist, Miami, Fl
(b)(6);(b)(7)(C), Auditor, Washington, DC
(b)(6);(b)(7)(C), Director, Washington, DC
(b)(6);(b)(7)(C), Budget Analyst, Houston, TX
(b)(6);(b)(7)(C), Supervisory Import Specialist, Rosemont, IL

(b)(6);(b)(7)(C), Assistant Director, Chicago, IL
(b)(6);(b)(7)(C), Senior Import Specialist, Buffalo, NY
(b)(6);(b)(7)(C), Deputy Associate, Washington, DC
(b)(6);(b)(7)(C), Attorney, Washington, DC

Trade and Facilitation Award

Pre-Arrival Readiness Evaluation Team (PARE)

To mitigate the potential for increased border wait times, all commercially owned vehicles (COVs) entering the United States at the Peace Bridge undergo a new process: Pre-Arrival Readiness Evaluation (PARE). COVs enter a booth on the Canadian side of the Peace Bridge where a commercial license plate reader, securely connected to CBP, informs the PBA booth attendant if the truck has a paid user fee and ACE e-Manifest. If validated, the driver is directed across the bridge to CBP primary. Otherwise, drivers are directed to a staging lot to pay the user fee and to file a manifest. Once completed and validated by the PBA, the driver would then be authorized by PBA to cross the bridge to CBP Primary. Unprepared drivers are directed back to Canada and are not permitted to cross the bridge. The PARE team proactively engaged with the private sector (Canada American Border Trade Alliance (Can/Am BTA) and the Canadian Trucking Alliance (CTA)) to ensure stakeholder awareness prior to solution deployment. The team listened to the concerns of the trade community regarding the effect of traffic congestion on the throughput of trucks entering the United States.

The results of PARE exceeded the expectations of CBP and the trade community. PARE has increased cargo throughput by 39%, improved compliance of empty truck eManifest filings by more than 8,000 trucks (328% increase), decreased user fee collection activities by about 83%. Overall with PARE, CBP Officers save an average of 73.9 seconds per crossing with a collective benefit to CBP of approximately three (3) work hours per day for the Port of Buffalo.
The PARE project will serve as the model for a national rollout of this trade facilitating capability.

Team Members:
Cary Frieling, (A) Area Port Director, Buffalo, NY
(b)(6);(b)(7)(C), Assistant Port Director, Buffalo, NY
(b)(6);(b)(7)(C) (A) Assistant Port Director, Buffalo, NY
(b)(6);(b)(7)(C), Supervisory CBPO, Buffalo, NY
(b)(6);(b)(7)(C), (A) Assistant Director Trade Operations, Buffalo, NY
(b)(6);(b)(7)(C), (A) Supervisory Border Security Officer, Buffalo, NY
(b)(6);(b)(7)(C), (A) Supervisory Program Manager, Buffalo, NY
(b)(6);(b)(7)(C), Program Manager, Buffalo, NY
(b)(6);(b)(7)(C)., Director, Washington, DC
(b)(6);(b)(7)(C), Program Manager, Washington, DC
(b)(6);(b)(7)(C), Director, Washington, DC
(b)(6);(b)(7)(C), Branch Chief, Alexandria, VA
(b)(6);(b)(7)(C), (A) Executive Director, Springfield, VA
(b)(6);(b)(7)(C), Information Technology Specialist, Alexandria, VA
(b)(6);(b)(7)(C), Senior Privacy Analyst, Washington, DC
(b)(6);(b)(7)(C), Government Information Specialist, Washington, DC
(b)(6);(b)(7)(C), General Attorney, Washington, DC

Mission Integration Award

Recognizes a team of employees (e.g., all employees eligible) who demonstrated a cross-organizational approach and worked on behalf of the Agency and not an individual office to address an issue or implement a solution that addressed a common problem along the border in key areas such as law enforcement, integrity, trade facilitation, border management, customs-trade partnerships, security, and business resumption. In using a cross-organizational approach, the team employed innovation and teamwork that are the tools of collaboration valued in our organization. The team illustrated that, when elements from the various corners are brought together to resolve any problem, the collective solution becomes greater than the individual sum of CBP's parts. The dynamic and cooperative approach reflects the higher path that leads towards greater and more unified CBP solutions, and along the way, shows the direction to integrate our critical resources, our people and knowledge, into unified solutions to achieve the CBP mission which is nothing less than preserving the national security of this Nation.

Attribution Forensics Intelligence Team

The Attribution Forensics Intelligence Team is on the forefront of forensics intelligence as the only entity in the law enforcement community to utilize the science of palynology (or pollen analysis) to close intelligence gaps. This team's unique capabilities has provided valuable intelligence on the source location of marijuana and cocaine wash-ups on the coast of Florida, travel routes of conveyances used to transport narcotics, and places of travel of persons of interest who were apprehended along the border or encountered at a port of entry. In 2016, 38 samples were analyzed, of which 35 were associated with narcotics smuggling and 3 were associated with illicit migration or other related activity.

In 2016, a specific case involving the opioid *fentanyl* was brought to the Attribution Forensic Intelligence Program's (AFIP) attention. Representatives from the Office of National Drug Control Policy (ONDCP) asked for AFIP's help in determining the origin of an illicit multi-kilo shipment of the dangerous narcotic that OFO seized at the (b) (7)(E) Port of Entry. A kilogram of the opioid was sent to CBP's Laboratories and Scientific Services (b) (7)(E) Laboratory, where CBP's (b) (7)(E) analyzed it and determined it to have originated in the Yunnan Province of China, not Mexico, where it was believed to have been processed. This critical piece of information scientifically confirmed previous intelligence analysis of a specific origination point, and it will also help ONDCP in formulating future policy recommendations and operational strategies in the nation's effort to combat the ever-increasing opioid crisis gripping our country.

As a service to the greater community, this team supports the National Center for Missing and Exploited Children with the examination of evidence from missing children cold cases. This year promises to be a busy year for AFIP in supporting NCMEC's mission given the program's positive past results in assisting state and local law enforcement in identifying missing children while exposing suspected abductors and murderers. Results from one particular cold case, the Bella Bond case, provided investigators with the possible location the child lived prior to her disappearance. Within a week of investigators receiving these results, the missing child's home was located and the mother and boyfriend were arrested for the child's murder.

Given the broad application of the attribution forensics across multiple CBP-centric efforts, this team recognized the need to standardize collection processes and reporting back into the intelligence cycle. From the collection point of view, this team continues to work with CBP's field intelligence workforce to institutionalize and standardize a procedure for evidence collection. In addition to ensuring this valuable information is incorporated into intelligence products accessible to the widest audience possible in intelligence and law enforcement communities, this team has begun the process of creating a forensics library that will aid in translating scientific reports into searchable intelligence documentation that can then be stored on existing and future intelligence databases.

Team Members:
(b)(6);(b)(7)(C), Director, Washington, DC
(b)(6);(b)(7)(C), Supervisory Border Patrol Agent, Washington, DC
(b)(6);(b)(7)(C), (b) (7)(E)
(b)(6);(b)(7)(C), Senior Science Officer, Washington, DC

Mission Integration Award

Confidential Human Source Program Team

The U.S. Customs and Border Protection (CBP), Office of Intelligence (OI) respectfully nominates the Confidential Human Source Division for consideration of the Commissioner's Award for Mission Integration. The CHS team has surpassed all expectations for their outstanding team achievements in advancing a strategic and enterprise-wide approach to improving and innovating CBP's HUMINT collection capabilities.

The team repeatedly shows the ability to apply overarching strategic principles to improve CBP as an agency by consolidating and elevating CBP operations to standards not previously seen. As a result of the Division's efforts, along with key members from the U.S. Border Patrol, the Office of Field Operations, and Air & Marine Operations, CBP has successfully established and implemented its agency wide Confidential Human Source program as a unified collection capability that improves CBP and the Department of Homeland Security (DHS) abilities to protect our Nation from all threats.

The Division successfully standardized and integrated CBP source operations across four operational components to improve intra-agency operations and U.S. Law Enforcement and Intelligence Community collaboration. Furthermore, the Division developed a robust information technology solution that takes an innovative approach to improving information sharing and exploitation within CBP, as well as with DHS and external partners, while simultaneously improving operational efficiency.

Despite being a small team of dedicated professionals supporting the Nation's largest law enforcement agency, the CBP CHS Division actions have resulted in the identification and disruption of Transnational Criminal Organizations (TCO) and Drug Trafficking Organizations (DTO) operations at our borders. CHS HUMINT information and the follow up investigations led to better procedures for utilizing our resources and targeting narcotics traffickers on land, sea and air. CBP CHS operations have resulted in the seizure of contraband valued at over $105 million dollars, the seizure of over $360,000.00 in illicit proceeds, and 883 arrests.

Team Members:
(b)(6);(b)(7)(C), Director, Washington, D.C.
(b)(6);(b)(7)(C), Director, Washington, D.C.
(b)(6);(b)(7)(C), Deputy Director, Washington, D.C.
(b)(6);(b)(7)(C), Branch Chief, Washington, D.C.
(b)(6);(b)(7)(C) Asst Chief Patrol Agent, Washington, D.C.
(b)(6);(b)(7)(C), Program Manager, Washington, D.C.
(b)(6);(b)(7)(C), Program Manager, Washington, D.C.
(b)(6);(b)(7)(C), Deputy Director, Washington, D.C.
(b)(6);(b)(7)(C), Operations Manager, Washington, D.C.
(b)(6);(b)(7)(C) Asst Chief Patrol Agent, Washington, D.C.
(b)(6);(b)(7)(C), Asst Chief Patrol Agent, Washington, D.C.
(b)(6);(b)(7)(C), Branch Chief, Washington, D.C.
(b)(6);(b)(7)(C), Supervisory Air Interdiction Agent, Washington, D.C.

(b)(6);(b)(7)(C), Director, Washington, D.C.
(b)(6);(b)(7)(C), SCBPO, (b) (7)(E) AZ
(b)(6);(b)(7)(C), Supervisory Marine Interdiction Agent, (b) (7)(E), CA
(b)(6);(b)(7)(C), OPR Special Agent, (b) (7)(E) MI

Law Enforcement Officer Award

Recognizes outstanding professional achievement by a law enforcement officer or agent, or a team of officers/agents, who demonstrated unusual courage and best represented CBP through their leadership, initiative, and team work. Examples include results associated with significant law enforcement achievements – e.g., counterterrorism, apprehension, or detention of individuals suspected or convicted of offenses against the criminal laws of the United States.

(b)(6);(b)(7)(C), CBP-OPR Special Agent, (b) (7)(E), TX

In 2015, the Texas Rangers and the Cameron County Sheriff's Department initiated a murder investigation following the gruesome discovery of a decapitated body floating in the bay near South Padre Island, Texas.

CBP-OPR SSA (b)(6);(b)(7)(C) joined the investigation after the arrest of a man involved in the killing was found to be the brother of 8-year USBP veteran, BPA Joel Luna. SSA Villarreal developed substantial investigative leads and helped piece together a complicated case involving Gulf Cartel violence and kidnapping in Mexico, money laundering, drug trafficking, and murder, that culminated in Luna's arrest and conviction.

SSA (b)(6);(b)(7)(C) and state/local investigators also seized almost $90,000 in cash, 3 pounds of cocaine, a Cartel handgun, and various caliber ammunition held in a safe owned by Luna. SSA (b)(6);(b)(7)(C) also coordinated the search of Luna's locker at the USBP station that contained 820 rounds of AK-47 caliber ammunition and a radio scanner, and recovered USBP-issued body armor Luna had claimed as lost – all evidence used in a trial that drew national media attention.

SSA (b)(6);(b)(7)(C) and TX Rangers testified before a Texas grand jury in Brownsville which returned a true bill superseding indictment of BPA LUNA, his two brothers, and two additional co-conspirators on state charges for Capital Murder for Retaliation; Murder; EOCA for Murder; and EOCA for Possession of a Controlled Substance.

During the two week trial, SSA (b)(6);(b)(7)(C) materially assisted the Assistant DA for Cameron County as the lead case agent. The jury found one of Luna's brothers, an actual member of the Gulf Cartel, guilty of Capital Murder, and EOCA for Possession of Controlled Substance and was sentenced to life in prison for Capital Murder and 50 years imprisonment for EOCA for Possession of a Controlled Substance.

The jury found Luna guilty of EOCA for Murder and EOCA for Possession of a Controlled Substance. Luna was sentenced to 20 years in prison.

(b) (7)(E) Narcotics Unit Team

In FY 2016, the team played a major role in (b) (7)(E), which identified (b) (7)(E) involved in smuggling synthetic stimulant. Hundreds of U.S. and foreign consignees were identified which resulted in significant investigative value to active criminal investigations. Through coordinated activity at (b) (7)(E) between CBP, DEA, HSI, FBI, state, local and foreign law enforcement partners enforcement actions resulted in 151 arrests, execution of 69 search warrants, the seizure of 10,688 kg of synthetic stimulants and the seizure of $15,013,522.25 in assets.
(b) (7)(E) targeted a (b) (7)(E) chemical company identified as an international distributor of Fentanyl, MDMA, steroids, and other synthetic cannabinoids. Through the efforts of the team and the investigation, numerous referrals have been made to ports of entry, which has resulted in multiple seizures of Fentanyl, 4-ANPP (precursor used in the illicit manufacture of Fentanyl), U-47700 (synthetic opioid) and other illegal synthetic drugs. Based on the enforcement actions over 250 investigative leads have been identified.
The team has successfully identified, targeted, and synchronized coordinated enforcement actions to defeat fentanyl, heroin and opioid smuggling networks. (b) (7)(E) targeting of one shipper resulted in a seizure of 3.2 kilograms of fentanyl, which ultimately led to additional seizures of 10 shipments from the same shipper totaling 26.5 kilograms of Fentanyl.

(b) (7)(E) Narcotics Unit represents CBP narcotics targeting, interdiction and investigative case support efforts to ONDCP and to the National Security Advisor for Transnational Organized Crime. The (b) (7)(E) coordinates with the (b) (7)(E) to identify actions which will enhance (b) (7)(E) methods of advance data collection and (b) (7)(E) enable more robust enforcement activities.

The (b) (7)(E) Narcotics Unit has been at the forefront of CBP efforts to combat the emerging threat of fentanyl, heroin and opioid trafficking.

<u>Team Members</u>:
(b) (7)(E), Chief Watch Commander, (b) (7)(E), VA
(b) (7)(E), Watch Commander, (b) (7)(E), VA
(b) (7)(E), Watch Commander, (b) (7)(E), VA
(b) (7)(E), Watch Commander, (b) (7)(E), VA
(b) (7)(E) CBP Officer, (b) (7)(E), VA
(b) (7)(E), CBP Officer, (b) (7)(E) VA
(b) (7)(E) CBP Officer, (b) (7)(E), VA
(b) (7)(E), CBP Officer, (b) (7)(E), VA
(b) (7)(E), CBP Officer, (b) (7)(E), VA
(b) (7)(E), (b) (7)(E), VA

The Diana Dean and Jose Melendez-Perez Antiterrorism Award

Recognizes an employee or team of employees who demonstrated vigilance and outstanding accomplishments to the CBP anti-terrorism mission. Examples include detecting, identifying, and intercepting potential terrorists, smuggling of weapons of mass destruction, and other terrorist tools of destruction; and identifying and dismantling key financial operations that support individuals or organizations involved in threats or acts of terrorism. This award is named in honor of Diana Dean, then a U.S. Customs Inspector in Port Angeles, Washington, who on December 14, 1999, stopped a suspicious-looking traveler who was an al-Qaeda operative who had stashed timers and more than 200 pounds of highly volatile bomb-making material in the trunk of a rental car and was planning to mark the millennium by bombing the Los Angeles International Airport. José Meléndez-Perez, then a U.S. Immigration and Naturalization Service (INS) inspector, was conducting secondary screenings at Orlando International Airport on August 4, 2001, when he prevented the would-be 20th hijacker, Mohamed al-Kahtani, from gaining admittance to the United States. Because he rejected Kahtani, United Airlines Flight 93 was short-handed on 9/11 – a fact several members of the 9/11 Commission say helped ensure that the flight did not reach its intended target – the Capitol. Officers Dean and Melendez-Perez demonstrated vigilance and exemplary service to the Nation, which saved hundreds, if not thousands of lives.

The (b) (7)(E)) Team

The (b) (7)(E) team successfully developed and deployed the (b) (7)(E), improving CBP's (b) (7)(E) in the air and maritime modes of transportation. (b) (7)(E) updated the decade-old approach (b) (7)(E) and modernized how CBP conducts (b) (7)(E)

(b) (7)(E) optimizes CBP's resources to ensure agile and efficient operations (b) (7)(E) means better enforcement and fewer containers delayed at ports awaiting labor and time-intensive inspections. The end result improves (b) (7)(E)

The team performed extensive outreach and collaboration across a large stakeholder community to (b) (7)(E). The model currently deployed incorporates (b) (7)(E)

Additionally, the highly-coordinated shadow implementation and pilot deployment approaches ensured the successful release of (b) (7)(E) and minimal disruption to CBP field operations.

The (b) (7)(E) program has improved CBP's ability to detect nuclear and other national security threats through (b) (7)(E) – along with an astounding 1600% ROI and annual cost avoidance over $160 million.

Team Members:
(b)(6);(b)(7)(C), Director, (b) (7)(E), VA
(b)(6);(b)(7)(C), Director, (b) (7)(E) VA
(b)(6);(b)(7)(C), IT Specialist, (b) (7)(E), VA
(b)(6);(b)(7)(C), Program Manager, (b) (7)(E), VA
(b)(6);(b)(7)(C), Supervisory CBP Officer, (b) (7)(E), VA
(b)(6);(b)(7)(C), CBP Officer, (b) (7)(E), VA
(b)(6);(b)(7)(C), Director, (b) (7)(E), VA
(b)(6);(b)(7)(C), Supervisory CBP Officer, (b) (7)(E), VA
(b)(6);(b)(7)(C), Supervisory CBP Officer, Washington, DC

The Diana Dean and Jose Melendez-Perez Antiterrorism Award

(b) (7)(E) Team

The CBP Office of Field Operations, (b) (7)(E) significantly enhanced the agency's ability to (b) (7)(E) to advance CBP's (b) (7)(E) mission.

Working in partnership with the DHS Office of Privacy, the DHS Office of Civil Rights and Civil Liberties, the DHS Office of Intelligence and Analysis, and the DHS Office of General Counsel, (b) (7)(E) advocated for new policies and designed new processes (b) (7)(E). This inter-Departmental teamwork was necessary to identify and close gaps in CBP's ability to (b) (7)(E) while holding firm to DHS commitments. This innovative policy and oversight framework was approved via a DHS Letter of Intent on March 25, 2016. This effort required:

* Mitigation of risks involved with the comparison of (b) (7)(E)
* Development and implementation of several safeguards to protect privacy, civil rights, and civil liberties.
* Development of technology and supporting operational practices to address legal and oversight concerns unique to each party's data holdings and authorities.

OFO/ (b) (7)(E) operationalized the approved concept to facilitat (b) (7)(E). The standup process required the (b) (7)(E) team to work together to overcome multiple obstacles and technical hurdles, including:

* (b) (7)(E)
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By the end of November 2016, (b) (7)(E) successfully implemented the permanent standup of this (b) (7)(E) .

Team Members:
(b)(6);(b)(7)(C), Director, Washington, DC
(b)(6);(b)(7)(C), Assistant Director, Washington, DC
(b)(6);(b)(7)(C), Branch Chief, Washington, DC
(b)(6);(b)(7)(C), Branch Chief, Washington, DC
(b)(6);(b)(7)(C), Branch Chief, Washington, DC
(b)(6);(b)(7)(C), Branch Chief, Washington, DC
(b)(6);(b)(7)(C), Intelligence Research Specialist, Washington, DC
(b)(6);(b)(7)(C), Intelligence Research Specialist, Washington, DC
(b)(6);(b)(7)(C), Intelligence Research Specialist, Washington, DC
(b)(6);(b)(7)(C), Intelligence Research Specialist, Washington, DC
(b)(6);(b)(7)(C), Intelligence Research Specialist, Washington, DC
(b)(6);(b)(7)(C), Intelligence Research Specialist, Washington, DC
(b)(6);(b)(7)(C), Intelligence Research Specialist, Washington, DC
(b)(6);(b)(7)(C), Intelligence Research Specialist, Washington, DC
(b)(6);(b)(7)(C), Intelligence Research Specialist, Washington, DC
(b)(6);(b)(7)(C), CBP Officer, Washington, DC
(b)(6);(b)(7)(C), Intelligence Research Specialist, Washington, DC
(b)(6);(b)(7)(C) (b) (7)(E) , Washington, DC
(b)(6);(b)(7)(C), CBPO, Washington, DC
(b)(6);(b)(7)(C), Intelligence Research Specialist, Washington, DC

CBP Ambassador Award

Recognizes an employee or team of employees who exhibited exceptional cooperation and dedication in working with CBP stakeholders by promoting current and proposed

CBP programs; assisting stakeholders in addressing concerns; assisting in building and maintaining partnerships between CBP and state and local governments; and/or improving CBP's visibility through international cooperation, inter-governmental and intra-government outreach and advocacy, and/or community outreach.

Electronic Visa Update System (EVUS) Team

EVUS is a collaborative CBP and DoS effort envisioned in 2014, as a result of the U.S. Government interagency partnership. CBP and DoS worked together to create a new data management system, EVUS, [redacted] This coordinated effort modernizes the way the U.S. government screens and vets foreign nationals who may seek to gain entry into the U.S. by expanding the ability of DHS to identify possible threats to national security and public safety as well as admissibility, utilizing information obtained in the EVUS application prior to the individual traveling to the U.S.

On a daily basis thousands of individuals are processed through the EVUS on line application system, [redacted]. To date, the EVUS program has overseen the vetting of 1,542,999 EVUS applications, 3,110 of which 486 were identified and submitted for prudential revocation by the EVUS Team.

One recent success involved collaboration with the [redacted]. These functions are performed on a day to day basis by the extraordinary men and women who analyze, process, coordinate and develop partnerships that continue to enhance and amplify the EVUS Team's abilities that lead to these types of successes. This team has proven to be an invaluable resource by identifying those individuals who pose a threat to the U.S. and identifying those who are inadmissible to the U.S. prior to arrival, saving the Government time and money while keeping America safe.

<u>Team Members</u>:
(b)(6);(b)(7)(C), Team Lead, CBP Officer, (b) (7)(E), VA
(b)(6);(b)(7)(C), (b) (7)(E) VA
(b)(6);(b)(7)(C), CBP Officer, (b) (7)(E) VA
(b)(6);(b)(7)(C), (b) (7)(E), VA
(b)(6);(b)(7)(C), CBP Officer, (b) (7)(E), VA
(b)(6);(b)(7)(C), CBP Officer, (b) (7)(E), VA
(b)(6);(b)(7)(C), (b) (7)(E), VA
(b)(6);(b)(7)(C), (b) (7)(E) VA

(b)(6);(b)(7)(C), CBP Officer, (b) (7)(E), VA
(b)(6);(b)(7)(C), Watch Commander, (b) (7)(E) VA
(b)(6);(b)(7)(C), Watch Commander, (b) (7)(E), VA
(b)(6);(b)(7)(C) Director, (b) (7)(E), VA
(b)(6);(b)(7)(C), Deputy Director, (b) (7)(E) VA
(b)(6);(b)(7)(C), Director, Washington, D.C.
(b)(6);(b)(7)(C), Branch Chief, Washington, D.C.
(b)(6);(b)(7)(C) Branch Chief, Washington, D.C.
(b)(6);(b)(7)(C), Branch Chief, Washington, D.C.
(b)(6);(b)(7)(C), Supervisor CBP Officer, Washington, D.C.
(b)(6);(b)(7)(C), Program Analyst, Washington, D.C.
(b)(6);(b)(7)(C), CBP Officer, Washington, D.C.
(b)(6);(b)(7)(C), CBP Officer, Washington, D.C.
(b)(6);(b)(7)(C), CBP Officer, Washington, D.C.
(b)(6);(b)(7)(C), CBP Officer, Washington, D.C.
(b)(6);(b)(7)(C), CBP Officer, Washington, D.C.
(b)(6);(b)(7)(C), Program Manager, Washington, D.C.

CBP Ambassador Award

Missing Migrant Program Team

The Missing Migrant Program (MMP) was created in response to record numbers of migrant deaths, in the Texas and Arizona. The MMP process is divided into four categories: Simple Database Query, Physical Rescue Search, Physical Recovery Search (deceased) and Identification of decedents in Medical Examiners' custody. MMP has resulted in about 3,186 database queries, 328 rescues, 25 recoveries and has identified 229 decedents. The program's objectives are Prevention, Location, Identification and Reunification. Laredo, Rio Grande Valley, Del Rio and Tucson Sector MMP developed mechanisms to accept and respond to information requests from third party officials.

The MMP's humanitarian approach encourages support from outside organizations. The South Texas Corridor (STC) hosted the inaugural MMP International Summit, in Laredo, Texas, bringing together over 130 VIP attendees, from foreign governments; international and domestic non-governmental organizations (NGO's); U.S. federal, state and local law enforcement agencies; and prominent members of the Texas Farming and Ranching communities. Medical Examiner Offices and NGOs across the states of Texas and Arizona attended, along with senior government officials from Mexico, Guatemala, El Salvador, Honduras and Brazil. Border Patrol representatives from five border sectors attended the summit, as well. The summit improved information sharing with stakeholders. Efforts were made to identify methods that could lead to increased missing migrant identification rates and reduced DNA processing timelines. The MMP and the international summit set a firm foundation for increased coordination, in preparation for summer operational planning, which will include CBP, foreign governments, other law enforcement agencies and NGOs, with the goal of increasing rescues and reducing deaths along the southwest border.

Team Members:

(b)(6);(b)(7)(C) . Division Chief Operations, Laredo, TX
(b)(6);(b)(7)(C) Special Operations Supervisor, Laredo, TX
(b)(6);(b)(7)(C) Supervisory Border Patrol Agent, Laredo, TX
(b)(6);(b)(7)(C). Supervisory Border Patrol Agent, Laredo, TX
(b)(6);(b)(7)(C) Border Patrol Agent, Laredo, TX
(b)(6);(b)(7)(C) Border Patrol Agent, Laredo, TX
(b)(6);(b)(7)(C) Border Patrol Agent, Laredo, TX
(b)(6);(b)(7)(C) Special Operations Supervisor, Del Rio, TX
(b)(6);(b)(7)(C) Operations Officer, Del Rio, TX
(b)(6);(b)(7)(C) Supervisory Border Patrol Agent, Del Rio, TX
(b)(6);(b)(7)(C) . Supervisory Border Patrol Agent, Del Rio, TX
(b)(6);(b)(7)(C) Deputy Patrol Agent in Charge, Edinburg, TX
(b)(6);(b)(7)(C) Operations Officer, Edinburg, TX
(b)(6);(b)(7)(C) Border Patrol Agent, Edinburg, TX
(b)(6);(b)(7)(C)Border Patrol Agent-Intelligence, Edinburg, TX
(b)(6);(b)(7)(C) Operations Officer, Tucson, AZ
(b)(6);(b)(7)(C) Supervisory Border Patrol Agent, Tucson, AZ
(b)(6);(b)(7)(C). Border Patrol Agent, Tucson, AZ

EEO/Diversity Award

Recognizes an employee or team of employees who championed CBP's commitment to a bias-free work environment; particularly, those efforts which exemplify the principle of equal opportunity and recognize the diversity of our workforce/customers.

Big Bend Sector DIPC Team

The Big Bend Sector (BBT) DIPC is committed to promoting a bias-free work environment by promoting an inclusion agenda that educated our workforce about inclusion and cultural diversity. Their efforts to plan and celebrate the national diversity observances helped the CBP workforce and others not only learn about the selected observances but also about the importance and responsibility we all share promoting and recognizing equal employment opportunity law and policy.

In 2016, the BBT DIPC sponsored the following programs: Black History Month with speakers from the Fort Davis National Historic Site about the Buffalo Soldiers; Jewish American Heritage Month with speaker, Robert Halpern, Editor of the *Big Bend Sentinel*; Women's Heritage Month with speaker, (b) (6), former USAF fighter pilot; Women's Equality Day at the Presidio Station with speakers from the Family Crisis Center; Hispanic Heritage Month with an Alpine Station cook-off and speaker, Brewster County Judge Eleazar Cano; Irish American Heritage Month brown-bag presentation with (b) (6); Bring Your Child to Work/Big Bend Sector Open House; Family Heritage Month with speakers, (b)(6);(b)(7)(C), Deputy Director of High Intensity Drug Trafficking Areas (HIDTA) and her son, Marfa Station BPA (b)(6);(b)(7)(C); German American Heritage Month with speaker, Special Operations Supervisor (b)(6);(b)(7)(C); and Dutch Heritage Month with speaker, HIDTA Director (b)(6);(b)(7)(C). In addition, materials provided by the Privacy and Diversity Office were shared with the BBT Stations and made available to employees.

The efforts of Big Bend Sector to establish a renewed DIPC with an actual membership roster resulted in an almost 100% increase in presentations and employee engagement and it continues to grow and conduct outreach and program activities to exemplify a diverse and bias-free workplace.

<u>Team Members</u>:

(b)(6);(b)(7)(C), Division Chief, Marfa, TX
(b)(6);(b)(7)(C), Border Patrol Agent, Sierra Blanca/Union V.P., TX
(b)(6);(b)(7)(C), Assistant Chief Patrol Agent, Marfa, TX
(b)(6);(b)(7)(C), Supervisory Border Patrol Agent, Van Horn, TX
(b)(6);(b)(7)(C), Border Patrol Agent, Presidio, TX
(b)(6);(b)(7)(C), Border Patrol Agent, Sierra Blanca, TX
(b)(6);(b)(7)(C), Special Operations Supervisor, Marfa, TX
(b)(6);(b)(7)(C), Watch Commander, Sierra Blanca, TX
(b)(6);(b)(7)(C), Deputy Assistant Chief Counsel, Marfa, TX

(b)(6);(b)(7)(C) Patrol Agent in Charge, Presidio, TX
(b)(6);(b)(7)(C), Supervisory Border Patrol Agent, Alpine, TX
(b)(6);(b)(7)(C) Border Patrol Agent, Marfa, TX
(b)(6);(b)(7)(C), Border Patrol Agent, Van Horn, TX

EEO/Diversity Award

John F. Kennedy Diversity and Inclusion Program Committee Team

The John F. Kennedy (JFK) Diversity and Inclusion Program Committee (DIPC), has implemented a vibrant and robust program, promoting inclusion and cultural diversity awareness at 11 events. Highlights included speakers such as: former U.S. Secretary of State and Nobel Peace prize recipient, Dr. Henry Kissinger at the ***J**ewish American History Month celebration* in June 2016. In October 2015 they celebrated *Hispanic Heritage month* with Guest Speaker DFO Robert. E. Perez and *Italian Heritage* month with Guest speaker (b) (6), (b) (7)(C) President of Columbia association and former CBP team leader. The team celebrated *Black History Month* honoring the famous legendary singer Aretha Franklin in February 2016. The *Women's History Month* event in March 2016 featured guest speaker retired Port Director/ former Acting Assistant Commissioner Susan Mitchell recognizing her 38 year career with U.S. Customs and Border Protection. The team also expanded their reach and worked with the US Customs Emerald society to organize an *Irish American event* in March 2016. They also broke down barriers and celebrated the first JFK *Arab American Heritage* event at John F. Kennedy airport with guest speaker (b) (6), (b) (7)(C) Supervisory international trade specialist. In April 2016 the team did an Outreach Program at the Chabad House located at Rutgers University and reached out to the students of the Jewish religion. In May 2016 they celebrated *JFK Armed forces day*. This event was to give back and acknowledge the CBP employees who have served or are currently still serving in the U.S. Armed Forces. (b) (6) from the Permanent Mission of the Republic of Iraq attended this event and thanked our veterans for helping Iraq secure their freedom and free them from Saddam Hussien. They also celebrated *Caribbean Heritage* month with an outstanding performance by the YMCA Children steel band drums in July 2016. The *Bring Your Child to Work Day* event was a huge success and involved a multi-agency collaboration that allowed children to participate in several presentations by multiple law enforcement agencies in August 2016. In October 2016 they continued their success by celebrating *Hispanic Heritage Month* with Bronx Borough President Ruben Diaz Jr.

Team Members:
(b) (6), (b) (7)(C), Supervisory CBP Officer, Jamaica, NY
(b) (6), (b) (7)(C), CBP Officer, Jamaica, NY
(b) (6), (b) (7)(C), CBP Officer, Jamaica, NY
(b) (6), (b) (7)(C), CBP Officer, Jamaica, NY
(b) (6), (b) (7)(C), Entry Specialist, Jamaica, NY
(b) (6), (b) (7)(C), CBP Officer, Jamaica, NY

Unsung Heroes (Support Staff) Award

Recognizes a support staff employee (at the GS-9 level or below) for superior performance and outstanding support efforts.

(b) (6), (b) (7)(C), MSS, Jacksonville, FL,

(b) (6), (b) (7)(C) consistently demonstrates the high standards of achievement and innovation needed and the dedication relied upon as a member of Department of Homeland Security, fitting of the 2016 Commissioners Unsung Heroes (Support Staff) Award.
While another Mission Support Specialist (MSS) of a higher grade was on extended leave and unavailable for several months, (b) (6), (b) (7)(C) sustained that individual's duties collaterally with no lapse in service or mission readiness. (b) (6), (b) (7)(C) excelled and performed exceptionally with minimal supervision. Her extended duties included inputting over 200 travel orders, processing over 600 timecards, acting as the Office of Worker's Compensation Coordinator, coordinating a Federal Retirement Benefits Class for multiple organizations, and steadily processing designated recurring monthly bills (b) (6), (b) (7)(C) always performs at a tremendous level in every task assigned and also completes her routine duties with minimal supervisory input. Her normal duties span numerous responsible areas of mission support. She excels as the Vehicle Officer, Local Property Officer, $10K Purchase Card Holder, FedEx point of contact, Service Award Coordinator and Travel Coordinator. She is a self-starter and always goes above and beyond what is expected of someone at her position. Every month, she recognizes fellow employees' birthdays prior to shift brief. She habitually goes out of her way to make sure everyone is taken care of and anytime help is needed, she is there giving her all. She consistently functions at a level vastly exceeding that required of her. Other supervisors and personnel routinely comment to her supervisor and management on (b) (6), (b) (7)(C) superior performance and outstanding support efforts. This level of recognition parallels (b) (6), (b) (7)(C) performance.

Unsung Heroes (Support Staff) Award

(b) (6), (b) (7)(C), CBP Technician, Brownsville, TX,

Since his employment, he has proven to be an asset to the Port. His motivation, time-management skills, critical thinking skills, leadership and professionalism are qualities which exemplify CBP core values.

(b) (6), (b) (7)(C) oversees Facilities at the Port, encompassing 4 land border crossings, 2 import lots, 2 export lots, a seaport, an airport, and rail facility. He has embraced this task without reservation and is doing an outstanding job. He has established good rapport with port and field office staff, GSA, and local stakeholders, consequently being able to identify and correct issues with minimal delays to operations. (b) (6), (b) (7)(C) developed and maintains records regarding work orders and follows-up until completion of all projects.

(b) (6), (b) (7)(C) is also a member of the port's Safety Committee. His extensive knowledge in all areas of facilities helps the committee to identify critical safety concerns at the port. He assists with coordination of major facility maintenance and construction projects while focusing on ensuring all safety factors are considered. He ensures all buildings at the port are in compliance with all safety and security protocols to provide a safe work environment for all.

(b) (6), (b) (7)(C) always conducts himself in a professional manner; he is very respectful and continually strives to excel. He takes ownership of his work and can be relied upon to assist in any request. He has worked with Small Scale Non-Intrusive Inspection equipment by developing and maintaining inventory and submitting the equipment for maintenance and repairs. He has trained other CBP Technicians in this area and assists them when needed.

(b) (6), (b) (7)(C) has excellent work-ethic, he is focused and able to recognize his tasks and responsibilities. His goal is to be able to ensure the officers and support staff have the infrastructure necessary to get their work done. For his commitment and devotion, (b) (6), (b) (7)(C) deserves to be recognized as an unsung hero.

Excellence in Mission Support Award

Recognizes an employee or team of employees who achieved mission support reforms or innovations that significantly improved efficiency, effectiveness, and accountability of CBP's mission support operations. This includes initiatives in the areas of finance, information technology, human resources, asset management, training, equal employment opportunity, and policy and planning.

(b) (6), (b) (7)(C), Supervisory Mission Support Specialist (Budget), Houston, Texas, HFO

Beginning immediately upon her EOD in the Houston Field Office as Supervisory Mission Support Specialist and Budget Officer in August 2016, (b) (6), (b) (7)(C) identified significant expenditures for land line telephone usage. In an effort to ascertain a cost baseline she contacted the various telephone companies which provide our ports telephone service throughout Texas and Oklahoma. Through this research she found that there was no standard practice for contracting telephone service and consequently the agency was paying varied amounts for the same service at different offices. She also found that significant savings could be made by taking advantage of ongoing promotional programs the telephone companies were offering. By enrolling our locations in those programs, she was able to realize significant cost savings for our ongoing telephone service. From August 2016 to date, she has saved CBP $183,779.51 in telephone service costs.

In addition, she implemented a budget forecasting protocol to strengthen the field office's and ports' ability to anticipate expenditures and plan budgets accordingly. By having all offices develop a spending plan by object class the ports must review operational needs and supply and equipment required to support them. These projections are planned in quarterly allotments and the field office's budget is allotted accordingly and the ports held to those spending plans. As a result, the ports are more fiscally responsible and the need for budget supplements to the ports and reprogramming of funds is significantly reduced.

As a result of the success of these initiatives, and in support of HQ-OFO's zero-based budgeting initiative, HQ-OFO-Budget requested that (b) (6), (b) (7)(C) present her telephone service findings and contract actions, and her budget forecasting methodology as "best practices" at the Budget Officers Training in Indianapolis in April, 2017.
(b) (6), (b) (7)(C) has made significant contributions to CBP, OFO and the Houston Field Office from her first day on the job. Her initiative and ingenuity has realized great cost savings to the agency and been a great benefit to CBP and the Houston Field Office, and through her presentations, her developments are available for use to all field offices. She exemplifies the administrative side of Vigilance, Service and Integrity.

Excellence in Mission Support Award

Seized and Forfeited Property Team

The Seized and Forfeited Property Center (SFPC) conducted an analysis to determine why the El Paso Field Office seized vehicle contract costs greatly exceeded costs proportionally at other locations. El Paso, which has 7% of the total seized vehicle inventory of CBP, accounted for over 35% of the total cost to the seized vehicle contract. The SFPC team analyzed the process of seizing vehicles at the port and, in collaboration with the Office of Field Operations (OFO), developed and implemented a series of recommendations to improve the process at the El Paso Field Office. A major recommendation was to utilize the Junker Provision. The Junker Provision, 19 U.S.C. Section 1612, provides for the immediate destruction or sale of seized property that is likely to perish, to devalue to waste, or when the expense of keeping property, such as vehicles, is disproportionate to the value of the property while in government custody. Additional recommendations included reducing the number of services ordered; ensuring that a supervisor writes and maintains records of any approval for services requested and completed by the contractor; and reevaluating the dismantler team standard operating procedure. In addition, the SFPC team used this analysis to reevaluate the cost structure for the new seized vehicle contract. The old contract allowed the vendor to bill for each compartment manipulation. The new cost structure utilizes a flat fee charge regardless of the number of compartment manipulations resulting in considerable cost savings to CBP going forward. The implementation of SFPC's recommendations resulted in cost savings averaging around $100,000 a month for the El Paso Field Office, which is about 10% of total contract costs. These increased efficiencies will be felt across the board from the program to the field. The development and implementation of these recommendations exemplify SFPC's commitment to its mission of maximizing funding resources while providing administrative support to OFO, U.S. Border Patrol, and the Office of Air and Marine, thus allowing these business partners to focus on law enforcement activities.

Team Members:
(b) (6), (b) (7)(C), Branch Chief, Indianapolis, IN
(b) (6), (b) (7)(C), MPA, Indianapolis, IN
(b) (6), (b) (7)(C), MPA, Indianapolis, IN
(b) (6), (b) (7)(C), Branch Chief, Indianapolis, IN
(b) (6), (b) (7)(C), FP&F Officer, El Paso, TX

Leadership Award

Recognizes a supervisor (non-Senior Executive Service) for outstanding leadership ability who best exemplified leadership competencies to forward the mission and/or vision of the CBP.

(b) (6), (b) (7)(C), Supervisory Air Interdiction Agent, (b) (7)(E) , FL, NASOC-Jacksonville

(b) (6), (b) (7)(C) consistently demonstrates the high standards of achievement and innovation needed and the dedication relied upon as a member of Department of Homeland Security, fitting of the 2016 Commissioners Leadership Award. (b) (6), (b) (7)(C) planned and submitted the center's $10 million flight hour budget and ensured the responsible execution of the budget. As Command Duty Officer, he leads and manages the office's (b) (7)(E) employees, along with coordinating operations across multiple agencies and units. He oversees risk management for flight operations and aviation support requests, and serves as both Deputy Director and Director, as assigned, and was also requested by NASO Headquarters to serve as the Acting Deputy Director for National Air Security Operations Center - Corpus Christi (NASOC-CC). He restructured the operations, scheduling and training offices within the center, assisting in creating a more cohesive and effective operations, scheduling, and training team which enhanced operational response to tasking and availability of crews. He supervised a team of instructors in envisioning the future of training and led the group to work with NASOC-CC and Flight Safety International to produce the future training model for P-3p training as the U.S. Navy sunsets its P-3 training program. (b) (6), (b) (7)(C) developed and produced measurable and specific center goals that integrated Headquarters and the agency's goals, priorities, and values. He improved the center's efficiency by streamlining internal processes that ultimately assisted in reducing individual workload, and directly improved morale through these implementations. He ensured the widest dissemination of the diversity office's information to the center's employees and highlights each month. He added oversight to current training officer tasks, and included the training department individuals in weekly operations and scheduling meeting to enhance training shortfalls or upcoming training challenges within the operational tempo at the center.

Leadership Award

(b) (6), (b) (7)(C), Customs and Border Protection Officer, (b) (7)(E) Texas, Laredo Field Office (OFO)

Since her arrival at the Port of (b) (7)(E) in August 2014, PD (b) (6), (b) (7)(C) has displayed exceptional leadership skills, providing vision, direction, and mentorship to a diverse workforce. Upon arrival, PD (b) (6), (b) (7)(C) quickly implemented her strategic plan, focusing on collaboration, innovation, and integration.

PD (b) (6), (b) (7)(C) has championed various CBP initiatives, including the CBPO Enforcement position. Under her direction, the Port of (b) (7)(E) reinvented the (b)(6);(b)(7)(C) as a multi-disciplinary unit comprised of: CBPOEs, (b) (7)(E), Evidence Collection Team, (b) (7)(E) and embedded Border Patrol Intelligence Agent.

PD (b) (6), (b) (7)(C) partnered with (b) (7)(E) and leveraged (b) (7)(E)

In FY 2016, PD (b) (6), (b) (7)(C) managed a budget of over $8 million and strived to promote CBP modernization efforts to streamline the traveler's inspection process and increase officer efficiency. PD (b) (6), (b) (7)(C) implemented Active Lane Management, expanding the use of Ready Lanes at all port's border crossings from zero to 75% of all opened lanes, going from processing 600 vehicles per day in January 2015 to processing 9,800 vehicles per day by May 2016.

PD (b) (6), (b) (7)(C) and her leadership attributed directly to the successful partnering and collaboration with the NTEU Local chapter. PD (b) (6), (b) (7)(C) provided updated NTEU and Labor Employee Relations training to staff. PD (b) (6), (b) (7)(C) began conducting weekly meetings with the NTEU Local, fostering greater collaboration between both. This resulted in a 26% decrease in grievances and a 56% decrease in management referrals compared to the previous fiscal year.

Leadership is not a position or a title, it is action and example. The continued success of the Port of (b) (7)(E) is a direct reflection of the valor, perseverance and unwavering leadership of Port Director (b) (6), (b) (7)(C).

Best Practices, Efficiency, and Innovation Award

Recognizes exceptional accomplishments of an employee or team of employees who developed innovative ideas and/or processes, including technology, which improve the efficiency, effectiveness, and cost of CBP operations. This award focuses on the efforts of employees and how they worked to overcome a significant challenge while ensuring that related operational or mission-support activities were uninterrupted. An example of improving efficiency is creating and implementing a successful pilot initiative within an office that focuses on reducing costs; streamlining processes; eliminating duplication; enhancing transparency; and/or improving customer service.

The Atlanta Team

The Atlanta Team designed an innovative solution using existing U.S. Customs and Border Protection (CBP) systems by leveraging data already provided to the U.S. Government, the traveler, and airlines. This data included information that has already been provided through the U.S. passport application or visa issuance process by the Department of State, information provided to the airline for Advanced Passenger Information System purposes, and information collected by CBP during previous inbound admissions. The new biometric exit solution created a pre-positioned "gallery" of face images from the Department of Homeland Security holdings utilizing a flight departure manifest provided by the airline. The solution then compares a live photo of the traveler captured at the departure gate to the gallery of face images for that flight to confirm the traveler's departure, providing a biometric record of departure for passengers on that flight. Additionally, (b) (7)(E) [redacted] The solution proved that facial technology works in the operational environment and provided match rates of mid 90 percent.

The Atlanta Team brought together key stakeholders including airlines and airport authorities. This solution was the first step in fundamentally transforming international air travel by incorporating biometrics throughout the travel process and eliminating manual and redundant processes. The transformation will make air travel:

1. More secure by providing increased certainty as to the identity of airlines travelers at multiple points in the travel process.
2. More predictable by establishing a clear, easily understood process that will reduce the potential for major "bottlenecks" within the air travel process.
3. More reliable by building additional integrity to the immigration system and better identifying which foreign nationals are violating the terms of their admission to the United States, and providing the capability for immediate action when that occurs.

The Atlanta test led CBP to develop a new biometric exit vision incorporating public private partnership opportunities and implementation of achievable biometric exit solution.

Team Members:
(b)(6);(b)(7)(C), Director, Washington, DC
(b)(6);(b)(7)(C), Supervisory CBPO, Washington DC
(b)(6);(b)(7), Program Manager, Washington, DC
(b)(6);(b)(7) Port Director, Atlanta, GA
(b)(6);(b)(7), Assistant Port Director, Atlanta, GA
(b)(6);(b)(7)(C), Supervisory CBPO, Atlanta, GA
(b)(6);(b)(7)(C), Supervisory CBPO, Atlanta, GA
(b)(6);(b)(7)(C) CBPO, Atlanta, GA
(b)(6);(b)(7)(C), CBPO, Atlanta, GA
(b)(6);(b)(7)(C), CBPO, Atlanta, GA
(b)(6);(b)(7)(C), CBPO, Atlanta, GA
(b)(6);(b)(7), Supervisory IT Specialist, (b)(6);(b)(7)(C)

Best Practices, Efficiency, and Innovation Award

(b) (7)(E) Reachback (b) (7)(E) Program Team

The LSSD (b) (7)(E) Program launched in November 2014 allowing CBP Officers to use scientific equipment to test suspect substances at the frontline. (b) (7)(E) [redacted] CBP would then quickly refer presumptively identified illicit materials to Homeland Security Investigations Agents (or state / local law enforcement) for controlled deliveries. Within three years, the program has resulted in multiple high profile arrests throughout the U.S. By April 2017, (b) (7)(E) have been examined under this program at 15 facilities. (b) (7)(E)s program efficiency has revolutionized the way CBP does business at these facilities and at the laboratories. For example, if these samples were sent to LSSD for testing instead of the (b) (7)(E) program, it would have taken LSSD on average approximately (b) (7)(E) [redacted]. The high volume and fast turnaround time of the program also allows CBP to interdict and LSSD to recognize and identify the latest designer drugs and analogues. The program's success also shows that laboratory scientists and the (b) (7)(E) [redacted] can work exceedingly well together. Before the (b) (7)(E) Program, (b) (7)(E) [redacted] Improved efficiency and reduced costs are demonstrated by removing the travel and wait times, and allowing packages to be examined (b) (7)(E). This streamlined process also promotes trade by reducing the wait time for legitimate parcels. (b) (7)(E) [redacted] (b) (7)(E). Finally, this technology is more foolproof and specific while being less of a hazard than the (b) (7)(E) resulting in safer CBP officers making better decisions on the variety of materials they encounter.

Team Members:
(b)(6);(b)(7)(C), Science Officer, Washington, DC
(b)(6);(b)(7)(C), Branch Chief, Savannah, GA
(b)(6);(b)(7)(C), Chemist, Newark, NJ
(b)(6);(b)(7)(C), Branch Chief, Chicago, IL
(b)(6);(b)(7)(C), Chemist, Houston, TX

Special Recognition Award

Recognizes efforts and accomplishments for an employee or a team of employees not covered by the other award category, including those who have overcome adversity to achieve success.

Air and Marine Operations Test and Evaluation Team

The Coastal Interceptor Vessel (CIV) is a 41-foot, high performance vessel capable of speeds [redacted] (b) (7)(E) [redacted]. The team evaluated performance of a CIV prototype during maximum maneuvering at top speed. [redacted] (b) (7)(E) [redacted], it had greater speed, and the potential to flip the boat was very real. The team used a disciplined, build-up approach, progressing to more aggressive maneuvers at greater and greater speeds over many days. This enabled the team to define the edges of performance, well beyond the limits of typical operation.
The CIV also had to be able to survive in rough, [redacted] (b) (7)(E) [redacted] Working for months with marine architectural engineers, the team used [redacted] (b) (7)(E) [redacted] during rough seas without risking severe damage to the vessel or harm to the crew. They spent over 2.5 hours over many days, in sea states as high as [redacted] (b) (7)(E) [redacted] and at the maximum speeds that could be endured, to collect data to confirm the vessel would meet the higher sea state requirements.

Agents used the [redacted] (b) (7)(E) [redacted] to seize over 66 tons of marijuana and 7.5 tons of cocaine in 2015 and 2016, and made 230 arrests. A key requirement for this [redacted] (b) (7)(E) [redacted] aircraft is that even with the additional equipment weight, it would be able to safely takeoff after experiencing an engine failure. The team realized that it could not simulate a failed engine to test this requirement and developed a plan that involved actually shutting the engine down during flight. The team planned this maneuver over weeks using a qualified test pilot, flight engineer, and the most senior operational [redacted] (b) (7)(E) [redacted] pilot to conduct this elevated risk flight. In the end, the team safely conducted the test, the aircraft remained undamaged, and the data confirmed the validity of this requirement.

<u>Team Members</u>
[redacted] (b)(6);(b)(7)(C) [redacted], Chief Test Pilot, Ft Walton Beach, FL
[redacted] (b)(6);(b)(7)(C) [redacted], Program Manager, Washington, DC
[redacted] (b)(6);(b)(7)(C) [redacted], Program Manager, Ft Walton Beach, FL
[redacted] (b)(6);(b) [redacted], Program Manager, Washington, DC
[redacted] (b)(6);(b)(7)(C) [redacted], Program Manager, Ft Walton Beach, FL

Volkswagen Customs Fraud Penalty Team

This team worked tirelessly to advance CBP's trade enforcement mission in securing the largest customs criminal and civil fraud penalty ever recovered under the customs laws. In coordination with DOJ and EPA, CBP obtained a $4.3 billion settlement in criminal and civil fines against Volkswagen AG (and its entities) ("VW") for fraudulently importing hundreds of thousands of vehicles engineered to cheat EPA engine emissions testing requirements. VW also pled guilty to criminal customs fraud pursuant to 18 U.S.C. § 542.

Immediately upon learning about VW's deception, this talented group of CBP employees, led by CBP's Automotive and Aerospace CEE, and including experts from OT, OFO and OCC, invested more than a year searching for evidence and strategically building CBP's fraud case. The team devoted countless hours analyzing data to define the extent of the violations and involved vehicles, issued summonses for essential information, analyzed voluminous information needed to demonstrate fraud and to calculate value for the imported vehicles, and drafted comprehensive pre-penalty notices against each of the involved VW entities. Additionally, the team safeguarded CBP's trusted trader programs, C-TPAT and ISA, by ensuring that VW Group of America's membership was revoked and coordinated to exercise control of more than 16,000 fraudulently imported 2016 Model vehicles to ensure VW did not continue to benefit from its fraud.

Also crucial to the successful outcome, OCC attorneys, with leadership participation up to the DHS General Counsel, zealously advocated on behalf of DHS over a period of months to ensure that VW was held accountable for its import fraud, and to send a message that, in the words of Acting Commissioner McAleenan, "CBP will not tolerate importers who circumvent their responsibilities and attempt to defraud the United States...CBP remain[s] committed to enforcing our trade laws and protecting the Nation's economic security and the American people."

Team Members:

(b)(6);(b)(7) , Center Director , Washington, DC
(b)(6);(b)(7)(C) , Senior Import Specialist, Detroit, Michigan
(b)(6);(b)(7) , Supervisory Program Manager, Washington, DC
(b)(6);(b)(7)(C) , Assistant Director, Detroit, Michigan
(b)(6);(b)(7) , Paralegal Specialist, Detroit, Michigan
(b)(6);(b)(7)(C), FPF Officer, Memphis, TN
(b)(6);(b)(7)(C) , Director, Washington, DC
(b)(6);(b)(7) , FPF Officer, Detroit, Michigan
(b)(6);(b)(7)(C) , Supervisory Int'l Trade Analyst, Washington, DC
(b)(6);(b)(7) , Director, Washington, DC
(b)(6);(b)(7)(C) , Supervisory Attorney, Washington, DC
(b)(6);(b)(7)(C) , Attorney, Washington, DC
(b)(6);(b)(7)(C) , Attorney, Washington, DC
(b)(6);(b)(7)(C) , Supervisory International Trade Analyst, Washington, DC
(b)(6);(b)(7)(C) , Supervisory International Trade Analyst, Chicago, IL
(b)(6);(b)(7)(C), Auditor, Detroit, MI

(b)(6);(b)(7)(C), Field Director Regulatory Audit, Boston, MA
(b)(6);(b)(7)(C), Auditor, Regulatory Audit, Detroit, MI
(b)(6);(b)(7)(C), Auditor, Regulatory Audit, Detroit, MI
(b)(6);(b)(7), General Attorney, Washington, DC
(b)(6);(b)(7)(C), General Attorney, Washington, DC
(b)(6);(b)(7)(C), Deputy Associate Chief Counsel, Washington, DC

Special Recognition Award

In August 2017 the Office of Professional Responsibility's (OPR) Senior Advisor (b)(6);(b)(7)(C), and Special Agent (b)(6);(b), along with U.S. Border Patrol (USBP) Assistant Chief (b)(6); (b)(6);(b) met with (b)(6);(b)(7), the surviving spouse of Border Patrol Agent (BPA) Nicholas Ivie, who died in the line of duty in October 2012 to address her unanswered questions regarding her husband's death.

In May of 2017, (b)(6);(b) contacted the Commissioner's Office regarding her disappointment regarding recent news articles which had been released advancing alternate theories as to what occurred on the night of her husband's death. She explained that since U.S. Customs and Border Protection (CBP) had never released a formal statement regarding BPA Ivie's death and had not responded to the recent news stories, there continued to be confusion in the public domain over what had actually transpired. (b)(6);(b)(7) desired that a public statement be released by CBP which would explain the details of her husband's death which would be a timeless, official explanation which her family and others could refer to as future inquiries arise. (b)(6);(b) also asked if it would be possible for her to have access to information, including any relevant background documents, regarding her husband's death in order for her to review. (b)(6);(b) requested if someone could assist her with this process since she still had many questions in her mind that she would like to try and have answered.

OPR's Senior Advisor (b)(6);(b)(7)(C) developed a plan to thoroughly and compassionately contend with these matters. (b)(6);(b)(7) collaborated with the Commissioner's Office, Office of Chief Counsel, and Public Affairs (OPA), USBP, and the Federal Bureau of Investigations (FBI) in order to devise a workable approach to contend with (b)(6);(b) concerns and proposed the following: a personal case briefing regarding the incident involving BPA Ivie's death be put together for (b)(6);(b) in conjunction with a posting of the National Use of Force Review Board (NUFRB) summary on the CBP.gov public facing website as well as a public statement released from the OPA regarding her husband's death and a personal letter from the Commissioner to (b). (b)

Senior Advisor (b)(6); was the principal architect of the plan to help resolve (b)(6);(b) concerns. He assembled a team of professionals from multiple CBP components in order to develop the personal briefing, and draft the NUFRB summary and public statement. He also enlisted the support of the FBI Special Agent in Charge in Arizona who agreed to review his office's findings and provide a personal briefing to (b)(6);(b)(7)(C). (b)(6);(b)(7) was also instrumental in obtaining the assistance of OPR Special Agent (SA) (b)(6);(b) who was formerly with the USBP Critical Incident Team which originally processed the scene where the incident occurred.

(b)(6);(b) was an incredible asset to the effort to support (b)(6);(b) with the information she desired related to her husband's death. (b)(6);(b) provided an in person briefing which consisted of a detailed account of what occurred the night of her husband's death supported by the evidence collected at the scene. (b)(6);(b) remained with (b)(6);(b) to discuss details and answer questions. (b)(6);(b) was also given the opportunity to review the file and go over each piece of information. (b)(6);(b) was steadfast in responding to all questions posed by (b)(6);(b) and was extremely candid as well as thoughtful in his approach. (b)(6);(b) had the opportunity to review the NUFRB posting as well as the public statement.

During this entire process, (b)(6);(b)(7)(C), while on detail to OPR, provided guidance and direction in the planning and coordination of this briefing. He ensured all activities were coordinated to best address (b)(6);(b) concerns. (b)(6);(b)(7)(C) remained by (b)(6);(b) side during the duration briefing ensuring her family was supported by a familiar face.

(b)(6);(b) was most appreciative of the outstanding work performed by OPR in response to her requests to the Commissioner. While noted by all parties that the response by CBP was long overdue, (b)(6);(b) was pleased with the outpouring of support, care and consideration taken by Senior Advisor (b)(6); , (b)(6);(b), Assistant Chief Cummins in discharging their duties and helping to set the record straight on what happened the night her husband died.

Team Members:

(b)(6);(b)(7)(C), Senior Advisor, Office of Professional Responsibility
(b)(6);(b)(7)(C), Special Agent, Office of Professional Responsibility
(b)(6);(b)(7)(C), Assistant Chief, U.S. Border Patrol

Invictus Award

Recognizes employees who have triumphed over personal tragedy. This award takes its name from the Latin word "invictus" meaning "unconquerable," and is named after a

poem written by 19th century British poet William Ernest Henley. Henley's poem is about holding on to one's dignity despite the obstacles life places before us.

(b)(6);(b)(7)(C), National Petroleum Chemist, San Francisco, CA

(b)(6);(b)(7)(C) is a cheerful and personable National Petroleum Chemist (NPC), based in the CBP San Francisco Laboratory, with an international reputation who leads a very interesting work, professional, and personal life. He has been the lead chemist (b) (7)(E) He is the author of the CBP method for those (b) (7)(E). His advice is sought widely from within CBP on technical aspects of petroleum measurement in Foreign Trade Sub-Zones, NAFTA classification, and Free Trade Agreements. He particularly enjoys assisting the new Petroleum Natural Gas and Minerals Center for Expertise and Excellence (PNGM-CEE). Professionally, he has been very active in the American Petroleum Institutes (API) Committee on Petroleum Measurement (COPM) where, last year, he was honored with an achievement award for 35 years of service. The API-COPM brings about 400 of the world's top petroleum measurement experts together twice a year to develop and maintain the API Manual of Petroleum Measurement Standards (API-MPMS), the standards that CBP requires industry to use when they measure the quantity of imported crude oil and petroleum products. As a chemist he has held the elective positions of Chair of the American Chemical Societies (ACS) Division of Petroleum Chemistry and Chair of the California Section. He has also been Co-Chair of three ACS Western Regional Meetings and earlier in his career Chair of the Society for Applied Spectroscopy's Northern California Section.

Invictus Award

(b)(6);(b)(7)(C), Supervisory Border Patrol Agent, Jacksonville, FL,

(b)(6);(b)(7)(C) was diagnosed with stage four Medullar Renal Cancer in 2015. Aggressive therapy included the loss of one his kidneys in an attempt to halt the spread of the cancer. After surgery he was advised the cancer had metastasized all over his body including to his lungs, bones and remaining kidney. Throughout 2016 (b)(6);(b)(7)(C) underwent one of the most grueling chemotherapy regimens currently authorized in the United States. Side effects included debilitating nausea, hair loss and weakness.

Despite those challenges he maintained his infectious sense of humor and always showed up for work at the Jacksonville Border Patrol Station ready for duty with a can do attitude. In 2016, he made important positive contributions to Miami Sector's efforts to bolster other agency cooperation in Florida and to advance community outreach efforts. (b)(6);(b)(7)(C) is often looked upon for processing and legal guidance from agents within the Border Patrol as well as from agents in partner agencies. He has continued to encourage fellow agents to maintain a healthy lifestyle and in his words, "Just get to the gym". He recently participated in a friendly inter-agency basketball game with local U.S. Navy officers one week after a chemotherapy session.

As of the date of this nomination (b)(6);(b)(7)(C) continues with chemotherapy sessions to battle his sickness, but comes to work every day with his infectious smile and strong work ethic. He is truly an inspiration to all that he interacts with.

Distinguished Service to Safety Award

Recognizes an employee or team of employee's actions or discernment that have honorably improved or advanced the safety culture within the agency. The award recognizes ideas, programs, and suggestions that stimulate safety actions that have

reduced or could reduce outcomes associated with serious injury or death in the execution of CBPs mission.

(b)(6);(b)(7)(C), Supervisory Customs and Border Protection Officer, Newark, NJ, OFO

In FY16, (b)(6);(b)(7)(C) took the lead in developing CBP protocols and standard operating procedures in regard to Active Shooter Response at Newark Liberty International Airport (NLIA). He coordinated with various external agencies to address this issue and to develop a safe response to this type of emergency. He met often with the Port Authority Police and other law enforcement entities to discuss the response and training needed. He streamlined and solved many issues, such as impediments to communication due to different radio frequencies and positioning of personnel to avoid duplicative efforts. He implemented a system that pre-positions CBP Officers during an emergency response, saving time and avoiding confusion. (b)(6);(b)(7)(C) attention to detail and preparation will give CBP and other law enforcement agencies the precious time that is needed to protect and save lives. His readiness efforts will keep CBP employees safe, while preserving the lives of many other law enforcement officers and the public. Additionally, (b)(6);(b)(7)(C) enlisted the assistance of Newark University Hospital to train CBP employees in first aid and bleeding control for gunshot wounds.

(b)(6);(b)(7)(C) is also the lead for the CBP-EMT team. He is in communication with CBP Headquarters and has been providing assistance in the development of this newly implemented program. He assists CBP-EMT Newark team members with obtaining the certification and training needed to successfully launch this program. His efforts have advanced the culture of safety and preparedness within the port and will enable CBP to rapidly respond to medical emergencies and administer lifesaving aid.

(b)(6);(b)(7)(C) was an instrumental part in setting up a CBP Command Center at NLIA. The Command Center is a centralized repository for all information and directive operations for CBP. This centralization has proven to produce the efficiency needed to complete daily tasks, including responding to emergency situations. It is also designed to receive calls for assistance from partner agencies which will foster relationships and ensure a unified response during an emergency.

(b)(6);(b)(7)(C) exemplary service has favorably impacted CBP. His efforts in regard to emergency preparedness and safety will improve response times, protect and potentially save lives.

Distinguished Service to Safety Award

Air and Marine Operations, Safety and Risk Management Division Team

The Air and Marine Operations (AMO) Safety and Risk Management Division team made significant improvements to safety and advanced the safety culture within AMO in 2016. This team finalized revisions made to AMO's formal risk assessment process resulting in new and cutting-edge procedures for identifying threats and mitigating risks for all CBP aircraft and vessels. This new risk management tool has increased safety in AMO by allowing more comprehensive identification of hazards and risks during air and marine missions. The team created an agency-wide voluntary safety reporting program that provides a confidential method for AMO employees to provide information and feedback to the organization so that improvements can be made before they result in accidents. The team utilized a current contractor to manage the intake of reports so that reports could be submitted from any Internet connection with the assurance of anonymity. This reporting resource has allowed the workforce to learn and develop from others through the sharing of information and contributed to increases in safety performance. The team also developed and implemented an annual national safety climate survey in an effort to increase awareness of the safety climate and effect positive changes in safety culture. The survey resulted in 46 percent participation by AMO employees nationwide and enabled leadership to obtain valuable feedback from personnel regarding safety climate and culture. This has proven to be vital in establishing and maintaining a strong organizational safety culture through employee engagement and management accountability. These improvements were developed using organic resources and existing contracts, resulting in no additional costs to AMO. AMO experienced a 50 percent decrease in aviation accident rates and 100 percent decrease in marine accident rates from FY15 to FY16, a major decrease when compared to other aviation and maritime organizations.

Team Members:
(b)(6);(b) , Director, Marine Interdiction Agent, Washington, DC
(b)(6);(b)(7)(C), Marine Interdiction Agent, Washington, DC
(b)(6);(b)(7)(C) , Air Interdiction Agent, Washington, DC
(b)(6);(b)(7) , Air Interdiction Agent, Manassas, VA
(b)(6);(b)(7)(C) , Marine Enforcement Officer, Washington, DC

From: (b)(6);(b)(7)(C) [redacted]

To: (b)(6);(b)(7)(C) [redacted]
7>

Cc: (b)(6);(b)(7)(C) [redacted]

Bcc:

Subject: HRM Recruiting Products and Branding Guidance

Date: Wed Nov 22 2017 10:12:04 EST

Attachments: DHS_BasicGuide_073103.pdf
DHS_HouseStyle_101703.pdf
Frontline - Vol9 Iss2 - 05252017 - Spreads.pdf
HRM Projects.pdf
NFRC Tweets.xlsx
Recruiting Log.xlsm

Hi (b)(6);(b)(7)(C),

I hope you are doing well! Attached are the recruitment products that OPA produced working with HRM within the 2 year limit you requested. I did not include earned media efforts such as press releases, etc. However, you can find those on CBP.gov under the Newsroom if you would like to conduct a search of the website.

Below is a list of videos that OPA Visual Communications produced in support of our recruitment efforts:

CBP Commissioner R. Gil Kerlikowske on the Benefits of Hiring Military Veterans

https://www.dvidshub.net/video/491891/cbp-commissioner-r-gil-kerlikowske-benefits-hiring-military-veterans

Detroit Values Veterans

https://www.dvidshub.net/video/491964/detroit-values-veterans

Border Patrol Looking for Veterans

https://www.dvidshub.net/video/492229/border-patrol-looking-veterans

Norfolk Needs Military Vets

https://www.dvidshub.net/video/491965/norfolk-needs-military-vets

CBP Acting Executive Assistant Commissioner for the Office of Executive Services, Randolph “Tex” Alles on the Importance of Hiring Military Veterans

https://www.dvidshub.net/video/490959/cbp-acting-executive-assistant-commissioner-office-executive-services-randolph-tex-alles-importance-hiring-military

Veterans Proud to Still Serve

https://www.dvidshub.net/video/491968/veterans-proud-still-serve

CBP Office of Human Resources Management Assistant Commissioner, Linda Jacksta on Hiring Military Veterans

https://www.dvidshub.net/video/491433/cbp-office-human-resources-management-assistant-commissioner-linda-jacksta-hiring-military-veterans

Norfolk Vets On the Job

https://www.dvidshub.net/video/491973/norfolk-vets-job

CBP Selects Military Veteran for Special Response Team (SRT)

https://www.dvidshub.net/video/490941/cbp-selects-military-veteran-special-response-team-srt

CBP SRT Training for Veteran

https://www.dvidshub.net/video/490935/cbp-srt-training-veteran

CBP (b)(6);(b)(7)(C) Transitions From Military to CBP Aviation

https://www.dvidshub.net/video/490800/cbp-pilot-sean-driscoll-transitions-military-cbp-aviation

CBP Selects Military Veterans as Pilots

https://www.dvidshub.net/video/490932/cbp-selects-military-veterans-pilots

CBP Canine Enforcement Officer (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=ISth4TfZC4k

CBP Canine Enforcement Officer (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=HU6SmxxTmVw

CBP Canine Enforcement Officer (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=OPNJIk01iAs

CBP Canine Handler/Trainer (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=_ATEHD2i2Fs

The following CBPeople segments have been repurposed as recruiting tools:

CBPeople: (b)(6);(b)(7)(C) Civil War Reenactor / Living Historian

https://www.youtube.com/watch?v=o01_vhgwhoI

CBPeople: (b)(6);(b)(7)(C) - Dragon Boater

https://www.youtube.com/watch?v=PP-yWRBTxFQ&t=29s

CBPeople: (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=ZgpXSDj-5r4

CBPeople: (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=Q3GUM0TUbI0&t=1s

CBPeople: (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=oOc_jCNtAqg

CBPeople: (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=BSvOz7UTCns&t=81s

CBPeople: (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=C3_m_jkwND4&t=18s

CBPeople (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=QxTCSZbBMIY

CBPeople: (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=6fQ05Gtey2o

CBPeople (b)(6);(b)(7)(C)

https://www.youtube.com/watch?v=QyNxZU4608g

CBP Hiring Officers

https://www.youtube.com/watch?v=KQW73ZHAZC4

OPA has conducted a large number of campaigns over the years promoting CBP mission areas as a

“general CBP marketing” effort…but you mentioned that specific campaigns were not of interest for this information request. I think that you should look to the work HRM contracted to promote CBP recruitment efforts. OPA was not asked to produce recruitment campaigns while HRM was undertaking the work under a contractual agreement.

OPA has produced internal campaigns promoting a single mission to help ensure mission integration, especially following the formation of the agency in 2003. We can discuss those efforts if you would like but I did not include them in this request.

Also, HRM now has its own Twitter handle so HRM is able to search for metrics on Tweets that have been released more recently. I have attached a previous social media report OPA provided to (b)(6); (b)(7) (b)(6); (b)(7) in HRM. I believe (b)(6); (b)(7) has all the reports and can provide you with further information if needed.

We are happy to discuss these items further if you need.

Thanks! Take care,

(b)(6);(b)(7)(C)

Director, Communication and Outreach

Office of Public Affairs

U.S. Customs and Border Protection

Phone: (b)(6);(b)(7)(C)

Cell: (b)(6);(b)(7)(C)

www.cbp.gov

(b)(6);(b)(7)(C)

DHS_BasicGuide_073103.pdf for Printed Item: 5 (Attachment 1 of 6)

U.S. Department of Homeland Security
Seal and Signature Usage Guidelines

Homeland Security

CBP FOIA 000644

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Introduction

The seal and signature of the U.S. Department of Homeland Security were created to embody our mission and values.

As the public representation of our department, it must be reproduced with care and precision. Consistent reproduction across all types of applications—print materials, presentations, advertisements, websites, signage and even stationery—will reinforce our mission and result in a greater awareness of the Department of Homeland Security.

This manual explains the elements of the seal, the signature and the basic specifications for reproduction, including color specifications and size requirements. Examples of distortions and misuses to avoid have also been included. Please make use of these guidelines and the approved digital artwork when reproducing the Homeland Security seal and signature.

Any questions regarding the use or application of the Homeland Security seal and signature should be directed to:

Office of Public Affairs
U.S. Department of Homeland Security
202 282 8013 tel

Seal and Signature

The Homeland Security signature is made up of two elements—the seal and the wordmark.

The Seal:
A graphically styled white American eagle appears in a circular blue field. The eagle's outstretched wings break through an inner red ring into an outer white ring that contains a circular placement of the words "U.S. DEPARTMENT OF" in the top half and "HOMELAND SECURITY" in the bottom half. The outer white ring has a silvery gray border. As in The Great Seal, the eagle's left claw holds an olive branch with 13 leaves and 13 seeds while the right claw grasps 13 arrows.

Centered on the eagle's breast is a shield divided into three sections containing elements that represent the homeland "from sea to shining sea." The top element, a dark blue sky, contains 22 stars representing the original 22 agencies and bureaus that have come together to form the department. The left shield element contains white mountains behind a green plain underneath a light blue sky. The right shield element contains four wave shapes representing the oceans, lakes and waterways alternating light and dark blue separated by white lines.

The Wordmark:
The words "Homeland Security" are placed to the right of the seal and set in upper- and lowercase letters. The words have been set in the Monotype version of the font Joanna. Each letter has been carefully drawn and placed. Use only the approved digital artwork files and never typeset, recreate or alter the seal or signature. Any change will cause inconsistencies, lessening the impact and compromising the trust of the Homeland Security seal and signature.

Homeland Security Signature: Preferred Configuration

Seal and Signature Variations

The preferred signature lockup shown previously should be used in all applications whenever possible. If there is insufficient horizontal space, an alternate lockup that is vertically oriented can be used. In this lock-up, the wordmark is centered underneath the seal, as shown in the exhibit below.

The alternate signature lockup should be used only when the preferred lockup cannot be reproduced accurately.

Use of the seal alone is reserved for special instances such as lapel pins or podium signs.

As with the preferred version of the signature, always use the approved digital artwork.

Vertical Signature

Seal

Wordmark

Homeland Security

Seal Alone

Clearspace and Minimum Size

To ensure the prominence and legibility of the Homeland Security signature, always surround it with a minimum amount of clearspace. This clearspace isolates the signature from competing graphic elements, such as text, photography or background patterns, that may divert attention from the signature. As shown in the exhibit below, the clearspace for the signature is equal to the height of the uppercase letter "H" in the word "Homeland" in the size at which the signature is reproduced.

The Homeland Security signature can be used in a wide variety of sizes, but when it is sized too small, legibility is reduced and its impact is diminished. The minimum size is determined by the diameter of the seal. In printed material, the signature should not be reproduced with the seal smaller than .625" in diameter.

0.625"
minimum reproduction size

Primary Color Palette

The Homeland Security signature should be reproduced in full color—Homeland Security Blue, Gray, Green, Light Blue, and Red—whenever possible. These colors are equivalent to the PANTONE numbers listed in the table below. For 4-color process printing, refer to the CMYK values shown. For on-screen applications (video, broadcast), refer to the RGB Video values specified. For Web applications, refer to the RGB Web values.

The PANTONE and CMYK values provided can be used on both coated and uncoated paper when printing. Although variations in color will occur, try to match the colors as closely as possible.

The colors shown throughout this manual have not been evaluated by Pantone, Inc., for accuracy and may not match the PANTONE® Color Standards. Please refer to the current edition of the Pantone color formula guide. PANTONE® is a registered trademark of Pantone, Inc.

	Pantone®	C	M	Y	K	R	G	B	R	G	B
						Video			Web		
Homeland Security Blue	2955 C	100	45	0	37	0	47	128	0	51	102
Homeland Security Gray	Cool Gray 6 C	0	0	0	28	176	177	179	153	153	153
Homeland Security Red	187 C	0	100	79	20	165	0	33	204	0	51
Homeland Security Light Blue	307 C	100	16	0	27	0	112	178	0	102	153
Homeland Security Green	370 C	56	0	100	27	89	134	0	51	153	0

Typography

Typography plays a major role in shaping a brand. To help create a consistent look and feel for all Homeland Security communications, one typeface—Joanna MT—is preferred. This typeface has been chosen to complement the look of the Homeland Security wordmark.

When Joanna MT is not available on your computer, you may substitute Times New Roman for Joanna MT.

Joanna MT

abcdefghijklmnopq
rstuvwxyz
1234567890$&?{}

ABCDEFGHIJKLMNOPQRSTUVWXYZ *abcdefghijklmnopqrstuvwxyz*

Homeland Security Signature Color Variations

The preferred version of the Homeland Security signature is the full-color positive signature. This version should be used for all applications whenever possible. Signature artwork is available in spot color (PANTONE), 4-color process (CMYK) and RGB Video and RGB Web versions. These color variations also apply to the alternate signature.

If reproduction is limited to one color, signatures in Homeland Security Blue with a tint and black with a tint are available. When the signature is placed on a dark background color or photograph, use the reverse versions of the signature.

Description	File Name
Full-color spot (PANTONE)	DHS_S.eps
4-color process (CMYK)	DHS_4.eps
RGB Video	DHS_V.eps
RGB Web	DHS_W.eps
Full-color spot (PANTONE), alternate	DHS_S_at.eps
4-color process (CMYK), alternate	DHS_4_at.eps
RGB Video, alternate	DHS_V_at.eps
RGB Web, alternate	DHS_W_at.eps
Seal Alone, full-color spot (PANTONE)	DHS_S_S.eps
Seal Alone, 4-color process (CMYK)	DHS_S_4.eps
Seal Alone, RGB Video	DHS_S_V.eps
Seal Alone, RGB Web	DHS_S_W.eps

Description	File Name
1-color spot (PANTONE) w/tint	DHS_1_T.eps
1-color spot (PANTONE) w/tint, alternate	DHS_1_T_at.eps
Seal Alone, 1-color spot (PANTONE) w/tint	DHS_S_1_T.eps

Description	File Name
1-color black w/tint	DHS_K_T.eps
1-color black w/tint, alternate	DHS_K_T_at.eps
Seal Alone, 1-color black w/tint	DHS_S_K_T.eps

Description	File Name
Full-color spot (PANTONE) reverse	DHS_SR.eps
4-color process (CMYK) reverse	DHS_4R.eps
RGB Video reverse	DHS_VR.eps
RGB Web reverse	DHS_WR.eps
Full-color spot (PANTONE) reverse, alternate	DHS_SR_at.eps
4-color process (CMYK) reverse, alternate	DHS_4R_at.eps
RGB Video reverse, alternate	DHS_VR_at.eps
RGB Web reverse, alternate	DHS_WR_at.eps
Seal Alone, full-color spot (PANTONE) reverse	DHS_S_SR.eps
Seal Alone, 4-color process (CMYK) reverse	DHS_S_4R.eps
Seal Alone, RGB Video reverse	DHS_S_VR.eps
Seal Alone, RGB Web reverse	DHS_S_WR.eps

Description	File Name
1-color spot (PANTONE 2955), reverse w/tint	DHS_1R_T.eps
1-color spot (PANTONE 2955), reverse w/tint, alternate	DHS_1R_T_at.eps
Seal Alone, 1-color spot (PANTONE 2955), reverse w/tint	DHS_S_1R_T.eps

Description	File Name
1-color black, reverse w/tint	DHS_KR_T.eps
1-color black, reverse w/tint, alternate	DHS_KR_T_at.eps
Seal Alone, 1-color black, reverse w/tint	DHS_S_KR_T.eps

Signature Color Variations

When reproduction methods cannot accommodate color tints, use the signature variations shown below. The variations include a 1-color blue, a 1-color black and full reverses without tints.

A special use signature has been created for certain reproduction methods such as foil stamping, engraving, etching and embossing. In this signature, the white areas of the seal are transparent. Use of this signature is limited to these special applications only.

Homeland Security

Description	File Name
1-color spot (PANTONE 2955)	DHS_1.eps
1-color spot (PANTONE 2955), alternate	DHS_1_at.eps
Seal Alone, 1-color spot (PANTONE 2955)	DHS_S_1.eps

Homeland Security

Description	File Name
1-color black	DHS_K.eps
1-color black, alternate	DHS_K_at.eps
Seal Alone, 1-color black	DHS_S_K.eps

Homeland Security

Description	File Name
*Special use	DHS_K_su.eps
*Special use	DHS_1_su.eps

*These signatures should only be used on approved applications.

Homeland Security

Description	File Name
1-color spot (PANTONE 2955) reverse	DHS_1R_.eps
1-color spot (PANTONE 2955) reverse, alternate	DHS_1R_at.eps
Seal Alone, 1-color spot (PANTONE 2955) reverse	DHS_S_1R_.eps

Homeland Security

Description	File Name
1-color black reverse	DHS_KR.eps
1-color black reverse, alternate	DHS_KR_at.eps
Seal Alone, 1-color black reverse	DHS_S_KR.eps

Background Control

White is the most effective background on which to reproduce the full-color Homeland Security signature because it provides the colors with a clean, crisp contrast. The reverse version of the full-color signature can also be used with Homeland Security Blue and a 75% tint of black as background colors.

If the full-color signature appears on light backgrounds or photographs, there must always be sufficient contrast between the background or photograph and the signature colors. If the signature is being placed on a background or photograph where the full-color signature will be illegible, use one of the reverse signatures.

Signature Misuses

Incorrect use of the Homeland Security signature can compromise its integrity and effectiveness. Shown below is a small and by no means comprehensive sample of possible misuses.

To ensure accurate and consistent reproduction of the signature, always use the approved digital artwork. Never alter, add to or recreate the Homeland Security signature.

Do not change the arrangement of the preferred signature lockup.

Do not change the arrangement of the alternate signature lockup.

Do not change the color of the wordmark or seal.

Do not re-typeset or outline the wordmark.

Do not place the seal within a shape.

Do not distort the seal or wordmark.

Do not use the full-color signature with the color background showing through the seal.

Signature Naming Convention

Use this naming convention guide to select the appropriate electronic signature for reproduction. The file formats provided are explained below.

EPS Format:
The EPS format is for applications that require high-resolution artwork for reproduction—for example, anything that is press-printed or for large-scale projects such as banners or signage. EPS signatures can be proportionally scaled (enlarged and reduced) without degradation in quality. EPS files can be imported into or opened by page layout and illustration software such as QuarkXPress, Illustrator or Photoshop.

BMP, JPEG and TIF Formats:
BMP signatures are suitable for importing into applications such as Microsoft Word, Excel or Powerpoint. BMPs can be proportionally reduced but should only be slightly enlarged, otherwise distortion of the signature will occur. JPEGs have been created for use in web and Microsoft applications. JPEGs should never be proportionally enlarged beyond the size supplied as the quality will degrade quickly. TIF signatures are suitable for importing into applications such as Microsoft Word, Powerpoint and page layout programs. TIFs can be proportionally reduced but should only be slightly enlarged, otherwise distortion of the signature will occur.

Compatible with Mac or PC:
EPS, BMP, JPEG and TIF formats work on Macintosh and Windows platforms.

Color Category:
4 = CMYK (4-color process)
1 = one spot color — Homeland Security Blue
S = spot (Pantone) Homeland Security Blue, Gray, Green, Light Blue and Red
K = Black
V = RGB Video
W= RGB Web-safe

Print only

Tint:
T = signature with tints

Alternate:
at = alternate — alternate signatures are used only in a constrained horizontal space.

Special Usage:
su = special usage — used only on approved applications.

DHS_S_4_R_T_at_su.ext

Cabinet:
DHS = Department of Homeland Security

Seal:
S= Seal Alone — for use in special instances such as lapel pins.

Reverse:
R = reverse — for use on a dark background.

. Extension: File type and what it is used for.

How Images Are Supplied

.eps = EPS (for print and vendor use) Supplied as vector-based art, scalable for large applications; these files may be used at any size. Ideal for high-end print and display use.
Color Formats: CMYK, RGB, Grayscale, spot (Pantone) color

.bmp= BMP (for PowerPoint, Word and other publishing software) Supplied at 100 DPI for optimum appearance in presentations and laser prints.
Color Formats: RGB, Grayscale

.jpg = JPEG (for Internet, intranet, PowerPoint and Word) Supplied at 100 DPI for optimum appearance online. Ideal when a small file size is needed.
Color Formats: CMYK, RGB, Grayscale

.tif = TIFF (for PowerPoint, Word and other publishing software) Supplied at 125 DPI for optimum appearance in presentations and laser prints.
Color Formats: CMYK, RGB, Grayscale

The abbreviations in the shaded fields appear in a file name only when applicable to a given signature.

U.S. Department of Homeland Security Branding System

U.S. Department of Homeland Security Branding System

The objectives of our branding system are to:

- Focus and build impact for Homeland Security, reflecting a more modern and non-bureaucratic form of government.
- Strengthen and unify the department.
- Help state and local entities, as well as the general public, understand the role and the structure of the department.
- Simplify and streamline communication.

What makes a powerful branding system?

- It must be clear from the user/customer perspective.
- Minimize the use of acronyms. An abundance of acronyms do not communicate clarity and directness.
- No more than two levels should be branded. Too many layers and too many symbols suggest an expected government bureaucracy and a disparate organization with lack of focus.
- Our branding system should not be viewed as an organizational chart.

U.S. Department of Homeland Security Branding System

Cabinet	Homeland Security					
Competency	Science and Technology	Information Analysis and Infrastructure Protection	Border and Transportation Security	Emergency Preparedness and Response	Management	
Public Facing Entities			Transportation Security Administration U.S. Immigration and Customs Enforcement U.S. Customs and Border Protection	FEMA	U.S. Citizenship and Immigration Services	U.S. Department of Homeland Security United States Coast Guard U.S. Department of Homeland Security United States Secret Service Endorsed
Programs, Locations and Centers	National Biodefense Analysis and Countermeasures Center Chemical and Biological National Security and Supporting Programs Biological and Environmental Research Programs Nuclear Smuggling and Proliferation, Detection and Verification Programs Nuclear Assessment, Detection, Materials Protection and Cooperation Programs Advanced Scientific Computing Research Program at Lawrence Livermore National Laboratory Plum Island Animal Disease Center	National Communication System Federal Computer Incident Response Center National Cyber Security Division	Office for Domestic Preparedness Federal Law Enforcement Training Center	Citizen's Corp Ready	USA Visit	

U.S. Department of Homeland Security Branding System

Level I — Cabinet

Senior and staff members of the department who represent the U.S. Department of Homeland Security.

Example: Business Card

Example: Signage/Wall Plaque

U.S. Department of Homeland Security Branding System

Level II — Competency

Senior and staff members who represent the five directorates. To broaden the master brand's capabilities, a descriptor is added to communicate a specific competence.

The five competencies are as follows:

Science and Technology

Information Analysis and Infrastructure Protection

Border and Transportation Security

Emergency Preparedness and Response

Management

Example: Business Card

Example: Signage / Wall Plaque

U.S. Department of Homeland Security Branding System

Level III — Public Facing Entities

Bureaus and agencies with high visibility and interaction with the general public. These five entities use the DHS Seal "locked up" with their specific name set in standardized DHS typography and color.

U.S. Customs and Border Protection

Transportation Security Administration

FEMA

U.S. Immigration and Customs Enforcement

U.S. Citizenship and Immigration Services

Example: Business Card

Example: Signage/Wall Plaque

U.S. Department of Homeland Security Branding System

Level III — Public Facing Entities — Endorsed

Bureaus and agencies with high visibility and interaction with the general public. Because of their strong brand equity, these two entities retain existing identities and carry an endorsement link to the Department of Homeland Security.

Example: Business Card

Example: Signage/Wall Plaque

Example: Business Card

Example: Signage/Wall Plaque

U.S. Department of Homeland Security Branding System

Level IV — Programs, Locations and Centers

A program name should appear as the second line of address copy following "U.S. Department of Homeland Security." It can also appear as a headline on a brochure, as a supporting message or as a primary message on a wayfinding sign. A program name should never be "locked up" to the Homeland Security identity.

A location should appear as the first line of address copy followed by "U.S. Department of Homeland Security." Like a program name, it can also appear as a headline on a brochure, as a supporting message or as a primary message on a wayfinding sign.

John Charles Smith
Position or Job Title

U.S. Department of Homeland Security
Chemical and Biological National Security Program

Washington, DC 20528
202 234 5678 tel
202 234 9876 fax
johncharles.smith@dhs.gov

Homeland Security

Example: Program Business Card

John Charles Smith
Position or Job Title

Federal Law Enforcement Training Center

U.S. Department of Homeland Security
123 Main Street
Everytown, US 56789
202 234 5678 tel 202 234 9876 fax
johncharles.smith@dhs.gov

Homeland Security

Example: Location Business Card

The Programs, Locations and Centers are as follows:

- National Biodefense Analysis and Countermeasures Center
- Chemical and Biological National Security and Supporting Programs
- Biological and Environmental Research Programs
- Nuclear Smuggling and Proliferation, Detection and Verification Programs
- Nuclear Assessment, Detection, Materials Protection and Cooperation Programs
- Advanced Scientific Computing Research Program at Lawrence Livermore National Laboratory
- Plum Island Animal Disease Center
- National Communication System
- Federal Computer Incident Response Center
- National Cyber Security Division
- Office for Domestic Preparedness
- Federal Law Enforcement Training Center
- Citizen's Corp
- Ready
- USA Visit

Federal Law Enforcement Training Center

Homeland Security

Example: Signage/Wall Plaque

Public Facing Entity Signature Color Variations

U.S. Citizenship and Immigration Services Signature Color Variations

The preferred version of the public facing entity U.S. Citizenship and Immigration Services Homeland Security signature is the full-color positive signature. This version should be used for all applications whenever possible. Signature artwork is available in spot color (PANTONE), 4-color process (CMYK) and RGB Video and RGB Web versions. These color variations also apply to the alternate signature.

If reproduction is limited to one color, signatures in Homeland Security Blue with a tint and black with a tint are available. When the signature is placed on a dark background color or photograph, use the reverse versions of the signature.

U.S. Citizenship and Immigration Services

Description	File Name
Full-color spot (PANTONE)	DHS_cis_S.eps
4-color process (CMYK)	DHS_cis_4.eps
RGB Video	DHS_cis_V.eps
RGB Web	DHS_cis_W.eps
Full-color spot (PANTONE), alternate	DHS_cis_S_at.eps
4-color process (CMYK), alternate	DHS_cis_4_at.eps
RGB Video, alternate	DHS_cis_V_at.eps
RGB Web, alternate	DHS_cis_W_at.eps
Seal Alone, full-color spot (PANTONE)	DHS_cis_S_S.eps
Seal Alone, 4-color process (CMYK)	DHS_cis_S_4.eps
Seal Alone, RGB Video	DHS_cis_S_V.eps
Seal Alone, RGB Web	DHS_cis_S_W.eps

U.S. Citizenship and Immigration Services

Description	File Name
1-color spot (PANTONE) w/tint	DHS_cis_1_T.eps
1-color spot (PANTONE) w/tint, alternate	DHS_cis_1_T_at.eps
Seal Alone, 1-color spot (PANTONE) w/tint	DHS_cis_S_1_T.eps

U.S. Citizenship and Immigration Services

Description	File Name
1-color black w/tint	DHS_cis_K_T.eps
1-color black w/tint, alternate	DHS_cis_K_T_at.eps
Seal Alone, 1-color black w/tint	DHS_cis_S_K_T.eps

U.S. Citizenship and Immigration Services

Description	File Name
Full-color spot (PANTONE) reverse	DHS_cis_SR.eps
4-color process (CMYK) reverse	DHS_cis_4R.eps
RGB Video reverse	DHS_cis_VR.eps
RGB Web reverse	DHS_cis_WR.eps
Full-color spot (PANTONE) reverse, alternate	DHS_cis_SR_at.eps
4-color process (CMYK) reverse, alternate	DHS_cis_4R_at.eps
RGB Video reverse, alternate	DHS_cis_VR_at.eps
RGB Web reverse, alternate	DHS_cis_WR_at.eps
Seal Alone, full-color spot (PANTONE) reverse	DHS_cis_S_SR.eps
Seal Alone, 4-color process (CMYK) reverse	DHS_cis_S_4R.eps
Seal Alone, RGB Video reverse	DHS_cis_S_VR.eps
Seal Alone, RGB Web reverse	DHS_cis_S_WR.eps

U.S. Citizenship and Immigration Services

Description	File Name
1-color spot (PANTONE 2955), reverse w/tint	DHS_cis_1R_T.eps
1-color spot (PANTONE 2955), reverse w/tint, alternate	DHS_cis_1R_T_at.eps
Seal Alone, 1-color spot (PANTONE 2955), reverse w/tint	DHS_cis_S_1R_T.eps

U.S. Citizenship and Immigration Services

Description	File Name
1-color black, reverse w/tint	DHS_cis_KR_T.eps
1-color black, reverse w/tint, alternate	DHS_cis_KR_T_at.eps
Seal Alone, 1-color black, reverse w/tint	DHS_cis_S_KR_T.eps

U.S. Citizenship and Immigration Services Signature Color Variations

When reproduction methods cannot accommodate color tints, use the signature variations shown below. The variations include a 1-color blue, a 1-color black and full reverses without tints.

A special use signature has been created for certain reproduction methods such as foil stamping, engraving, etching and embossing. In this signature, the white areas of the seal are transparent. Use of this signature is limited to these special applications only.

U.S. Citizenship and Immigration Services

Description	File Name
1-color spot (PANTONE 2955)	DHS_cis_1.eps
1-color spot (PANTONE 2955), alternate	DHS_cis_1_at.eps
Seal Alone, 1-color spot (PANTONE 2955)	DHS_cis_S_1.eps

U.S. Citizenship and Immigration Services

Description	File Name
1-color black	DHS_cis_K.eps
1-color black, alternate	DHS_cis_K_at.eps
Seal Alone, 1-color black	DHS_cis_S_K.eps

U.S. Citizenship and Immigration Services

Description	File Name
*Special use	DHS_K_su.eps
*Special use	DHS_1_su.eps

*These signatures should only be used on approved applications.

U.S. Citizenship and Immigration Services

Description	File Name
1-color spot (PANTONE 2955) reverse	DHS_cis_1R_.eps
1-color spot (PANTONE 2955) reverse, alternate	DHS_cis_1R_at.eps
Seal Alone, 1-color spot (PANTONE 2955) reverse	DH_cis_S_1R_.eps

U.S. Citizenship and Immigration Services

Description	File Name
1-color black reverse	DHS_cis_KR.eps
1-color black reverse, alternate	DHS_cis_KR_at.eps
Seal Alone, 1-color black reverse	DHS_cis_S_KR.eps

U.S. Customs and Border Protection Signature Color Variations

The preferred version of the public facing entity U.S. Customs and Border Protection Homeland Security signature is the full-color positive signature. This version should be used for all applications whenever possible. Signature artwork is available in spot color (PANTONE), 4-color process (CMYK) and RGB Video and RGB Web versions. These color variations also apply to the alternate signature.

If reproduction is limited to one color, signatures in Homeland Security Blue with a tint and black with a tint are available. When the signature is placed on a dark background color or photograph, use the reverse versions of the signature.

U.S. Customs and Border Protection

Description	File Name
Full-color spot (PANTONE)	DHS_cbp_S.eps
4-color process (CMYK)	DHS_cbp_4.eps
RGB Video	DHS_cbp_V.eps
RGB Web	DHS_cbp_W.eps
Full-color spot (PANTONE), alternate	DHS_cbp_S_at.eps
4-color process (CMYK), alternate	DHS_cbp_4_at.eps
RGB Video, alternate	DHS_cbp_V_at.eps
RGB Web, alternate	DHS_cbp_W_at.eps
Seal Alone, full-color spot (PANTONE)	DHS_cbp_S_S.eps
Seal Alone, 4-color process (CMYK)	DHS_cbp_S_4.eps
Seal Alone, RGB Video	DHS_cbp_S_V.eps
Seal Alone, RGB Web	DHS_cbp_S_W.eps

U.S. Customs and Border Protection

Description	File Name
1-color spot (PANTONE) w/tint	DHS_cbp_1_T.eps
1-color spot (PANTONE) w/tint, alternate	DHS_cbp_1_T_at.eps
Seal Alone, 1-color spot (PANTONE) w/tint	DHS_cbp_S_1_T.eps

U.S. Customs and Border Protection

Description	File Name
1-color black w/tint	DHS_cbp_K_T.eps
1-color black w/tint, alternate	DHS_cbp_K_T_at.eps
Seal Alone, 1-color black w/tint	DHS_cbp_S_K_T.eps

U.S. Customs and Border Protection

Description	File Name
Full-color spot (PANTONE) reverse	DHS_cbp_SR.eps
4-color process (CMYK) reverse	DHS_cbp_4R.eps
RGB Video reverse	DHS_cbp_VR.eps
RGB Web reverse	DHS_cbp_WR.eps
Full-color spot (PANTONE) reverse, alternate	DHS_cbp_SR_at.eps
4-color process (CMYK) reverse, alternate	DHS_cbp_4R_at.eps
RGB Video reverse, alternate	DHS_cbp_VR_at.eps
RGB Web reverse, alternate	DHS_cbp_WR_at.eps
Seal Alone, full-color spot (PANTONE) reverse	DHS_cbp_S_SR.eps
Seal Alone, 4-color process (CMYK) reverse	DHS_cbp_S_4R.eps
Seal Alone, RGB Video reverse	DHS_cbp_S_VR.eps
Seal Alone, RGB Web reverse	DHS_cbp_S_WR.eps

U.S. Customs and Border Protection

Description	File Name
1-color spot (PANTONE 2955), reverse w/tint	DHS_cbp_1R_T.eps
1-color spot (PANTONE 2955), reverse w/tint, alternate	DHS_cbp_1R_T_at.eps
Seal Alone, 1-color spot (PANTONE 2955), reverse w/tint	DHS_cbp_S_1R_T.eps

U.S. Customs and Border Protection

Description	File Name
1-color black, reverse w/tint	DHS_cbp_KR_T.eps
1-color black, reverse w/tint, alternate	DHS_cbp_KR_T_at.eps
Seal Alone, 1-color black, reverse w/tint	DHS_cbp_S_KR_T.eps

U.S. Customs and Border Protection Signature Color Variations

When reproduction methods cannot accommodate color tints, use the signature variations shown below. The variations include a 1-color blue, a 1-color black and full reverses without tints.

A special use signature has been created for certain reproduction methods such as foil stamping, engraving, etching and embossing. In this signature, the white areas of the seal are transparent. Use of this signature is limited to these special applications only.

U.S. Customs and Border Protection

Description	File Name
1-color spot (PANTONE 2955)	DHS_cbp_1.eps
1-color spot (PANTONE 2955), alternate	DHS_1_at.eps
Seal Alone, 1-color spot (PANTONE 2955)	DHS_S_1.eps

U.S. Customs and Border Protection

Description	File Name
1-color black	DHS_cbp_K.eps
1-color black, alternate	DHS_cbp_K_at.eps
Seal Alone, 1-color black	DHS_cbp_S_K.eps

U.S. Customs and Border Protection

Description	File Name
*Special use	DHS_K_su.eps
*Special use	DHS_1_su.eps

*These signatures should only be used on approved applications.

U.S. Customs and Border Protection

Description	File Name
1-color spot (PANTONE 2955) reverse	DHS_1R_.eps
1-color spot (PANTONE 2955) reverse, alternate	DHS_1R_at.eps
Seal Alone, 1-color spot (PANTONE 2955) reverse	DHS_S_1R_.eps

U.S. Customs and Border Protection

Description	File Name
1-color black reverse	DHS_cbp_KR.eps
1-color black reverse, alternate	DHS_cbp_KR_at.eps
Seal Alone, 1-color black reverse	DHS_cbp_S_KR.eps

FEMA
Signature Color Variations

The preferred version of the public facing entity FEMA Homeland Security signature is the full-color positive signature. This version should be used for all applications whenever possible. Signature artwork is available in spot color (PANTONE), 4-color process (CMYK) and RGB Video and RGB Web versions. These color variations also apply to the alternate signature.

If reproduction is limited to one color, signatures in Homeland Security Blue with a tint and black with a tint are available. When the signature is placed on a dark background color or photograph, use the reverse versions of the signature.

FEMA

Description	File Name
Full-color spot (PANTONE)	DHS_fema_S.eps
4-color process (CMYK)	DHS_fema_4.eps
RGB Video	DHS_fema_V.eps
RGB Web	DHS_fema_W.eps
Full-color spot (PANTONE), alternate	DHS_fema_S_at.eps
4-color process (CMYK), alternate	DHS_fema_4_at.eps
RGB Video, alternate	DHS_fema_V_at.eps
RGB Web, alternate	DHS_fema_W_at.eps
Seal Alone, full-color spot (PANTONE)	DHS_fema_S_S.eps
Seal Alone, 4-color process (CMYK)	DHS_fema_S_4.eps
Seal Alone, RGB Video	DHS_fema_S_V.eps
Seal Alone, RGB Web	DHS_fema_S_W.eps

FEMA

Description	File Name
1-color spot (PANTONE) w/tint	DHS_fema_1_T.eps
1-color spot (PANTONE) w/tint, alternate	DHS_fema_1_T_at.eps
Seal Alone, 1-color spot (PANTONE) w/tint	DHS_fema_S_1_T.eps

FEMA

Description	File Name
1-color black w/tint	DHS_fema_K_T.eps
1-color black w/tint, alternate	DHS_fema_K_T_at.eps
Seal Alone, 1-color black w/tint	DHS_fema_S_K_T.eps

FEMA

Description	File Name
Full-color spot (PANTONE) reverse	DHS_fema_SR.eps
4-color process (CMYK) reverse	DHS_fema_4R.eps
RGB Video reverse	DHS_fema_VR.eps
RGB Web reverse	DHS_fema_WR.eps
Full-color spot (PANTONE) reverse, alternate	DHS_fema_SR_at.eps
4-color process (CMYK) reverse, alternate	DHS_fema_4R_at.eps
RGB Video reverse, alternate	DHS_fema_VR_at.eps
RGB Web reverse, alternate	DHS_fema_WR_at.eps
Seal Alone, full-color spot (PANTONE) reverse	DHS_fema_S_SR.eps
Seal Alone, 4-color process (CMYK) reverse	DHS_fema_S_4R.eps
Seal Alone, RGB Video reverse	DHS_fema_S_VR.eps
Seal Alone, RGB Web reverse	DHS_fema_S_WR.eps

FEMA

Description	File Name
1-color spot (PANTONE 2955), reverse w/tint	DHS_fema_1R_T.eps
1-color spot (PANTONE 2955), reverse w/tint, alternate	DHS_fema_1R_T_at.eps
Seal Alone, 1-color spot (PANTONE 2955), reverse w/tint	DHS_fema_S_1R_T.eps

FEMA

Description	File Name
1-color black, reverse w/tint	DHS_fema_KR_T.eps
1-color black, reverse w/tint, alternate	DHS_fema_KR_T_at.eps
Seal Alone, 1-color black, reverse w/tint	DHS_fema_S_KR_T.eps

FEMA
Signature Color Variations

When reproduction methods cannot accommodate color tints, use the signature variations shown below. The variations include a 1-color blue, a 1-color black and full reverses without tints.

A special use signature has been created for certain reproduction methods such as foil stamping, engraving, etching and embossing. In this signature, the white areas of the seal are transparent. Use of this signature is limited to these special applications only.

FEMA

Description	File Name
1-color spot (PANTONE 2955)	DHS_fema_1.eps
1-color spot (PANTONE 2955), alternate	DHS_fema_1_at.eps
Seal Alone, 1-color spot (PANTONE 2955)	DHS_fema_S_1.eps

FEMA

Description	File Name
1-color black	DHS_fema_K.eps
1-color black, alternate	DHS_fema_K_at.eps
Seal Alone, 1-color black	DHS_fema_S_K.eps

FEMA

Description	File Name
*Special use	DHS_K_su.eps
*Special use	DHS_1_su.eps

*These signatures should only be used on approved applications.

FEMA

Description	File Name
1-color spot (PANTONE 2955) reverse	DHS_fema_1R_.eps
1-color spot (PANTONE 2955) reverse, alternate	DHS_fema_1R_at.eps
Seal Alone, 1-color spot (PANTONE 2955) reverse	DHS_S_1R_.eps

FEMA

Description	File Name
1-color black reverse	DHS_fema_KR.eps
1-color black reverse, alternate	DHS_fema_KR_at.eps
Seal Alone, 1-color black reverse	DHS_fema_S_KR.eps

U.S. Immigration and Customs Enforcement Signature Color Variations

The preferred version of the public facing entity U.S. Immigration and Customs Enforcement Homeland Security signature is the full-color positive signature. This version should be used for all applications whenever possible. Signature artwork is available in spot color (PANTONE), 4-color process (CMYK) and RGB Video and RGB Web versions. These color variations also apply to the alternate signature.

If reproduction is limited to one color, signatures in Homeland Security Blue with a tint and black with a tint are available. When the signature is placed on a dark background color or photograph, use the reverse versions of the signature.

U.S. Immigration and Customs Enforcement

Description	File Name
Full-color spot (PANTONE)	DHS_ice_S.eps
4-color process (CMYK)	DHS_ice_4.eps
RGB Video	DHS_ice_V.eps
RGB Web	DHS_ice_W.eps
Full-color spot (PANTONE), alternate	DHS_ice_S_at.eps
4-color process (CMYK), alternate	DHS_ice_4_at.eps
RGB Video, alternate	DHS_ice_V_at.eps
RGB Web, alternate	DHS_ice_W_at.eps
Seal Alone, full-color spot (PANTONE)	DHS_ice_S_S.eps
Seal Alone, 4-color process (CMYK)	DHS_ice_S_4.eps
Seal Alone, RGB Video	DHS_ice_S_V.eps
Seal Alone, RGB Web	DHS_ice_S_W.eps

U.S. Immigration and Customs Enforcement

Description	File Name
1-color spot (PANTONE) w/tint	DHS_ice_1_T.eps
1-color spot (PANTONE) w/tint, alternate	DHS_ice_1_T_at.eps
Seal Alone, 1-color spot (PANTONE) w/tint	DHS_ice_S_1_T.eps

U.S. Immigration and Customs Enforcement

Description	File Name
1-color black w/tint	DHS_ice_K_T.eps
1-color black w/tint, alternate	DHS_ice_K_T_at.eps
Seal Alone, 1-color black w/tint	DHS_ice_S_K_T.eps

U.S. Immigration and Customs Enforcement

Description	File Name
Full-color spot (PANTONE) reverse	DHS_ice_SR.eps
4-color process (CMYK) reverse	DHS_ice_4R.eps
RGB Video reverse	DHS_ice_VR.eps
RGB Web reverse	DHS_ice_WR.eps
Full-color spot (PANTONE) reverse, alternate	DHS_ice_SR_at.eps
4-color process (CMYK) reverse, alternate	DHS_ice_4R_at.eps
RGB Video reverse, alternate	DHS_ice_VR_at.eps
RGB Web reverse, alternate	DHS_ice_WR_at.eps
Seal Alone, full-color spot (PANTONE) reverse	DHS_ice_S_SR.eps
Seal Alone, 4-color process (CMYK) reverse	DHS_ice_S_4R.eps
Seal Alone, RGB Video reverse	DHS_ice_S_VR.eps
Seal Alone, RGB Web reverse	DHS_ice_S_WR.eps

U.S. Immigration and Customs Enforcement

Description	File Name
1-color spot (PANTONE 2955), reverse w/tint	DHS_ice_1R_T.eps
1-color spot (PANTONE 2955), reverse w/tint, alternate	DHS_ice_1R_T_at.eps
Seal Alone, 1-color spot (PANTONE 2955), reverse w/tint	DHS_ice_S_1R_T.eps

U.S. Immigration and Customs Enforcement

Description	File Name
1-color black, reverse w/tint	DHS_ice_KR_T.eps
1-color black, reverse w/tint, alternate	DHS_ice_KR_T_at.eps
Seal Alone, 1-color black, reverse w/tint	DHS_ice_S_KR_T.eps

U.S. Immigration and Customs Enforcement Signature Color Variations

When reproduction methods cannot accommodate color tints, use the signature variations shown below. The variations include a 1-color blue, a 1-color black and full reverses without tints.

A special use signature has been created for certain reproduction methods such as foil stamping, engraving, etching and embossing. In this signature, the white areas of the seal are transparent. Use of this signature is limited to these special applications only.

U.S. Immigration and Customs Enforcement

Description	File Name
1-color spot (PANTONE 2955)	DHS_ice_1.eps
1-color spot (PANTONE 2955), alternate	DHS_ice_1_at.eps
Seal Alone, 1-color spot (PANTONE 2955)	DHS_ice_S_1.eps

U.S. Immigration and Customs Enforcement

Description	File Name
1-color black	DHS_ice_K.eps
1-color black, alternate	DHS_ice_K_at.eps
Seal Alone, 1-color black	DHS_ice_S_K.eps

U.S. Immigration and Customs Enforcement

Description	File Name
*Special use	DHS_K_su.eps
*Special use	DHS_1_su.eps

*These signatures should only be used on approved applications.

U.S. Immigration and Customs Enforcement

Description	File Name
1-color spot (PANTONE 2955) reverse	DHS_ice_1R_.eps
1-color spot (PANTONE 2955) reverse, alternate	DHS_1R_at.eps
Seal Alone, 1-color spot (PANTONE 2955) reverse	DHS_S_1R_.eps

U.S. Immigration and Customs Enforcement

Description	File Name
1-color black reverse	DHS_ice_KR.eps
1-color black reverse, alternate	DHS_ice_KR_at.eps
Seal Alone, 1-color black reverse	DHS_ice_S_KR.eps

Transportation Security Administration Signature Color Variations

The preferred version of the public facing entity U.S. Transportation Security Administration Homeland Security signature is the full-color positive signature. This version should be used for all applications whenever possible. Signature artwork is available in spot color (PANTONE), 4-color process (CMYK) and RGB Video and RGB Web versions. These color variations also apply to the alternate signature.

If reproduction is limited to one color, signatures in Homeland Security Blue with a tint and black with a tint are available. When the signature is placed on a dark background color or photograph, use the reverse versions of the signature.

Transportation Security Administration

Description	File Name
Full-color spot (PANTONE)	DHS_tsa_S.eps
4-color process (CMYK)	DHS_tsa_4.eps
RGB Video	DHS_tsa_V.eps
RGB Web	DHS_tsa_W.eps
Full-color spot (PANTONE), alternate	DHS_tsa_S_at.eps
4-color process (CMYK), alternate	DHS_tsa_4_at.eps
RGB Video, alternate	DHS_tsa_V_at.eps
RGB Web, alternate	DHS_tsa_W_at.eps
Seal Alone, full-color spot (PANTONE)	DHS_tsa_S_S.eps
Seal Alone, 4-color process (CMYK)	DHS_tsa_S_4.eps
Seal Alone, RGB Video	DHS_tsa_S_V.eps
Seal Alone, RGB Web	DHS_tsa_S_W.eps

Transportation Security Administration

Description	File Name
1-color spot (PANTONE) w/tint	DHS_tsa_1_T.eps
1-color spot (PANTONE) w/tint, alternate	DHS_tsa_1_T_at.eps
Seal Alone, 1-color spot (PANTONE) w/tint	DHS_tsa_S_1_T.eps

Transportation Security Administration

Description	File Name
1-color black w/tint	DHS_tsa_K_T.eps
1-color black w/tint, alternate	DHS_tsa_K_T_at.eps
Seal Alone, 1-color black w/tint	DHS_tsa_S_K_T.eps

Transportation Security Administration

Description	File Name
Full-color spot (PANTONE) reverse	DHS_tsa_SR.eps
4-color process (CMYK) reverse	DHS_tsa_4R.eps
RGB Video reverse	DHS_tsa_VR.eps
RGB Web reverse	DHS_tsa_WR.eps
Full-color spot (PANTONE) reverse, alternate	DHS_tsa_SR_at.eps
4-color process (CMYK) reverse, alternate	DHS_tsa_4R_at.eps
RGB Video reverse, alternate	DHS_tsa_VR_at.eps
RGB Web reverse, alternate	DHS_tsa_WR_at.eps
Seal Alone, full-color spot (PANTONE) reverse	DHS_tsa_S_SR.eps
Seal Alone, 4-color process (CMYK) reverse	DHS_tsa_S_4R.eps
Seal Alone, RGB Video reverse	DHS_tsa_S_VR.eps
Seal Alone, RGB Web reverse	DHS_tsa_S_WR.eps

Transportation Security Administration

Description	File Name
1-color spot (PANTONE 2955), reverse w/tint	DHS_tsa_1R_T.eps
1-color spot (PANTONE 2955), reverse w/tint, alternate	DHS_tsa_1R_T_at.eps
Seal Alone, 1-color spot (PANTONE 2955), reverse w/tint	DHS_tsa_S_1R_T.eps

Transportation Security Administration

Description	File Name
1-color black, reverse w/tint	DHS_tsa_KR_T.eps
1-color black, reverse w/tint, alternate	DHS_tsa_KR_T_at.eps
Seal Alone, 1-color black, reverse w/tint	DHS_tsa_S_KR_T.eps

Transportation Security Administration Signature Color Variations

When reproduction methods cannot accommodate color tints, use the signature variations shown below. The variations include a 1-color blue, a 1-color black and full reverses without tints.

A special use signature has been created for certain reproduction methods such as foil stamping, engraving, etching and embossing. In this signature, the white areas of the seal are transparent. Use of this signature is limited to these special applications only.

Transportation Security Administration

Description	File Name
1-color spot (PANTONE 2955)	DHS_tsa_1.eps
1-color spot (PANTONE 2955), alternate	DHS_tsa_1_at.eps
Seal Alone, 1-color spot (PANTONE 2955)	DHS_tsa_S_1.eps

Transportation Security Administration

Description	File Name
1-color black	DHS_tsa_K.eps
1-color black, alternate	DHS_tsa_K_at.eps
Seal Alone, 1-color black	DHS_tsa_S_K.eps

Transportation Security Administration

Description	File Name
*Special use	DHS_K_su.eps
*Special use	DHS_1_su.eps

*These signatures should only be used on approved applications.

Transportation Security Administration

Description	File Name
1-color spot (PANTONE 2955) reverse	DHS_tsa_1R_.eps
1-color spot (PANTONE 2955) reverse, alternate	DHS_tsa_1R_at.eps
Seal Alone, 1-color spot (PANTONE 2955) reverse	DHS_tsa_S_1R_.eps

Transportation Security Administration

Description	File Name
1-color black reverse	DHS_tsa_KR.eps
1-color black reverse, alternate	DHS_tsa_KR_at.eps
Seal Alone, 1-color black reverse	DHS_tsa_S_KR.eps

Signature Naming Convention

Use this naming convention guide to select the appropriate electronic signature for reproduction. The file formats provided are explained below.

EPS Format:
The EPS format is for applications that require high-resolution artwork for reproduction, for example, anything that is press-printed or for large-scale projects such as banners or signage. EPS signatures can be proportionally scaled (enlarged and reduced) without degradation in quality. EPS files can be imported into or opened by page layout and illustration software such as QuarkXPress, Illustrator or Photoshop.

BMP, JPEG and TIF Formats:
BMP signatures are suitable for importing into applications such as Microsoft Word, Excel or Powerpoint. BMPs can be proportionally reduced but should only be slightly enlarged, otherwise distortion of the signature will occur. JPEGs have been created for use in web and Microsoft applications. JPEGs should never be proportionally enlarged beyond the size supplied as the quality will degrade quickly. TIF signatures are suitable for importing into applications such as Microsoft Word, Powerpoint and page layout programs. TIFs can be proportionally reduced but should only be slightly enlarged, otherwise distortion of the signature will occur.

Compatible with Mac or PC:
EPS, BMP, JPEG and TIF formats work on Macintosh and Windows platforms.

Color Category:
4 = CMYK (4-color process)
1 = one spot color — Homeland Security Blue
S = spot (Pantone) Homeland Security Blue, Gray, Green, Light Blue, and Red
K = Black
V = RGB Video
W = RGB Web-safe

Print only

Seal:
S = Seal Alone — for use in special instances such as lapel pins.

Tint:
t = signature with tints

Alternate:
at = alternate — alternate signatures are used only in a constrained horizontal space.

Special Useage:
su = special usage — used only on approved applications.

DHS_S_tsa_4_R_T_at_su.ext

Cabinet:
DHS = Department of Homeland Security

Public Facing Enitities:
cis= U.S. Citizenship and Immigration
cbp= U.S. Customs and Border Protection
fema= FEMA
ice= U.S. Immigration and Customs Enforcement
tsa = Transportation Security Administration

Reverse:
R = reverse — for use on a dark background.

. Extension: File type and what it is used for.

How Images Are Supplied

.eps = EPS **(for print and vendor use)** Supplied as vector-based art, scalable for large applications; these files may be used at any size. Ideal for high-end print and display use.
Color Formats: CMYK, RGB, Grayscale, spot (Pantone) color

.bmp= BMP **(for PowerPoint, Word and other publishing software)** Supplied at 100 DPI for optimum appearance in presentations and laser prints.
Color Formats: RGB, Grayscale

.jpg = JPEG (for Internet, intranet, PowerPoint and Word) Supplied at 100 DPI for optimum appearance online. Ideal when a small file size is needed.
Color Formats: CMYK, RGB, Grayscale

.tif = TIFF (for PowerPoint, Word and other publishing software) Supplied at 125 DPI for optimum appearance in presentations and laser prints.
Color Formats: CMYK, RGB, Grayscale

The abbreviations in the shaded fields appear in a file name only when applicable to a given signature.

Owner:	SMITH, LAUREL </o=dhs/ou=exchange administrative group (fydibohf23spdlt) /cn=recipients/cn=laurel.smith>
Filename:	DHS_HouseStyle_101703.pdf
Last Modified:	Wed Nov 22 10:12:04 EST 2017

U.S. Department of Homeland Security

House Style Guidelines

Homeland Security

October 2003

DHS_HouseStyle_101703.pdf for Printed Item 5 (Attachment 2 of 5)

CBP FOIA 000678

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Introduction

The design elements, or visual language, that make up our house style attempt to convey — through imagery, color and appearance — the qualities that we want the Department of Homeland Security to be known for: being innovative and proactive in our mission and being accessible and direct with our public.

We are entrusted with the relentless protection and defense of America, its ideals, its way of life and its people. We are the trusted and authoritative partner to the state, local and private sector entities that share our mission. We are a 21st-century form of government and proud to protect our homeland.

And our communications must reflect our convictions.

The following pages introduce the foundations of our house style. The hallmarks of this visual language are the distinctive color palettes, the complementary typefaces, standardized uses of imagery and consistent placement of our signature. Our house style will ensure maximum recognition and a clean, contemporary look for all our communications.

These house style guidelines should be used in conjunction with the Seal and Signature Usage Guidelines, which provide more detailed information on usage of the DHS signature and its variations.

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CBP FOIA 003680

Branding and Our House Style

Our house style is a major component of our branding system. The objectives of our branding system are fourfold: to focus and build impact for the Department of Homeland Security, a modern and nonbureaucratic form of government; to unify and strengthen the department; to help state and local entities, as well as the general public, understand the role and structure of the department; and to streamline communication.

Our branding system must be clear from the public's perspective and make minimal use of acronyms, because an abundance of acronyms hampers clarity and directness.

Our branding system is not the same as our organizational chart. No more than two levels have been branded because too many layers and too many symbols suggest traditional government bureaucracy and an unfocused organization.

Every DHS communication must be branded with one — and no more than one — of the following signatures.

Homeland Security

DHS Signature — For use on communications emanating from the cabinet level, the five directorates, or programs, locations and centers not directly linked to one of the Public Facing Entities shown below.

Transportation Security Administration

FEMA

U.S. Customs and Border Protection

U.S. Immigration and Customs Enforcement

U.S. Citizenship and Immigration Services

Public Facing Entities Signatures — For use on communications emanating from these organizations with high public visibility and interaction.

U.S. Department of Homeland Security
United States Coast Guard

U.S. Department of Homeland Security
United States Secret Service

Public Facing Entities Signatures, Endorsed — Please refer to The Coast Guard Correspondence Manual or contact The Office of Government and Public Affairs of the U.S. Secret Service for more information on using these signatures.

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Primary Color Palette

The Homeland Security signature should be reproduced in full color — Homeland Security Blue, Gray, Green, Light Blue and Red — whenever possible. The colors of the signature serve as the source for our house style color palettes.

Our primary color palette contains Homeland Security Blue and Gray from the signature and adds Dark Gray and White. These colors should be employed throughout our communications and are equivalent to the PANTONE numbers listed in the table below. For 4-color process printing, refer to the CMYK values shown. For on-screen applications (video, broadcast), refer to the RGB Video values specified. For Web applications, refer to the RGB Web values.

The PANTONE and CMYK values provided can be used on both coated and uncoated paper when printing. Although variations in color will occur, try to match the colors as closely as possible.

The colors shown throughout this manual have not been evaluated by Pantone, Inc., for accuracy and may not match the PANTONE® Color Standards. Please refer to the current edition of the Pantone color formula guide. PANTONE® is a registered trademark of Pantone, Inc.

						Video			Web		
	Pantone®	C	M	Y	K	R	G	B	R	G	B
Homeland Security Blue	2955 C	100	45	0	37	0	47	128	0	51	102
Homeland Security Gray	Cool Gray 6 C	0	0	0	28	176	177	179	153	153	153
Homeland Security Dark Gray	Cool Gray 11 C	0	0	0	79	54	54	54	51	51	51
Homeland Security White		0	0	0	0	255	255	255	255	255	255

Secondary or Support Palette

The other colors from the Seal — Homeland Security Red, Light Blue and Green — make up our secondary color palette, which are used to enhance our communications in backgrounds, headlines and other supporting design elements.

Homeland Security Red	187 C	0	100	79	20	165	0	33	204	0	51
Homeland Security Light Blue	307 C	100	16	0	27	0	112	178	0	102	153
Homeland Security Green	370 C	56	0	100	27	89	134	0	51	153	0

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Typography

Typography plays a major role in shaping a brand because it helps create a consistent look and feel. For all Homeland Security communications, one typeface — Joanna MT — is preferred. This typeface has been chosen because it complements the look of the Homeland Security wordmark.

When Joanna MT is not available on your computer, you may substitute Times New Roman for Joanna MT.

ITC Franklin Gothic has been selected as a secondary or complementary font for Joanna MT. It may be used for headlines, subheads, captions and other supporting text.

When ITC Franklin Gothic is not available on your computer, you may substitute Arial for ITC Franklin Gothic.

Joanna MT

abcdefghijklmnopq
rstuvwxyz
1234567890$&?{}

ABCDEFGHIJKLMNOPQRSTUVWXYZ *abcdefghijklmnopqrstuvwxyz*

ITC Franklin Gothic Book

abcdefghijklmnopq
rstuvwxyz
1234567890$&?{}

ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz

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Imagery — Introduction

Imagery is an integral and vital part of Department of Homeland Security communications. Visual imagery — specifically photography — conveys the spirit and energy of our homeland and helps bring its essence to life.

Since imagery will be used in applications from print to the Web, we must ensure that it consistently captures the best of our homeland, our employees and our commitment to proactive protection.

Following our house style will ensure that our communications will have a recognizable look and feel.

Two types of imagery are appropriate for our house style: conceptual and documentary. Conceptual imagery idealizes the homeland we protect and our ways of protecting it. Documentary imagery dramatizes our daily activities; these types of images may have a journalistic feel.

When preparing or selecting imagery, keep in mind these characteristics, which represent the essence of who we are.

Trustworthy	Reassuring	Authoritative
Accessible	Proactive	Protective
Resourceful	Innovative	Aggressive
Determined	Committed	

These imagery guidelines can also be provided to photographers to help them create original imagery for the DHS.

Please also consult the "Grid System" portion of these house style guidelines for a more complete understanding of how to use imagery in designs and layouts.

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Conceptual Imagery — *What We Protect*

As these examples suggest, conceptual imagery highlights the natural attributes of the homeland we protect. Idealized portraits of our national symbols are also part of this image category.

If you are interested in using any of these specific images, please contact the source listed and reference the image number.

Getty Images ID# **ab64993**

Getty Images ID# **rbv1_67**

Getty Images ID# **AA0408844**

Getty Images ID# **200025559-001**

Getty Images ID# **thic0020841**

Getty Images ID# **E008263**

Getty Images ID# **ngs0_7916**

Getty Images ID# **ba19596**

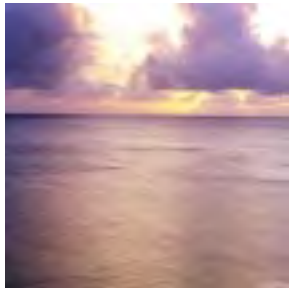
Getty Images ID# **ab68106**

Getty Images ID# **TR002823**

Getty Images ID# **ngs0_8509**

Getty Images ID# **E014045**

Photonica ID# **dv685038**


Getty Images ID# **bot54543**

Getty Images ID# **ngs0_680**

CBP FOIA 003685

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Conceptual Imagery — How We Protect the Homeland

In conceptual images that show how we protect the homeland, our actions and our homeland's protective infrastructure have been abstracted from specific, identifiable places, activities or people. This abstraction process makes this imagery different from the imagery that documents our daily activities.

If you are interested in using any of these specific images, please contact the source listed and reference the image number.

Photonica ID# **05978000211**

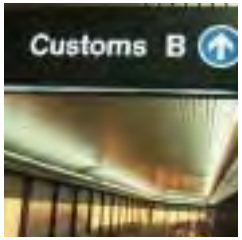
Photonica ID# **05978000273**

Photonica ID# **06539000049**

Photonica ID# **05978000318**

Getty Images ID# **dv093019**

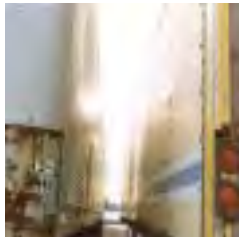
Photonica ID# **06553000051**



Getty Images ID# **tr001757**

Photonica ID# **304200045**

Getty Images ID# **10186263**


Photonica ID# **06581000085**

Getty Images ID# **ec6696-001**

Photonica ID# **629200020**

Photonica ID# **bd9428-001**

Photonica ID# **602600115**

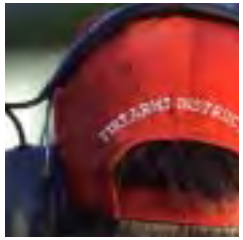
Getty Images ID# **dv635051**

CBP Images ID# **117_5fuh60_5f270**

CBP Images ID# **cia_5f01_5fhires**

CBP Images ID# **cia_5f08_5f270**

Getty Images ID# **dv738029**


Getty Images ID# **fi_5f11_5f270**

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Documentary Imagery — Our Daily Activities

This type of imagery documents our daily activities; these types of images may have a journalistic feel. Our actions and interactions with the public are of an amazingly wide variety and so our documentary imagery will range correspondingly from the mundane to the dramatic.

Please consider the intentions of the communication when selecting an appropriate image.

If you are interested in using any of these specific images, please contact the source listed and reference the image number.

CBP Images ID# **cis_5f07_5f270**

CBP Images ID# **pfw_5f10_5f270**

CBP Images ID# **crazy_5f13_5f270**

CBP Images ID# **china_5fmed**

CBP Images ID# **b_5f06_5f270**

CBP Images ID# **ridge_5foperation_5_fpredat**

CBP Images ID# **ci_5f13_5f270**

CBP Images ID# **srt_5f11_5f270**

CBP Images ID# **hs_5f07_5fhighres**

FEMA Image ID# **LA_1437_87**

FEMA Image ID# **Montana%20fire Granite%20Cr1**

CBP Images ID# **ci_5f05_5hires**

FEMA Image ID# **ok_0202_1401_08**

FEMA Image ID# **pr_11_96_16**

FEMA Images ID# **WA_Ridge_072403_1**

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Cropping Images

Dynamic cropping can add drama to an image. Unusual colors or lighting, extreme close-ups and interesting angles may be emphasized through creative cropping. The focus of the image may be significantly altered and convey a different message than the non-cropped image.

By eliminating specific, identifiable places, activities or people from an image, cropping can be a way of making a conceptual image from a documentary image. This process is demonstrated in the first example below.

CBP FOIA 003688

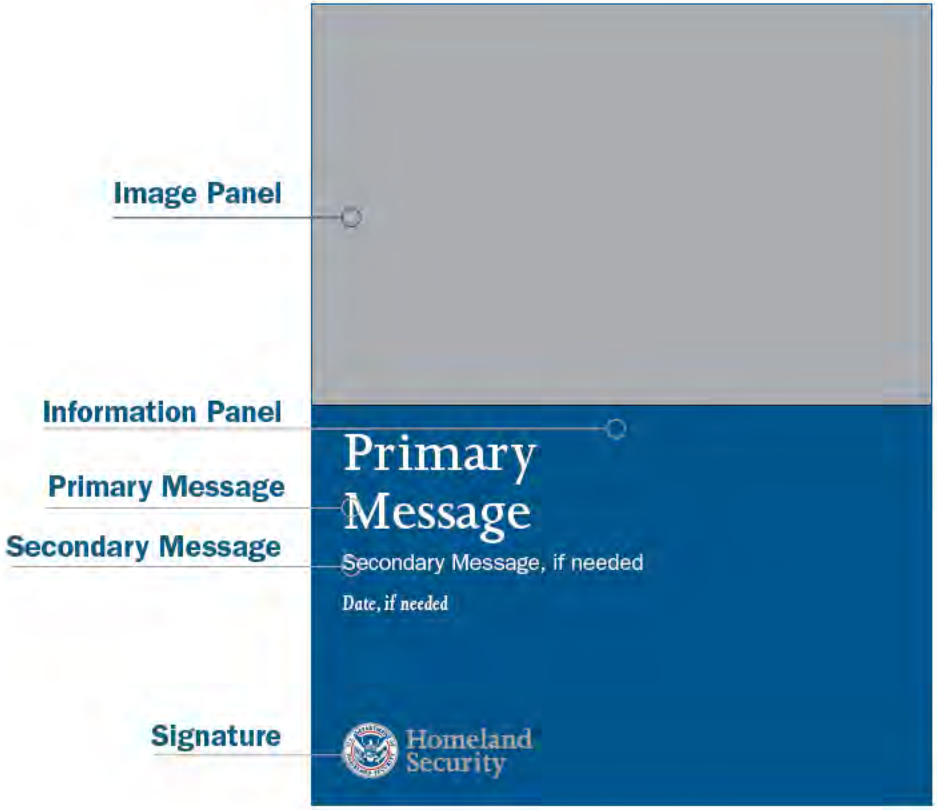
DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

DHS Grid System Components — Introduction

The front-facing element of DHS communications — whether a brochure cover or a website homepage — follows a basic grid system. This grid system organizes the house style components in a consistent fashion, enhancing the public's recognition of what is and is not a DHS communication while streamlining design decisions.

The DHS Grid System is made up of four essential components:

The image panel
The information panel
Primary and secondary messages
The signature



The grid splits the front-facing element of a communication horizontally into two halves.

One half is the image panel. This image panel may contain a photograph or a color field in a color selected from the house style primary or secondary palette.

The other half is the information panel, which contains a short primary message in large type and, if needed, below the primary message, a secondary message in smaller type. If needed, a date can be added below the message(s).

The signature is always placed at the bottom of the information panel and aligns flush left with the message type. The signature clearspace, at minimum, must be respected at all margins.

The placement of the image and information panels can be switched to add variety to our communications. For some communications, the information panel will be more appropriate above the image panel.

For exhibit purposes only. Exhibit shown at 38%.

CBP FOIA 003689

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

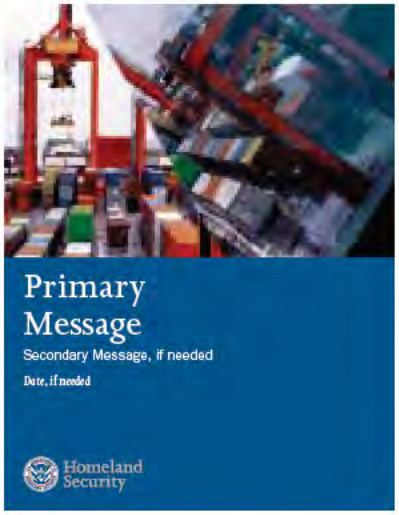
DHS Grid System Components — Examples

Examples of various grid options.

1) 8.5" x 11" cover option with image panel on bottom
2) Slim Jim cover option with image panel on bottom
3) 8.5" x 11" cover option with image panel on top
4) Slim Jim cover option with image panel on top
5) 5.5" x 8.5" cover option with image panel on top
6) 8.5" x 11" cover option with image and message panels appearing in solid DHS Dark Gray
7) 8.5" x 11" cover option with image panel on bottom in solid DHS Red
8) 5.5" x 8.5" cover option with image panel on bottom in solid DHS Light Blue image panel

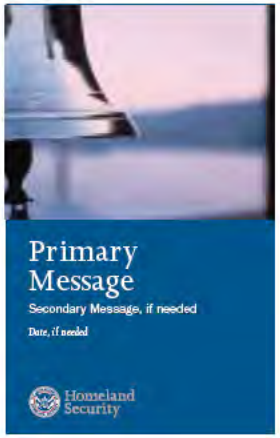
1

2



3

4



5

6

7

8

For exhibit purposes only. Exhibits shown at 24%

CBP FOIA 003690

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Grid Example 8.5" x 11"

Example of an 8.5" x 11" grid with image panel appearing on top.

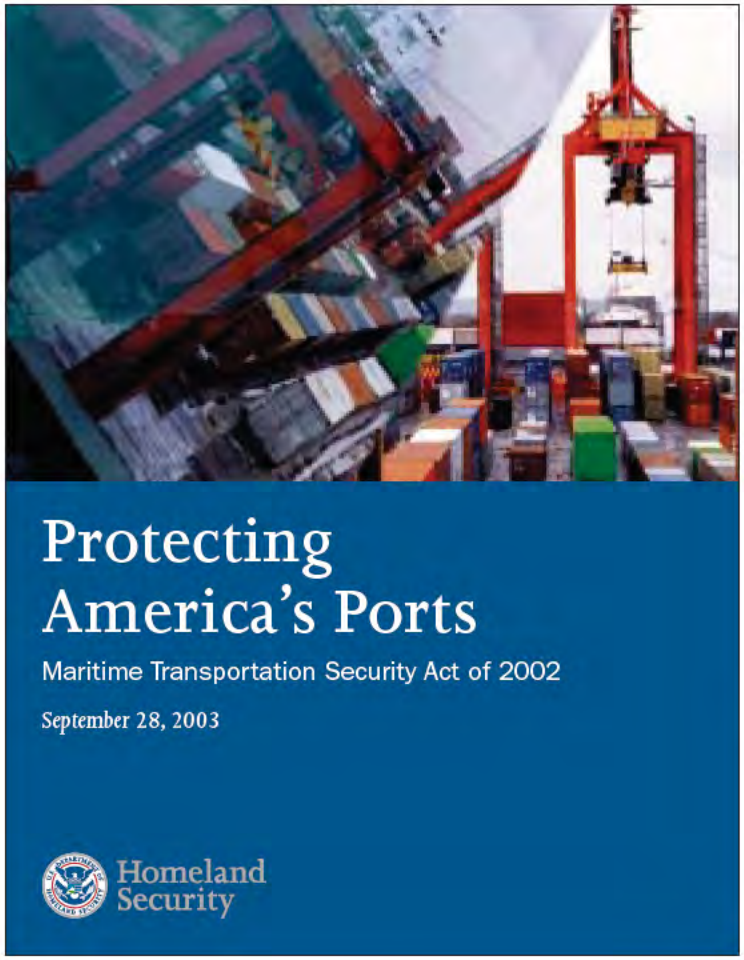
Information Panel
DHS Blue (PMS 2955)

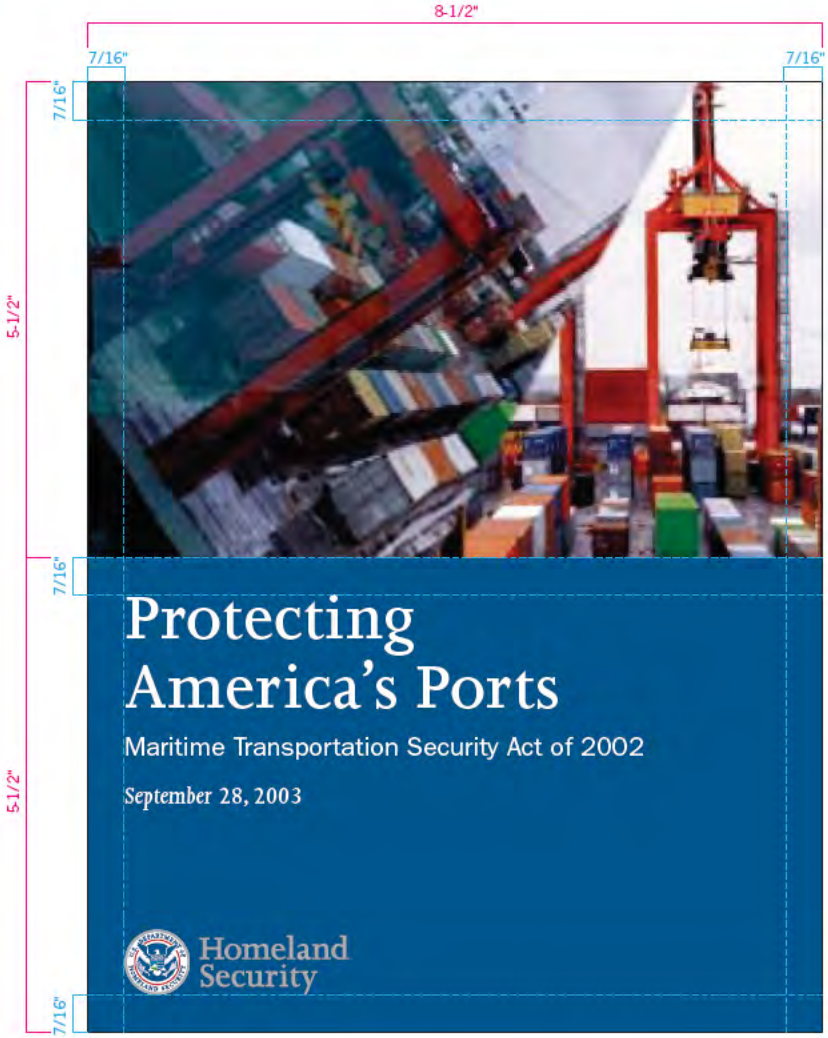
Primary Message
Joanna MT
Semibold 58pt
leading 58pt

Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT
Semibold Italic 22pt
leading 40pt

Signature
seal 3/4"





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CBP FOIA 003691

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 8.5" x 11"

Example of an 8.5" x 11" grid with image panel appearing on the bottom.

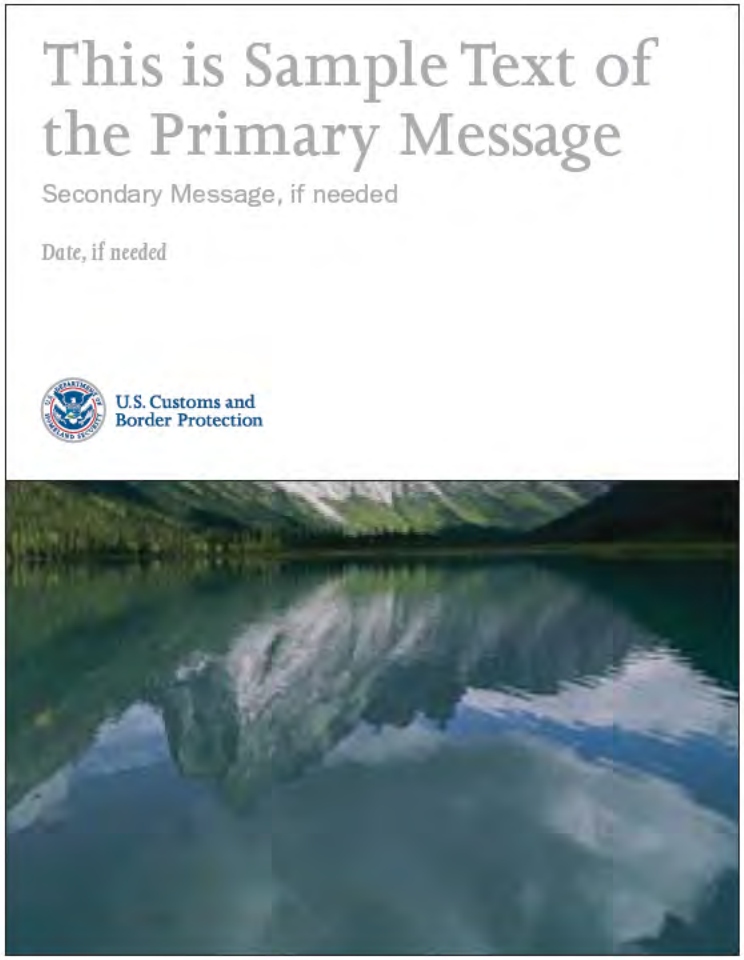
Information Panel
DHS White

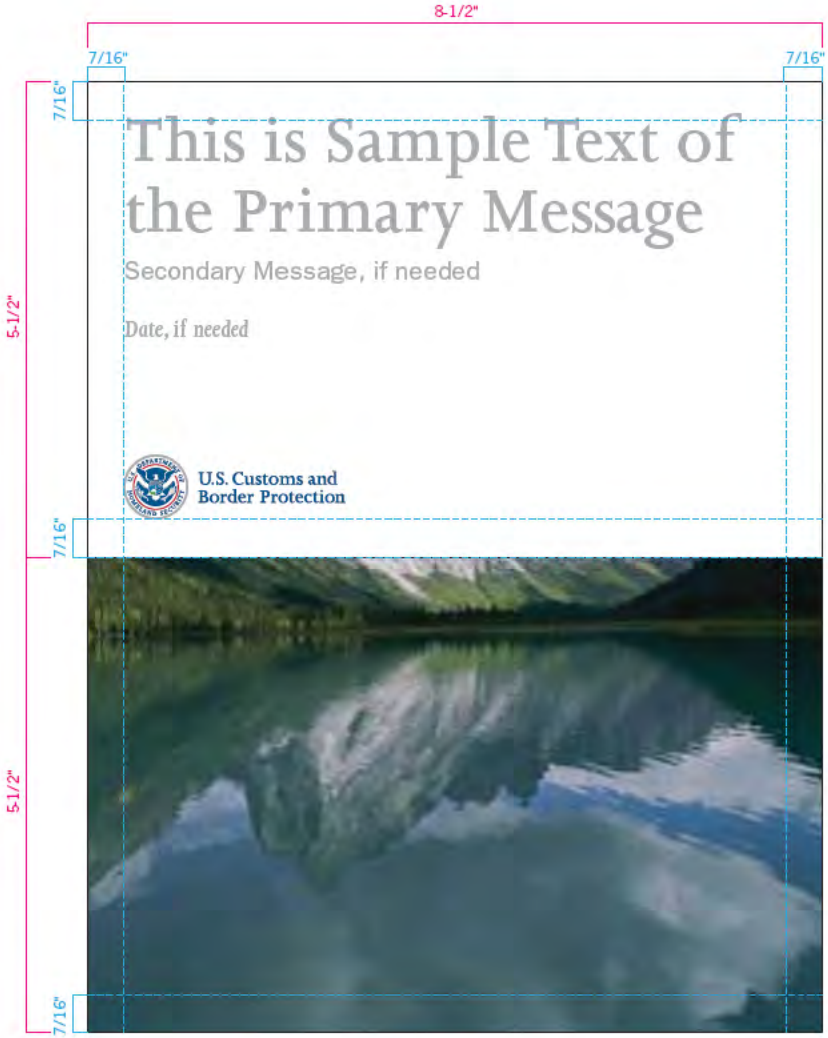
Primary Message
Joanna MT
Semibold 58pt
leading 58pt

Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT
Semibold Italic 22pt
leading 40pt

Signature
seal 3/4"





For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003692

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 8.5" x 11"

If the communication needs to be more proprietary, a modifier may be added to the information panel before the primary message.

This modifier may only be a program, location or center name. See page 20 of "The Department of Homeland Security Seal and Signature Usage Guidelines" for more information on Level IV branding.

Below are examples of 8.5" x 11" grids with a primary message modifier.

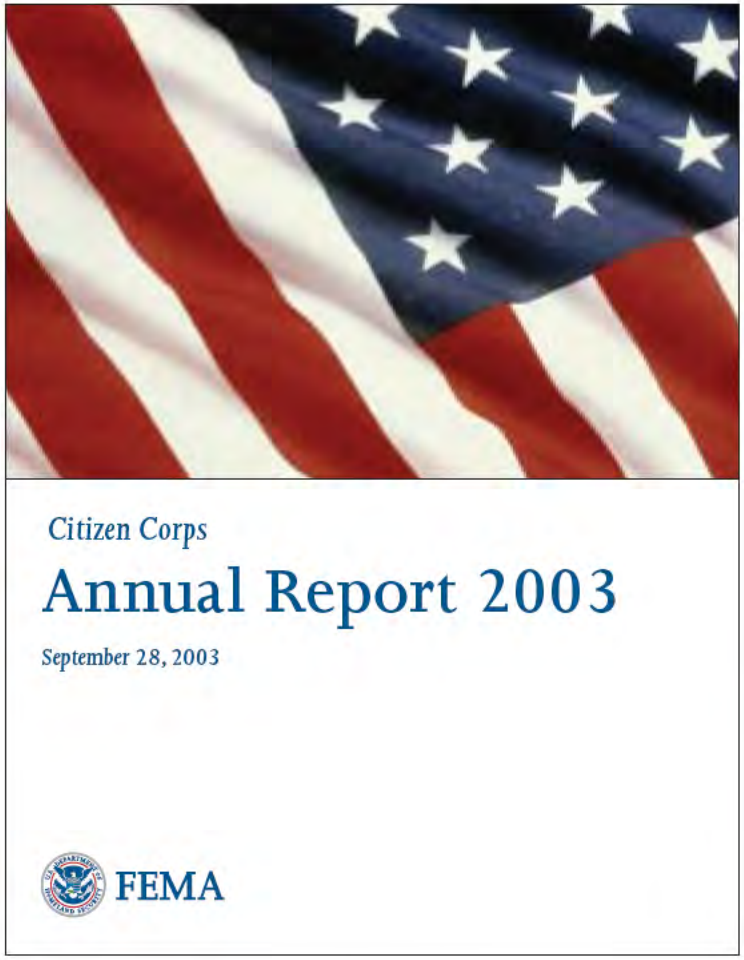
Information Panel
DHS White

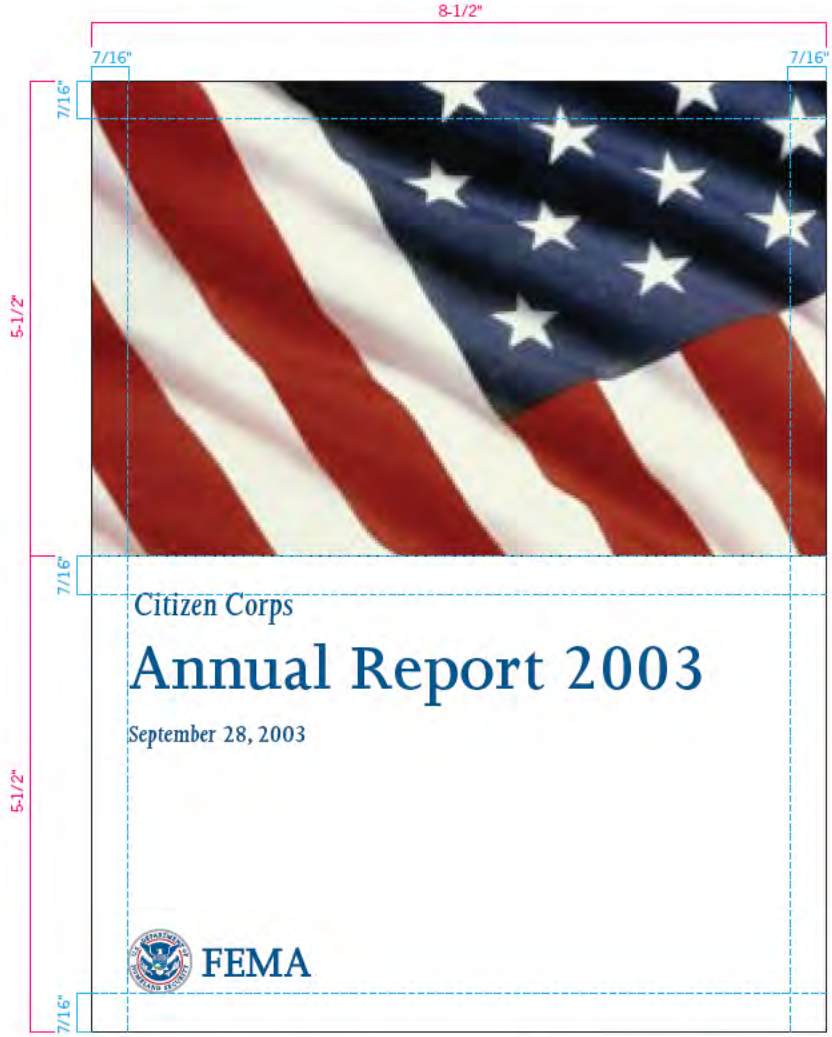
Program Name
Joanna MT
Semibold Italic 30pt
leading 58pt

Primary Message
Joanna MT
Semibold 58pt
leading 58pt

Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 3/4"





For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003693

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 8.5" x 11"

Example of an 8.5" x 11" grid with image panel appearing on top.

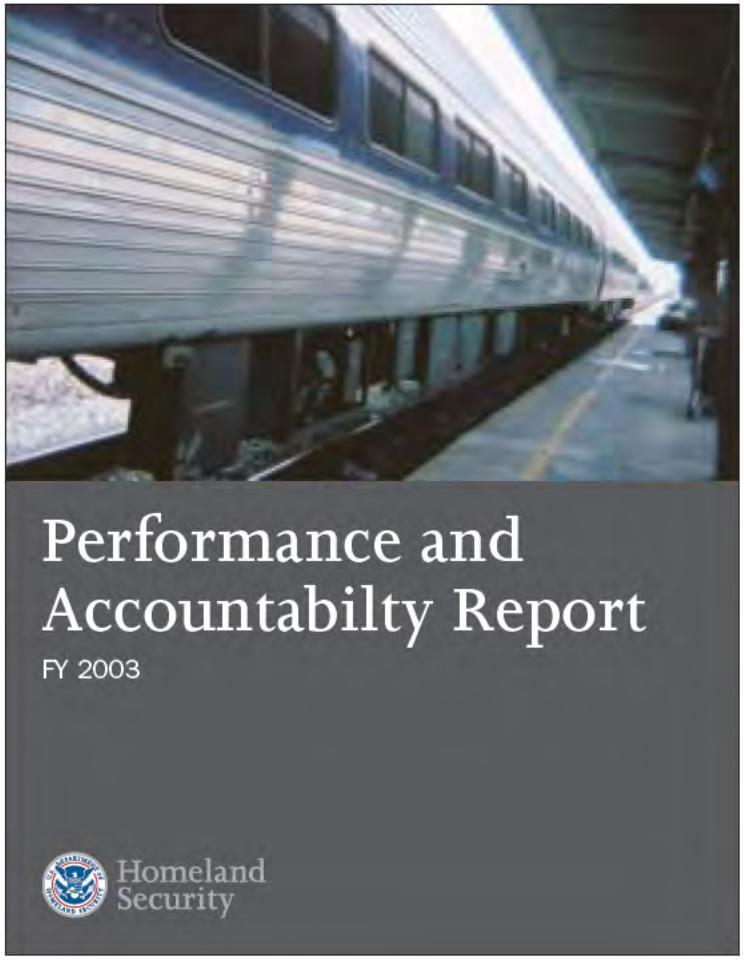
Information Panel
DHS Dark Gray
(PMS Cool Gray 11)

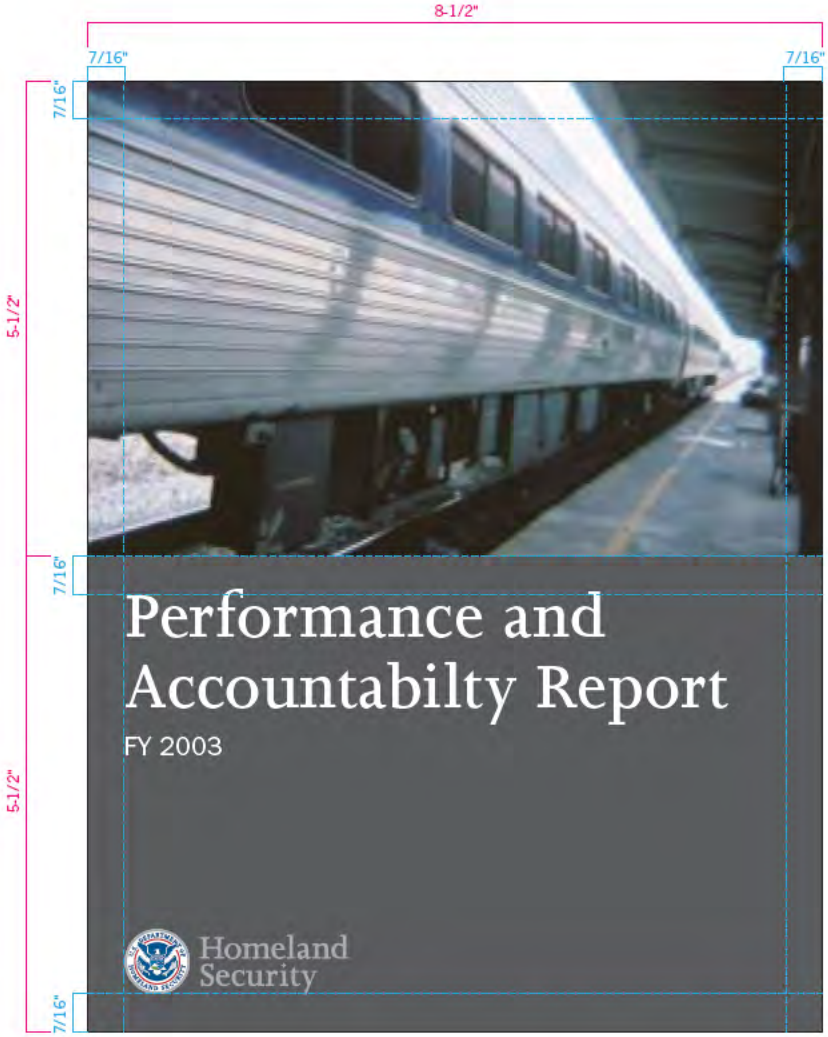
Primary Message
Joanna MT
Semibold 58pt
leading 58pt

Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 3/4"





For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003694

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 8.5" x 11"

Example of an 8.5" x 11" grid for one-color application.

Information Panel
DHS Blue (PMS 2955)

Primary Message
Joanna MT
Semibold 58pt
leading 58pt

Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 3/4"

For exhibit purposes only. Exhibit shown at 45%.

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CBP FOIA 003695

Grid Example 8.5" x 11"

Example of an 8.5" x 11" two-color application.

Image Panel
DHS Gray
(PMS Cool Gray 6)

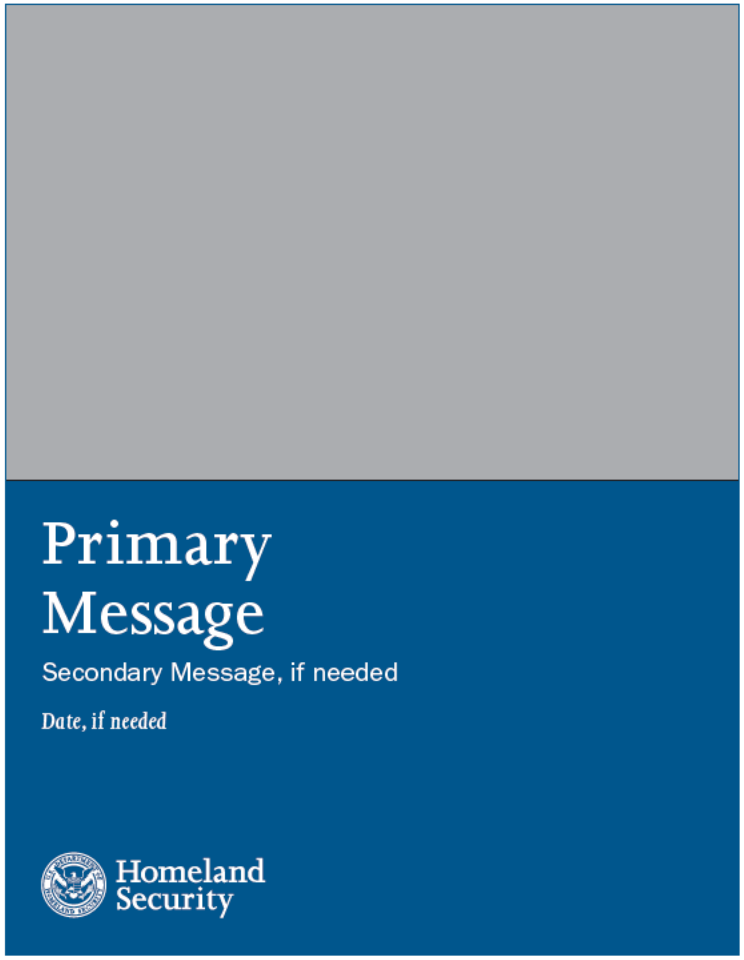
Information Panel
DHS Blue (PMS 2955)

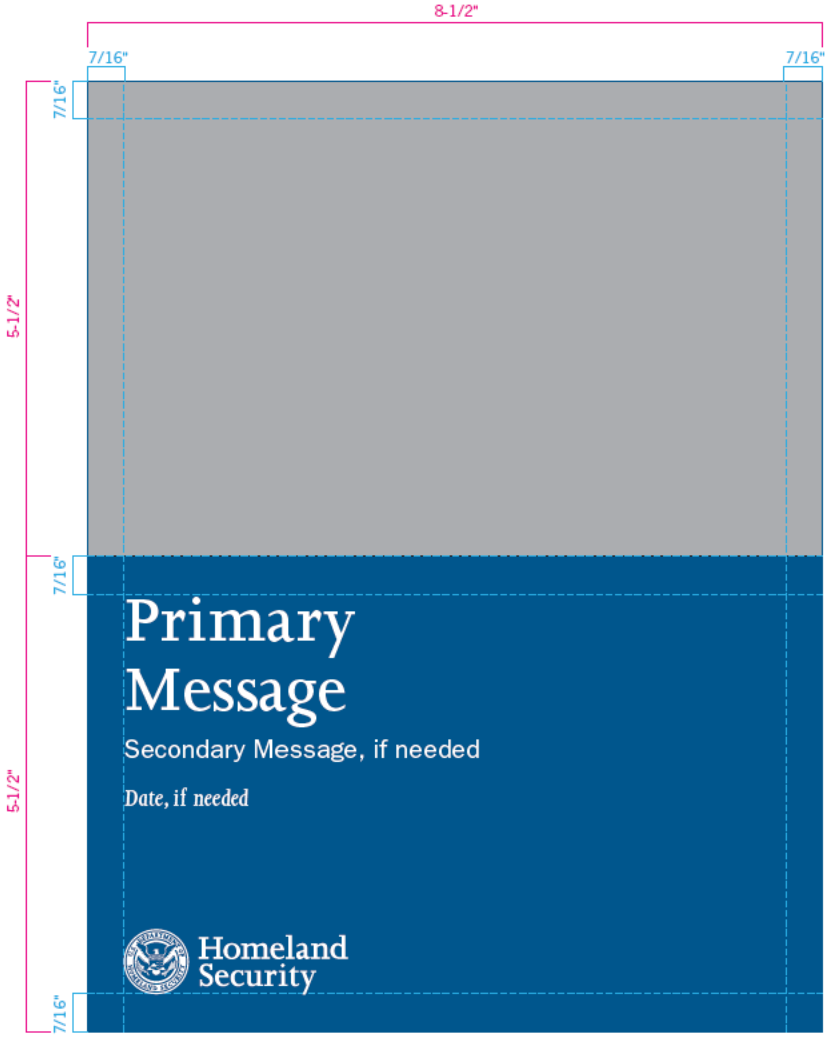
Primary Message
Joanna MT
Semibold 58pt
leading 58pt

Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 3/4"





For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003696

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 8.5" x 11"

Example of an 8.5" x 11" two-color application.

A secondary or support color may be used in the image panel. Please note that the background color of the information panel must be white or the same color as the image panel.

Information Panel
DHS Light Blue
(PMS 307)

Primary Message
Joanna MT
Semibold 58pt
leading 58pt

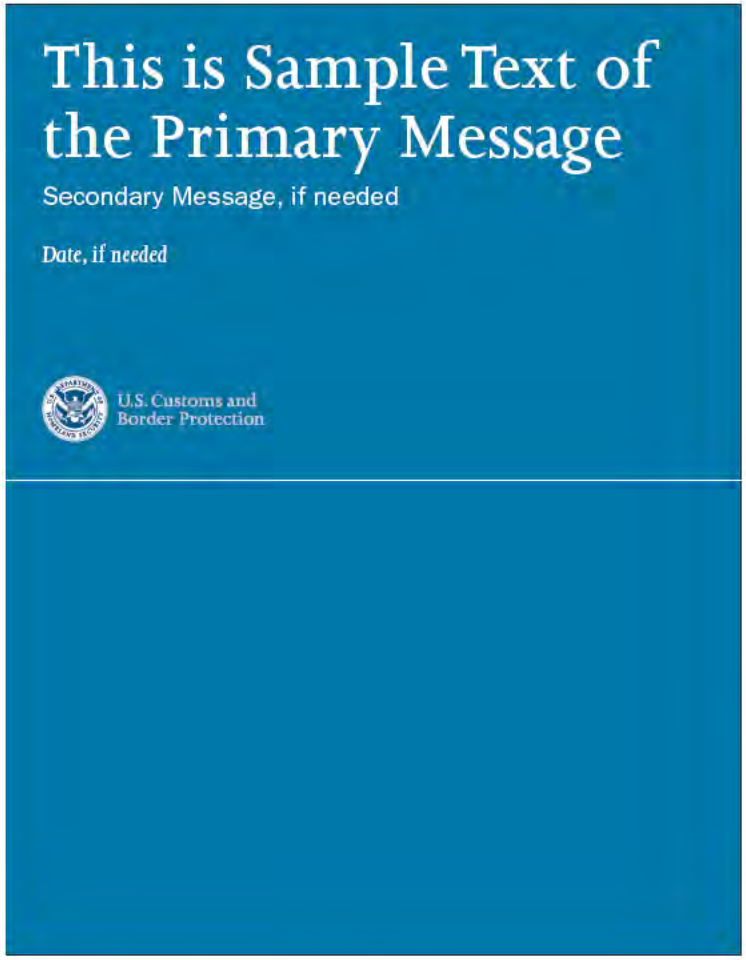
Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

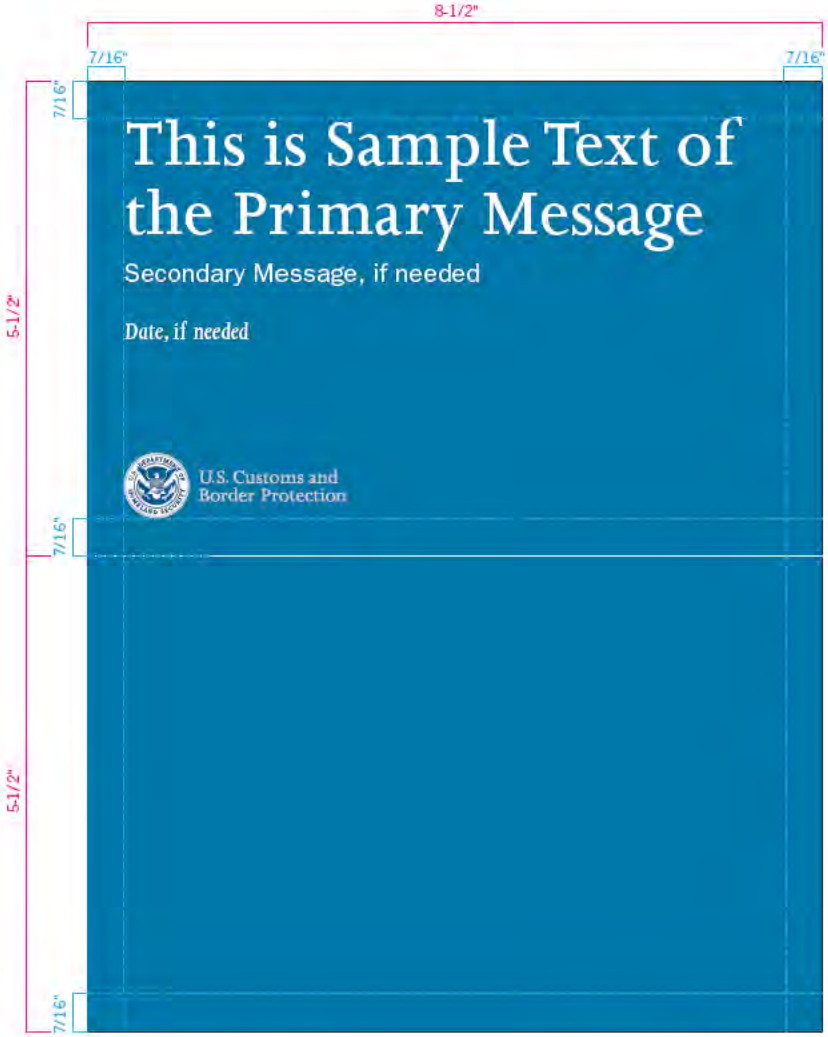
Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 3/4"

Divider Rule
DHS White

Image Panel
DHS Light Blue
(PMS 307)





For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003697

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 8.5" x 11"

Example of an 8.5" x 11" two-color application.

A secondary or support color may be used in the image panel. Please note that the background color of the information panel must be white or the same color as the image panel.

Information Panel
DHS White

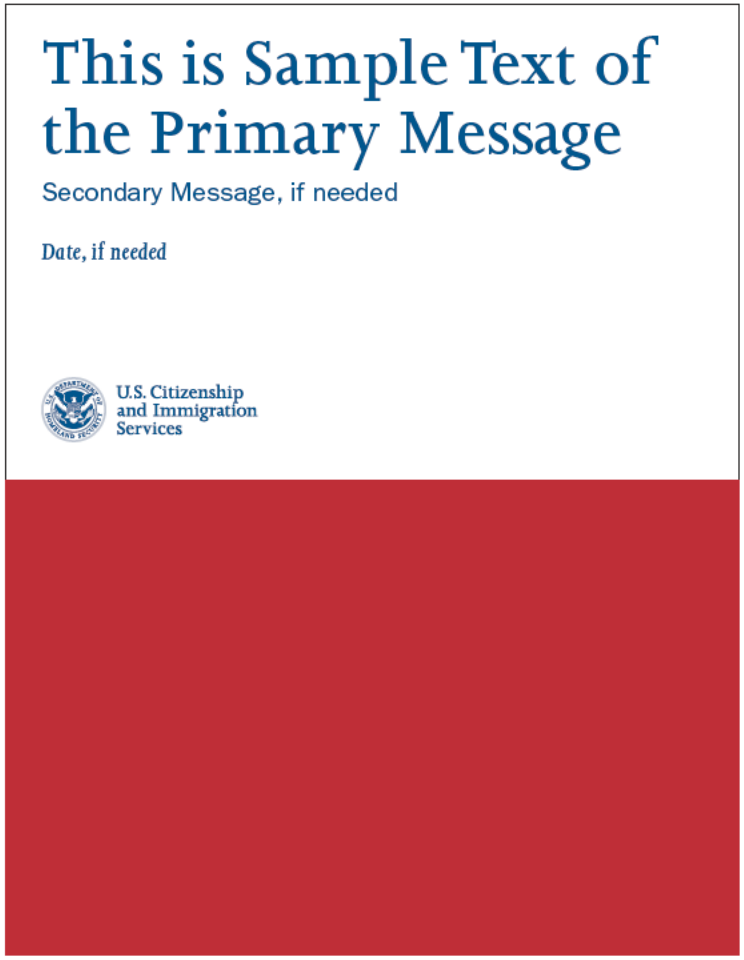
Primary Message
Joanna MT
Semibold 58pt
leading 58pt

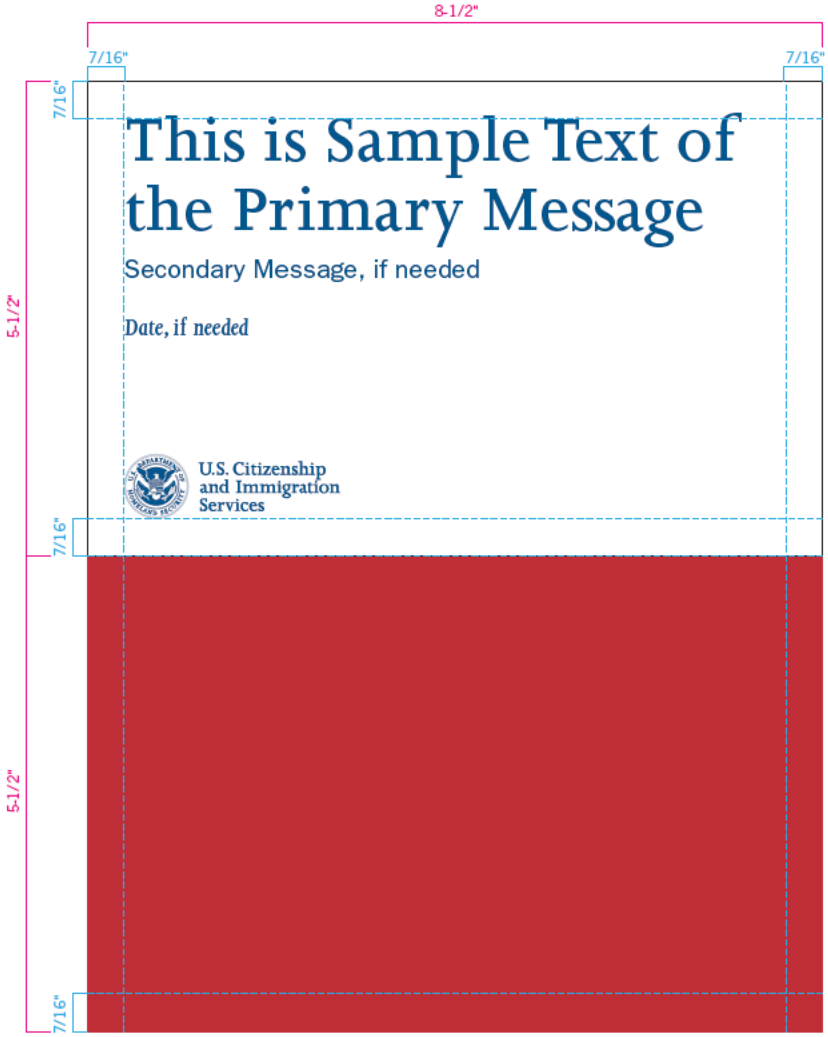
Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 3/4"

Image Panel
DHS Red
(PMS 187)





For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003698

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 8.5" x 11"

Example of an 8.5" x 11" 4-color application.

A secondary or support color may be used in the image panel. Please note that the background color of the information panel must be white or the same color as the image panel.

Information Panel
DHS White

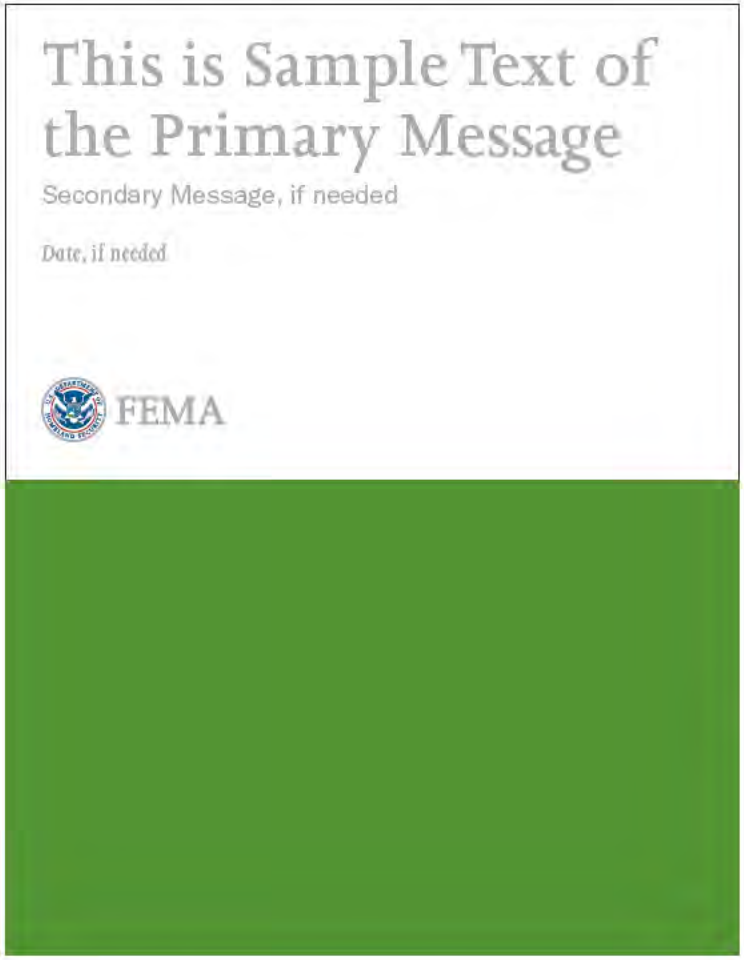
Primary Message
Joanna MT
Semibold 58pt
leading 58pt

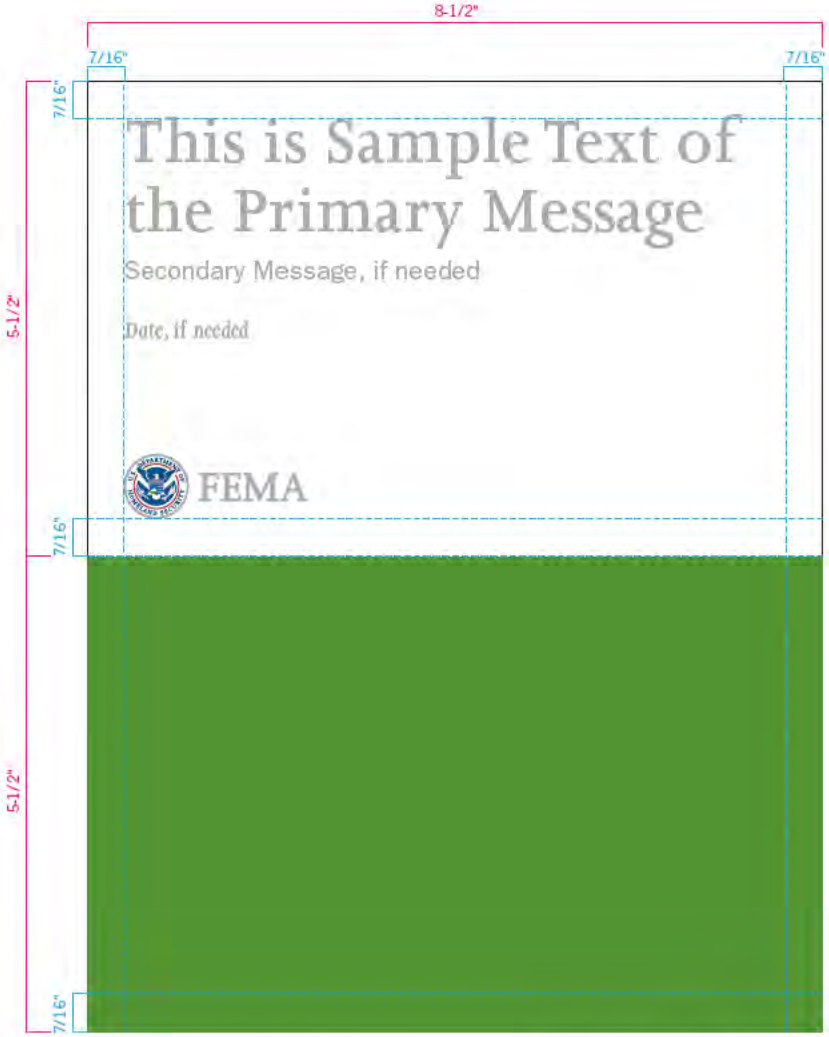
Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 3/4"

Image Panel
DHS Green
(PMS 370)





For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003699

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 8.5" x 11"

Example of an 8.5" x 11" two-color application.

A secondary or support color may be used in the image panel. Please note that the background color of the information panel must be white or the same color as the image panel.

Image Panel
DHS Light Blue
(PMS 307)

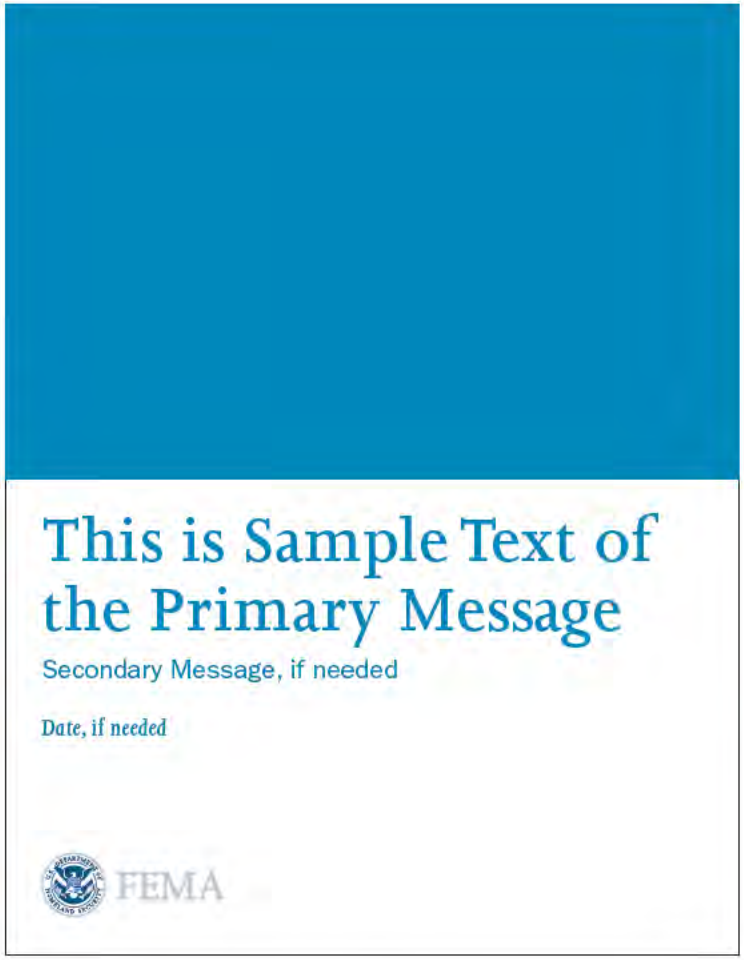
Information Panel
DHS Light Blue
(PMS 307)

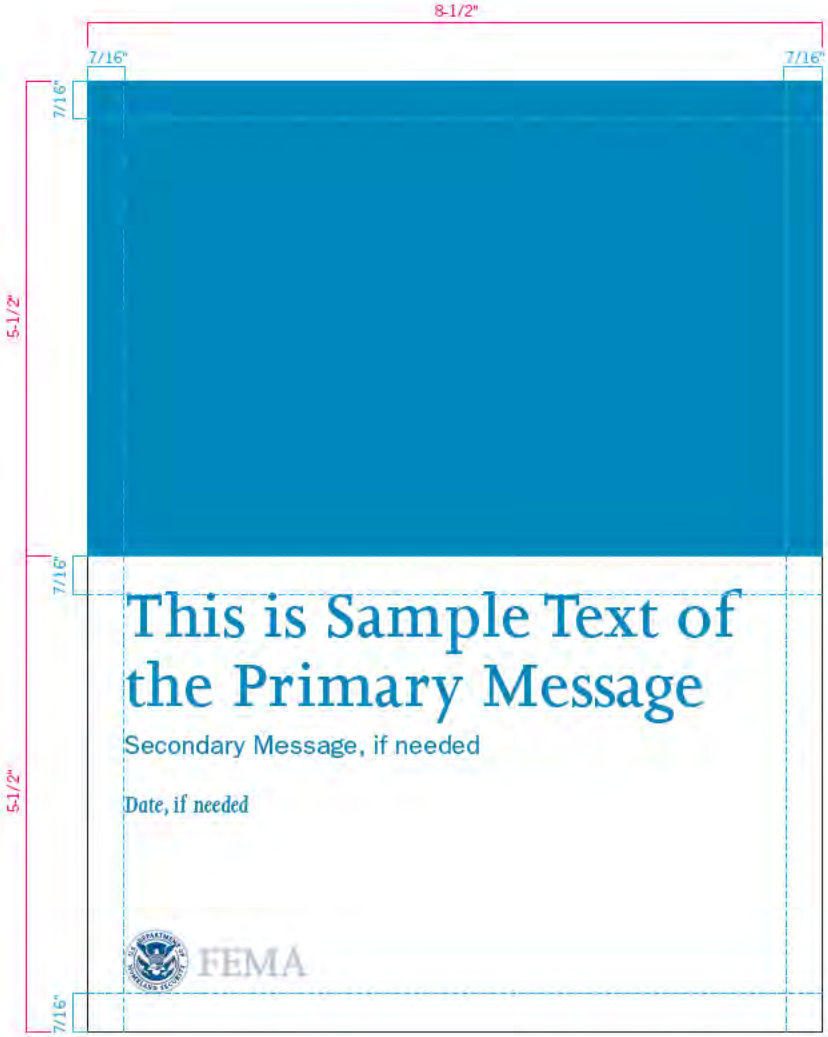
Primary Message
Joanna MT
Semibold 58pt
leading 58pt

Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 3/4"





For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003700

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 3.75" x 8.5" Slim Jim

Example of a 3.75" x 8.5" slim jim grid with image panel appearing on top.

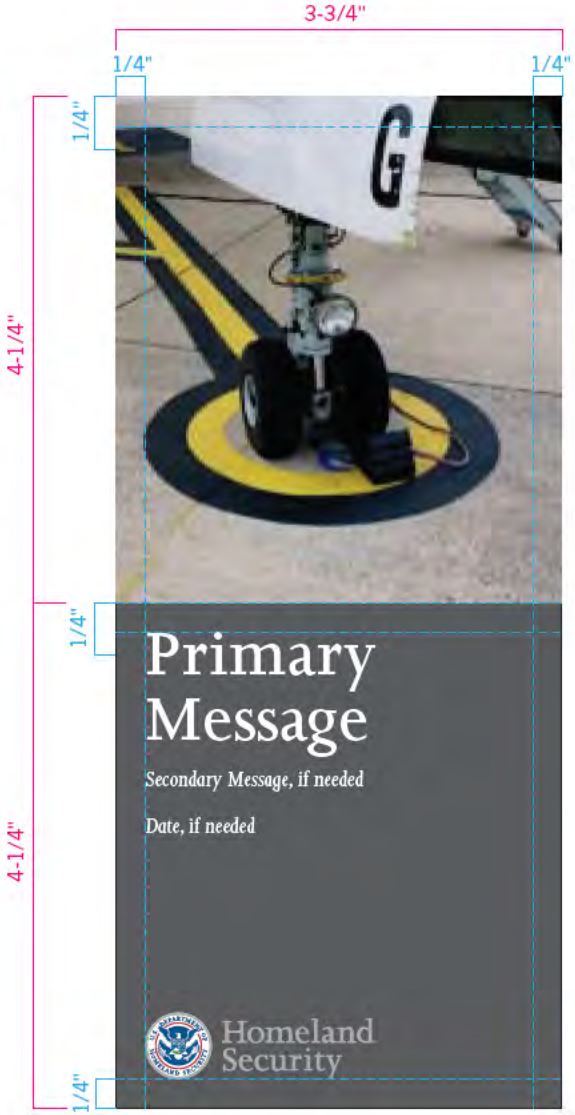
Information Panel
DHS Dark Gray
(PMS Cool Gray 11)

Primary Message
Joanna MT
Semibold 58pt
leading 58pt

Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 9/16"



For exhibit purposes only. Exhibit shown at 62%.

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 3.75" x 8.5" Slim Jim

Example of a 3.75" x 8.5" slim jim grid with image panel appearing on bottom.

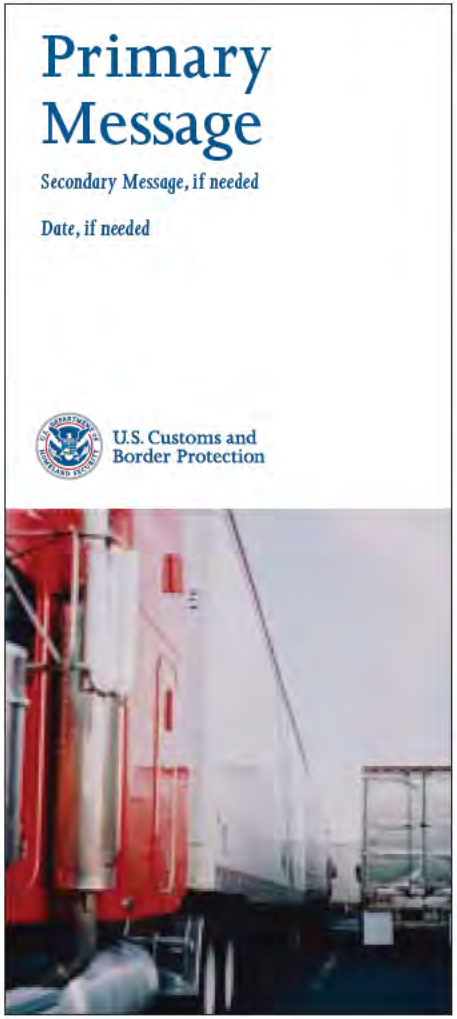
Information Panel
DHS White

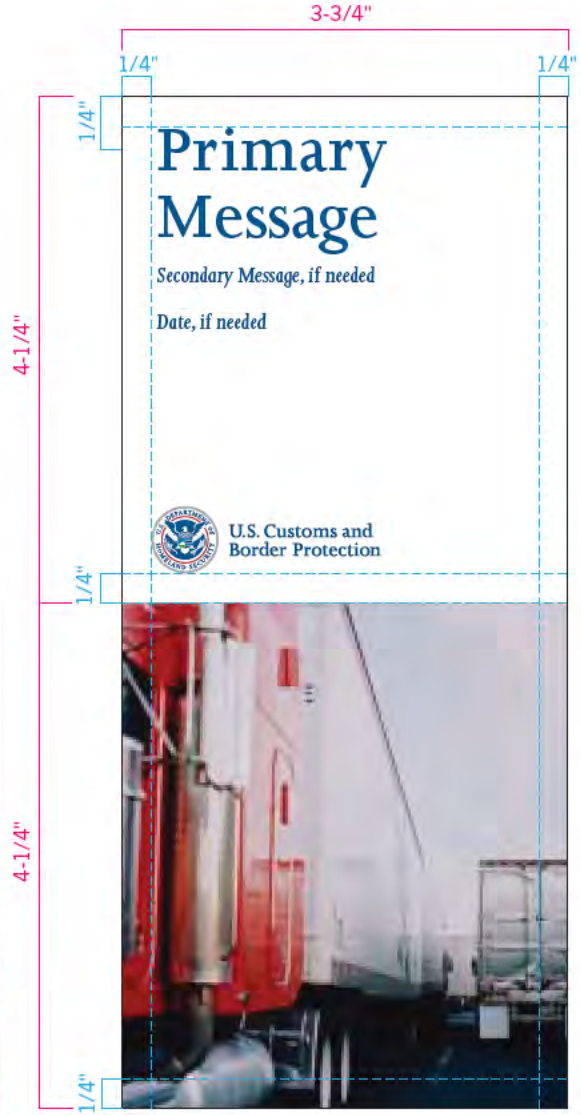
Primary Message
Joanna MT
Semibold 58pt
leading 58pt

Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 9/16"





For exhibit purposes only. Exhibit shown at 62%.

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

CBP FOIA 003702

Grid Example 3.75" x 8.5" Slim Jim

Example of a 3.75" x 8.5" slim jim grid two-color application.

Image Panel
DHS Gray
(PMS Cool Gray 6)

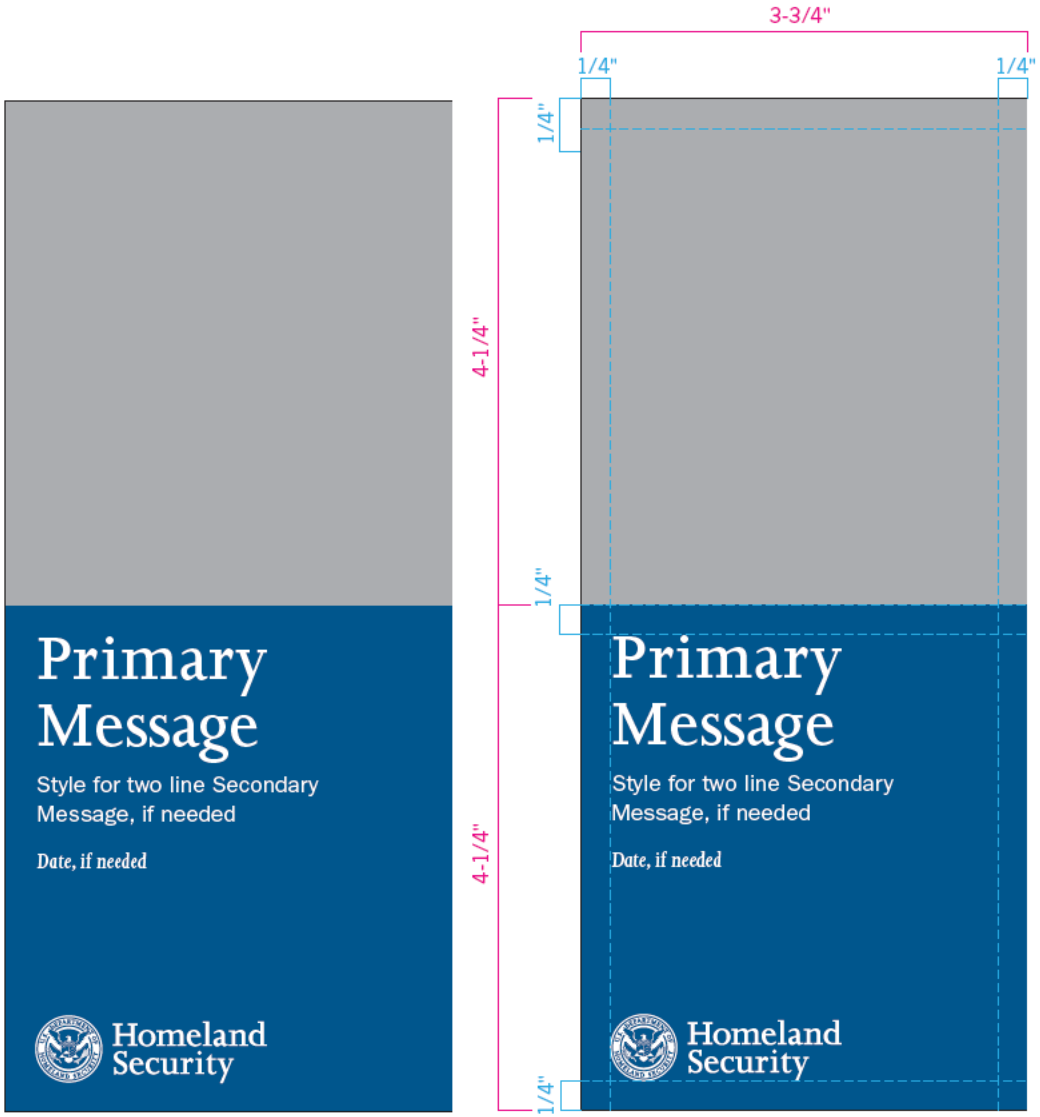
Information Panel
DHS Blue (PMS 2955)

Primary Message
Joanna MT
Semibold 58pt
leading 58pt

Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 9/16"



For exhibit purposes only. Exhibit shown at 62%.

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

CBP FOIA 003703

Grid Example 5.5" x 8.5"

Example of a 5.5" x 8.5" grid one-color application.

Image Panel
DHS White

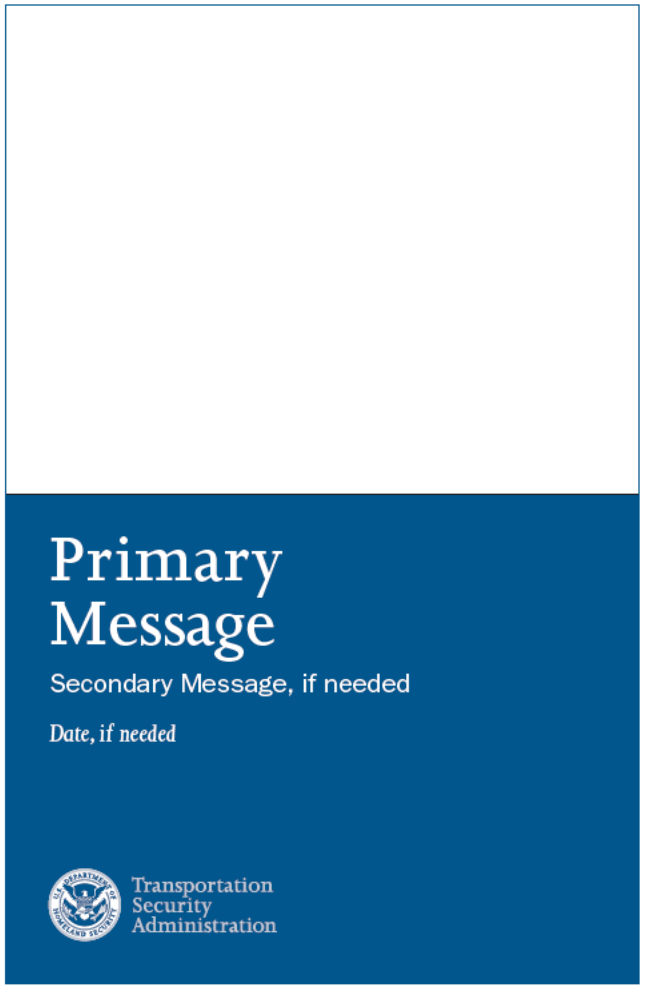
Information Panel
DHS Blue (PMS 2955)

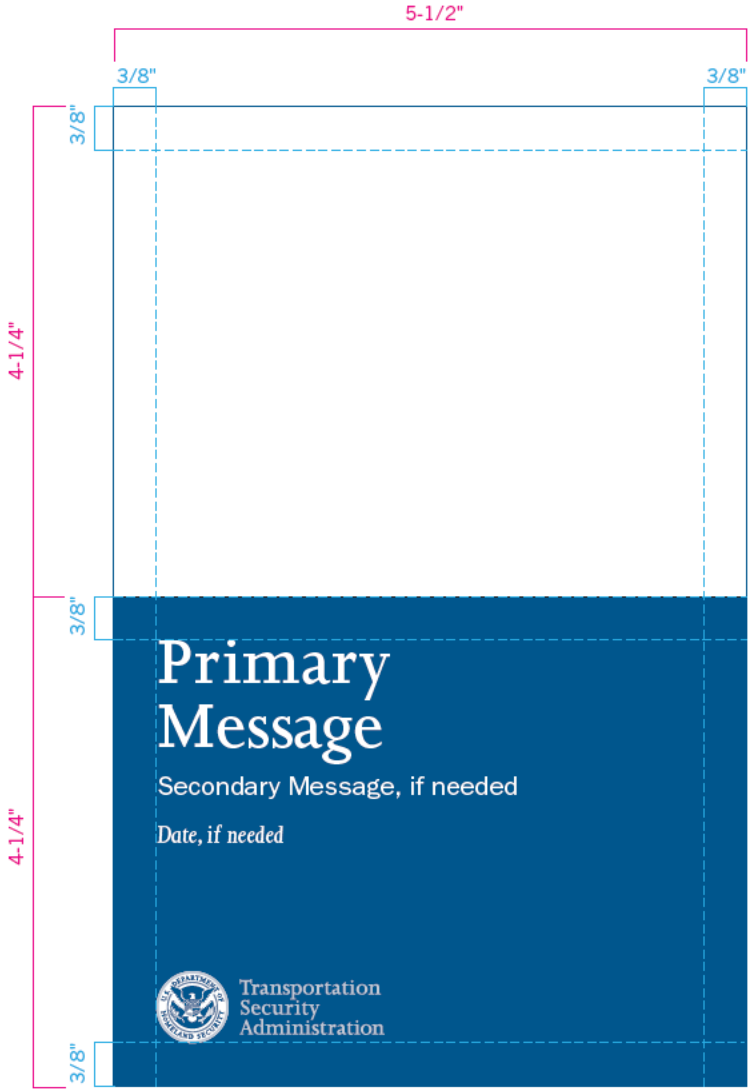
Primary Message
Joanna MT
Semibold 58pt
leading 58pt

Secondary Message
ITC Franklin
Gothic Book 22pt
leading 40pt

Date
Joanna MT Italic 22pt
leading 40pt

Signature
seal 5/8"





For exhibit purposes only. Exhibit shown at 60%.

CBP FOIA 003704

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 8.5" x 11" — Brochure Interior Spread

Example of an interior spread for an 8.5" x 11" brochure.

Caption — Quote
Joanna MT Italic 11pt
leading 13pt

Caption — Attribute
Joanna MT Regular 11pt
leading 13pt

Caption — Remarks...
Joanna MT Regular 8pt
leading 9.5pt

Copy
Joanna MT Regular 11pt
leading 13pt
Single line space
between paragraphs

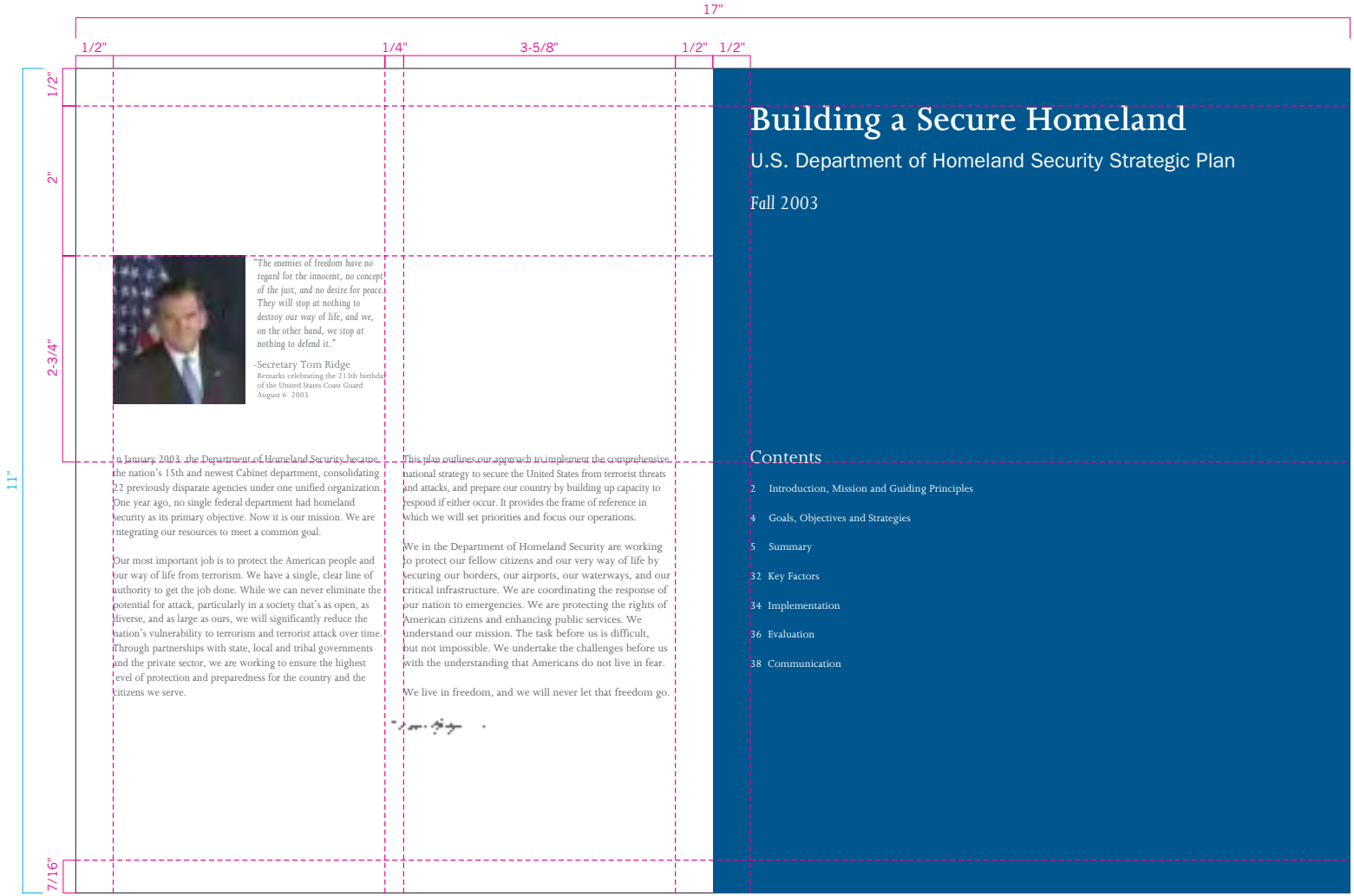
Page Header
Joanna MT
Semibold 36pt
leading 40pt

Page Subhead
Joanna MT
Regular 20pt
leading 36pt

Date
Joanna MT Italic 20pt
leading 40pt

Contents
Joanna MT
Semibold 20pt
leading 28pt

Contents Listings
Joanna MT
Regular 11pt
leading 28pt



For exhibit purposes only. Exhibit shown at 45%.

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)
CBP FOIA 003705

Grid Example 8.5" x 11" — Brochure Interior Spread

Example of an interior spread for an 8.5" x 11" brochure.

Page Header
Joanna MT
Semibold 36pt
leading 40pt

Page Subhead
Joanna MT
Regular 20pt
leading 36pt

Copy Header
Joanna MT
Regular 20pt
leading 24pt

Copy
Joanna MT
Regular 11pt
leading 13pt

For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003706

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 8.5" x 11" — Brochure Interior Spread

Sample Text Page 1.0
Example of an interior spread for an 8.5" x 11" brochure, using 2-column grids.

Page Header
Joanna MT
Semibold 36pt
leading 40pt

Page Subhead
Joanna MT
Regular 20pt
leading 36pt

Callout
Joanna MT
Regular 14pt
leading 20pt

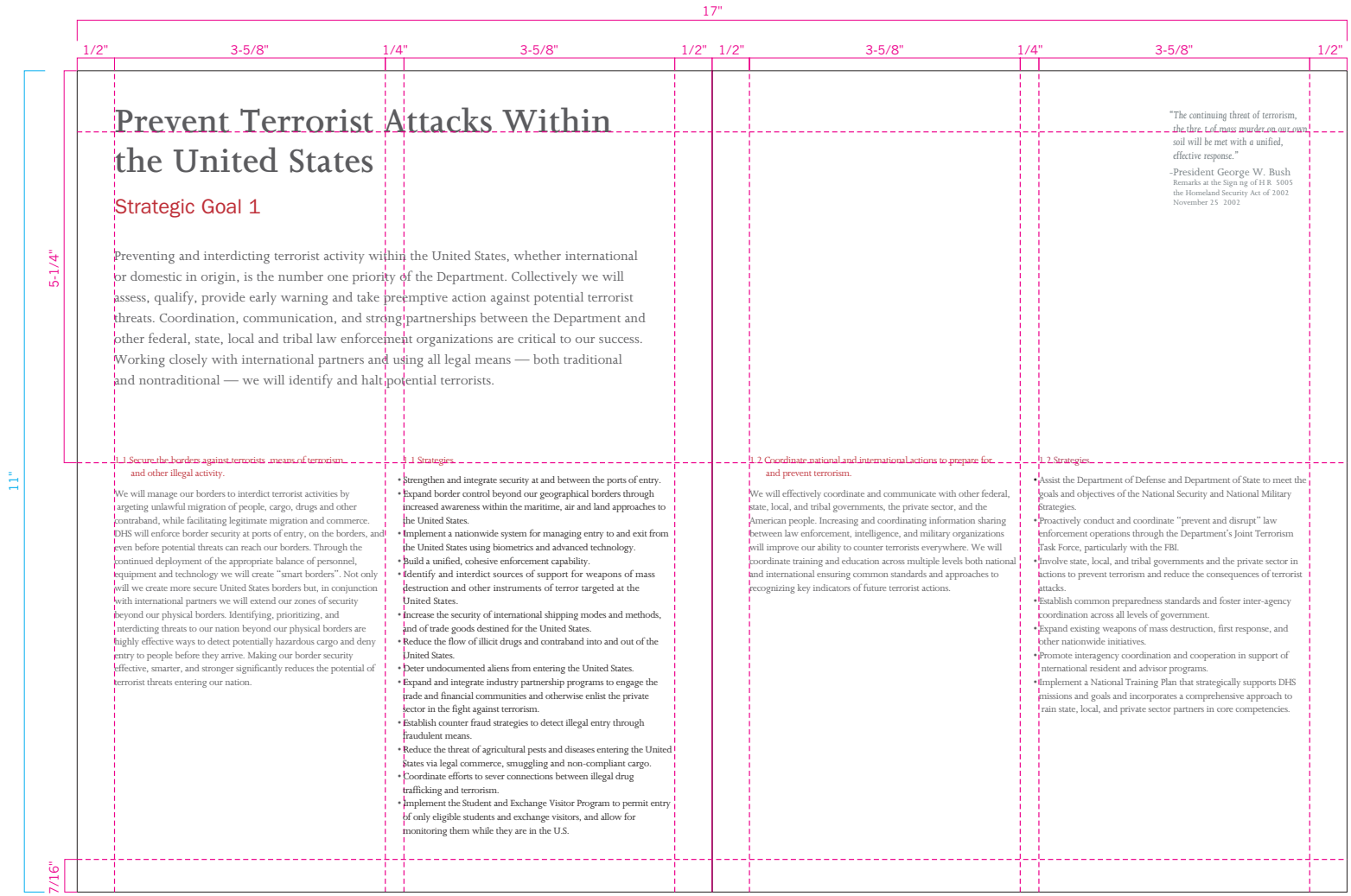
Copy Subhead
Joanna MT
Regular 11pt
leading 13pt

Copy
Joanna MT
Regular 11pt
leading 13pt

Caption — Quote
Joanna MT Italic 11pt
leading 13pt

Caption — Attribute
Joanna MT Regular 11pt
leading 13pt

Caption — Remarks...
Joanna MT Regular 8pt
leading 9.5pt



For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003707

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 8.5" x 11" — Brochure Interior Spread

Sample Text Page 2.0
Example of an interior spread for an 8.5" x 11" brochure, using 3- and 4-column grids.

Page Header
Joanna MT
Semibold 36pt
leading 40pt

Page Subhead
Joanna MT
Regular 20pt
leading 36pt

Callout
Joanna MT
Regular 14pt
leading 20pt

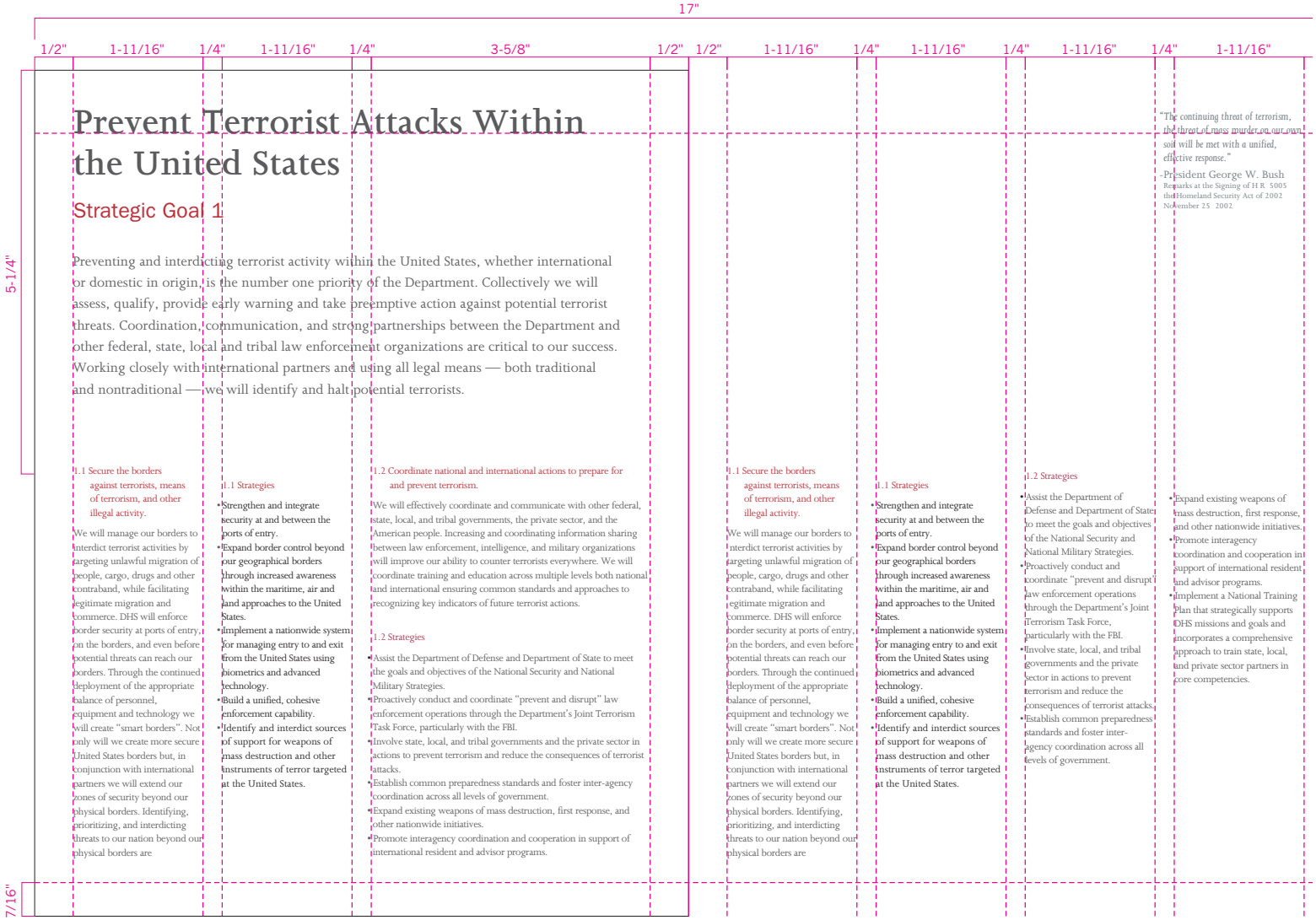
Copy Subhead
Joanna MT
Regular 11pt
leading 13pt

Copy
Joanna MT
Regular 11pt
leading 13pt

Caption — Quote
Joanna MT Italic 11pt
leading 13pt

Caption — Attribute
Joanna MT Regular 11pt
leading 13pt

Caption — Remarks...
Joanna MT Regular 8pt
leading 9.5pt



For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003708

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

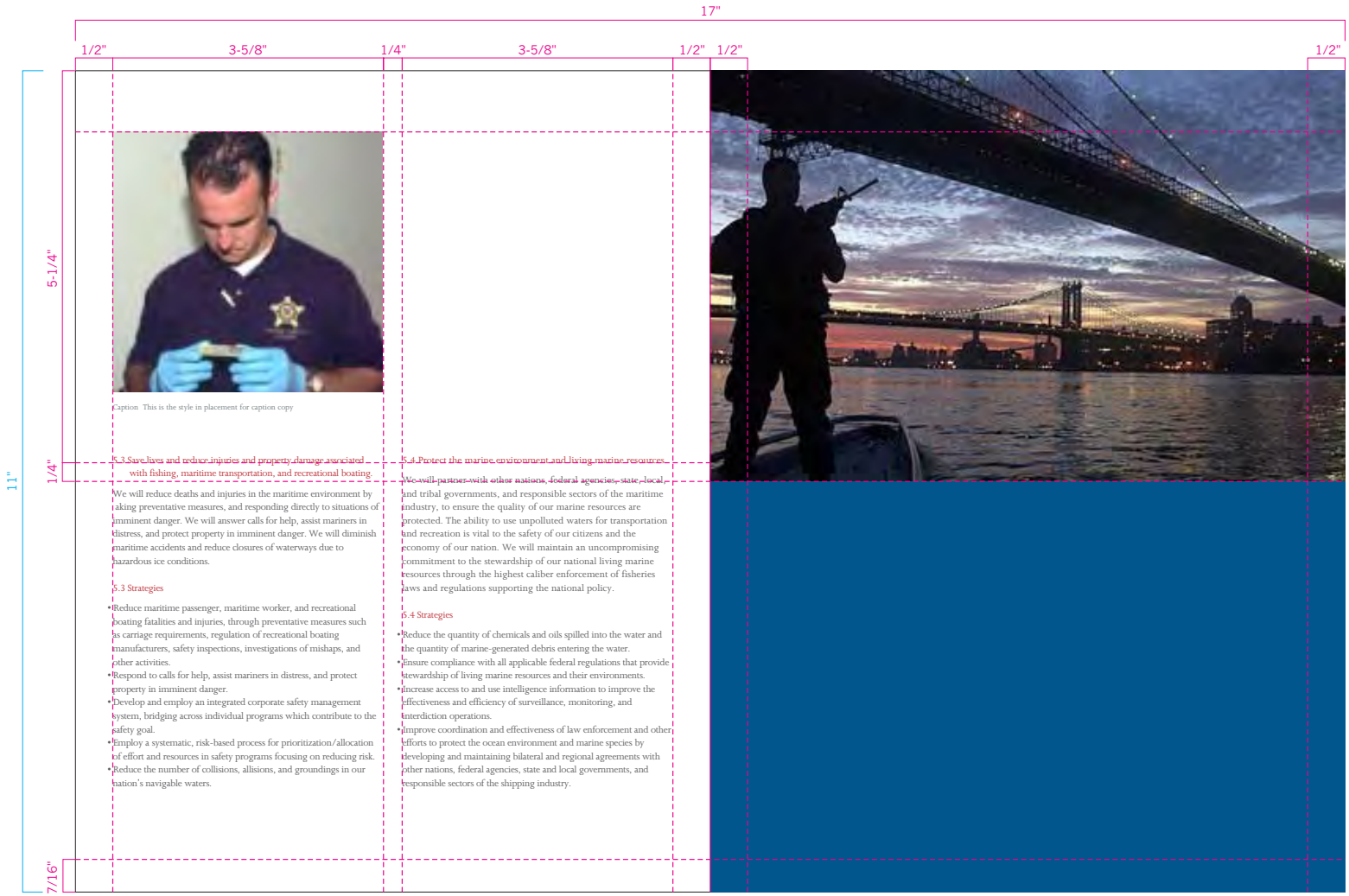
Grid Example 8.5" x 11" — Brochure Interior Spread

Example of an interior spread for an 8.5" x 11" brochure.

Copy Subhead
Joanna MT
Regular 11pt
leading 13pt

Copy
Joanna MT
Regular 11pt
leading 13pt

Photo Caption
Joanna MT Italic 8pt
leading 9.5pt



For exhibit purposes only. Exhibit shown at 45%.

CBP FOIA 003709

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Grid Example 11" x 17" — Newsletter Cover

Example of an 11" x 17" newsletter cover.

BLUE BANNER

Volume 39...
Joanna MT
Semibold Italic 15pt

TITLE SECTION

Signature
seal sized 7/8"

Today
Joanna MT
Semibold 169.5pt

TINTED PANEL

Heads
Joanna MT
Semibold Italic 20pt
leading 25pt
space after 36pt

Body
Joanna MT
Regular 11pt in
preferred color
DHS Dark Gray
leading 15pt

In This Issue
Joanna MT
Semibold Italic 20pt
leading 25pt
space after 36pt

Contents Type
ITC Franklin
Gothic Book 11pt
leading 15pt

FEATURE STORY

Headline
ITC Franklin
Gothic Demi 23pt
leading 23pt

Subhead or Byline
Joanna MT
Semibold Italic 15pt in
preferred color
DHS Dark Gray
leading 30pt

Body
Joanna MT
Regular 11pt in
preferred color
DHS Dark Gray
leading 15pt

For exhibit purposes only. Exhibit shown at 34%.

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

CBP FOIA 003710

Grid Example 11" x 17" — Newsletter Interior Spread

Example of an 11" x 17" newsletter interior spread using 4- and 1-column grids.

Header (left page)
Joanna MT
Regular 32pt

Caption
Joanna MT
Italic 9pt
leading 10.5pt

Copy Heads
ITC Franklin
Gothic Medium 11pt
leading 15pt

Copy
Joanna MT
Regular 11pt in
preferred color
DHS Dark Gray
leading 15pt

Large Callout (right page)
Joanna MT
Regular 58pt
leading 58pt

For exhibit purposes only. Exhibit shown at 34%.

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

CBP FOIA 003711

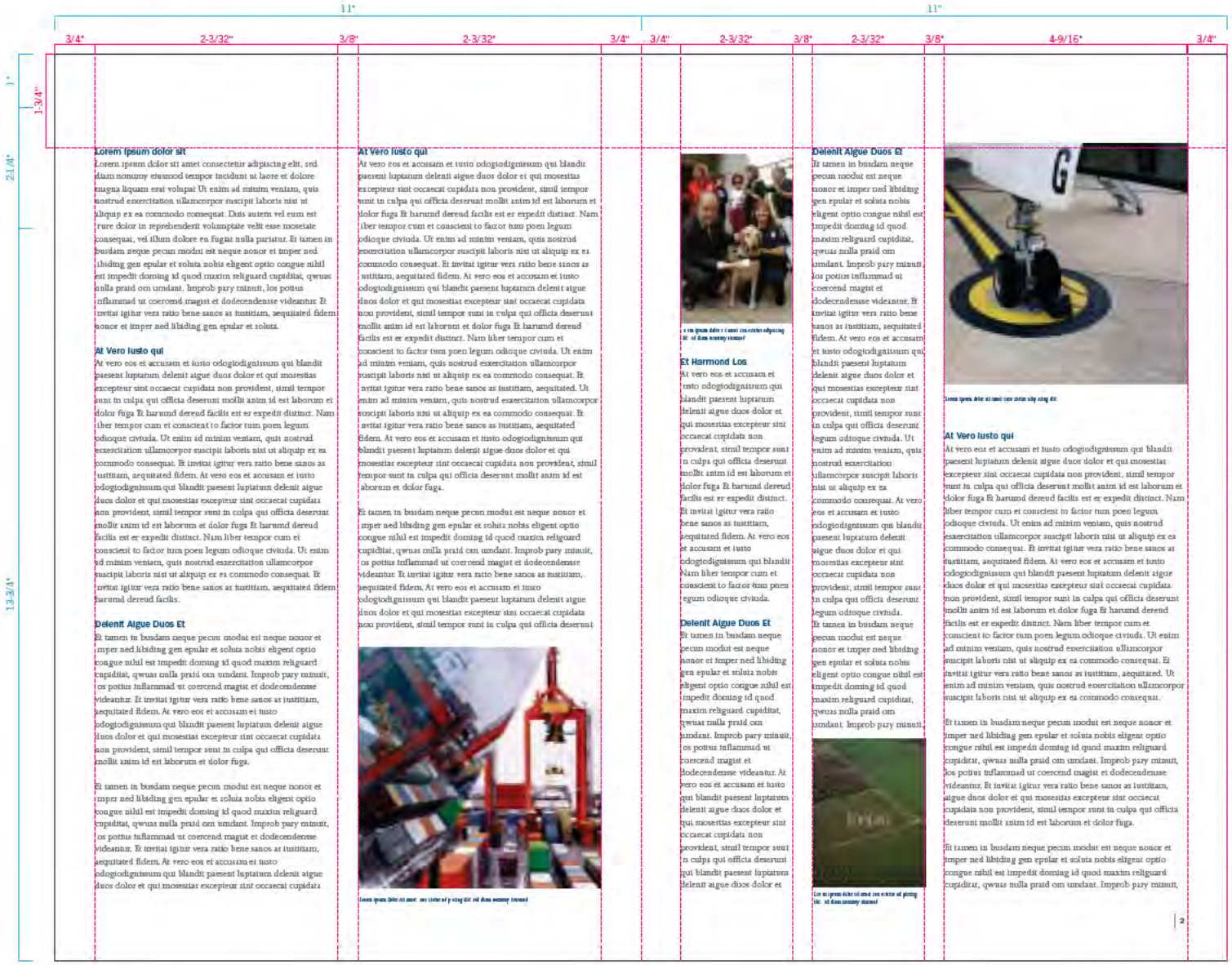
Grid Example 11" x 17" — Newsletter Interior Spread

Example of an 11" x 17" newsletter interior spread using 2- and 3-column grids.

Copy Header
ITC Franklin
Gothic Medium 11pt
in preferred color
DHS Dark Blue
leading 15pt

Copy
Joanna MT
Regular 11pt
in preferred color
DHS Dark Gray
leading 15pt

Caption
Joanna MT
Italic 9pt
leading 10.5pt



For exhibit purposes only. Exhibit shown at 34%.

CBP FOIA 003712

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Certificate

Example of Department of Homeland Security Certificate of Achievement.

Signature
Alternate version with
seal sized 2-5/16"

Certificate of Achievement
Joanna MT
Italic 36pt
leading 34pt

In recognition...
Joanna MT
Regular 20pt
leading 24pt
space above 16.5

Person's Name
Joanna MT
Regular 30pt
leading 36pt
Tracked + 40 Illustrator
+ 08 Quark

this / day of
Joanna MT
Regular 20pt
leading 32pt

Date
Joanna MT
Semibold 20pt
leading 32pt

Tom Ridge
Joanna MT
Regular 20pt

For exhibit purposes only. Exhibit shown at 60%.

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)
CBP FOIA 003713

Certificate

Example of Department Endorsed Public Facing Entity Certificate of Achievement.

Federal Law Enforcement Training
Joanna MT
Italic 50pt
leading 56pt

Signature
Alternate version with seal sized 1-3/4"

Person's Name
Joanna MT
Regular 30pt
leading 36pt

has been appointed...
Joanna MT
Regular 20pt
leading 24pt
space above 16.5

Honorary Instructor
Joanna MT
Regular 36pt
leading 55pt

this / day of
Joanna MT
Regular 20pt
leading 32pt

Date
Joanna MT
Semibold 20pt
leading 40pt

Director
Joanna MT
Regular 12pt
leading 13pt

For exhibit purposes only. Exhibit shown at 60%.

CBP FOIA 003714

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

Certificate

Example of Public Facing Entity Certificate of Achievement.

Signature
Alternate version with seal sized 1-15/16"

This Certificate of Achievement...
Joanna MT
Regular 20pt
leading 20pt

Person's Name
Joanna MT
Regular 30pt
leading 44pt
space above 16pt
Tracked + 40 Illustrator
+ 08 Quark

this / day of
Joanna MT
Regular 20pt
leading 32pt

Date
Joanna MT
Semibold 20pt
leading 32pt

by the Ofiice of...
Joanna MT Regular
type 20pt
leading 24pt

Tom Ridge
Joanna MT
Regular 20pt

For exhibit purposes only. Exhibit shown at 60%.

CBP FOIA 003715

DHS_HouseStyle_101703.pdf for Printed Item: 5 (Attachment 2 of 6)

FRONTLINE

U.S. CUSTOMS AND BORDER PROTECTION

VOL 9 • ISSUE 2

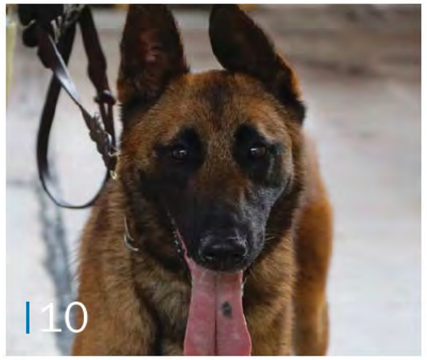
SEARCHING FOR THE BEST

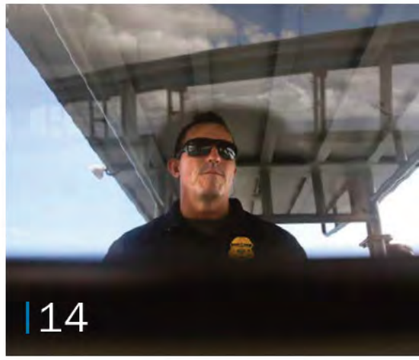
CBP ramps up its hiring efforts

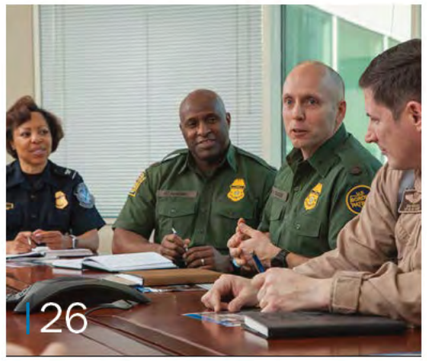
We are CBP

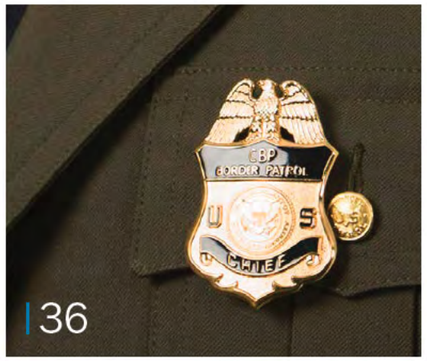
A K-9 officer with CBP's Office of Field Operations conducts a training exercise at the Port of Baltimore, Maryland. Photo by Glenn Fawcett

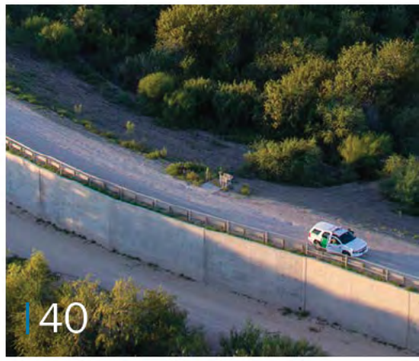
Contents











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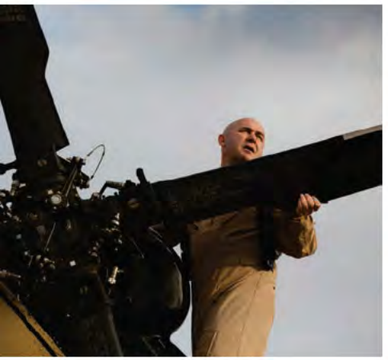

U.S. Customs and Border Protection

FRONTLINE

SECRETARY OF HOMELAND SECURITY
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FIGHTING THE IVORY TRADE

CBP-TRAINED CANINES DEFEND WILDLIFE IN AFRICA

By Paul Koscak

Photos by mnowicki and Kirill Dorofeev/Shutterstock.com

There's a wildlife crisis in Tanzania.

Poachers have killed 60 percent of Tanzania's prized elephants for their ivory tusks, reducing the animals from an estimated 109,000 in 2009 to 43,000 in 2014.

"Those numbers are just devastating," said Chargé d'Affaires Virginia Blaser at the U.S. Embassy in Dar es Salaam. "You can easily see a scenario where they'll be no elephants in Tanzania."

China is the world's biggest peddler, fueling at least 70 percent of the illicit ivory trade, followed by the Philippines and Thailand where status and money drive demand, a British Broadcasting Corporation report found.

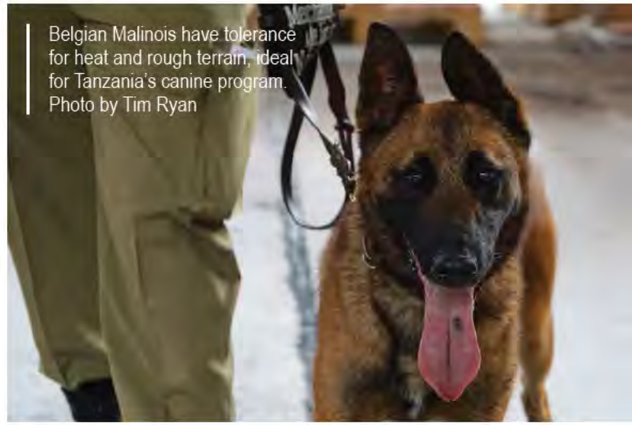
In those and other nations, ivory is a way to flaunt social rank and wealth by owning jewelry, ornaments and exquisite sculptures fashioned from ivory. Chinese medicine also touts ground ivory for curing everything from epilepsy to sore throats.

Staggering black market prices in Asia for the white gold entices poachers. Ivory can fetch up to $1,500 per pound and two male elephant tusks can weigh 250 pounds, according to an account in British news magazine, *The Week*.

In their pursuit of wealth, poachers can be ruthless. In June 2016, they shot down a surveillance helicopter with AK-47 assault rifles in Northern Tanzania, killing the pilot. Poachers not only put elephants at risk, they harm Tanzania's economy with increased crime that discourages wildlife tourism, a major source of that nation's foreign exchange.

CBP steps up

Working on behalf of the Tanzanian government, the U.S. Embassy in Dar es Salaam reached out to former Commissioner R. Gil Kerlikowske for assistance in developing that country's canine program, particularly how to train their dogs to detect ivory. As a result, CBP's highly experienced canine handlers were tasked to work with Tanzanian law enforcement to combat wildlife trafficking. This wasn't the first time CBP instructors offered international assistance. They've provided training for at least 54 countries.



Belgian Malinois have tolerance for heat and rough terrain, ideal for Tanzania's canine program. Photo by Tim Ryan

Assistance began when Damian Montes, director of CBP's canine program in El Paso, Texas, and Timothy Spittler, CBP's assistant canine director from Front Royal, Virginia, spent a week evaluating Tanzania's canine program that maintains about 45 working dogs to see where improvements were needed.

Montes and Spittler found shortcomings in the program. "There was no mentor opportunity," Montes said. "And the handlers needed to better understand how environmental factors such as weather and kennel conditions affect canine ability, as well as proper grooming techniques and how to train handlers in problem solving."

International Effort

From their findings, Montes and Spittler crafted a plan tailored to strengthen the nation's canine program which offers Tanzanian police the most effective ways to train, maintain and use dogs to locate ivory, heroin and cocaine. Elevating Tanzania's program to where Tanzanian police accomplish these tasks without assistance is the ultimate goal.

Establishing the program wasn't easy. The U.S. Embassy coordinated a government-wide effort

CBP FOIA 003719

Office of Field Operations handler James Hopper, right, guides a Tanzanian customs inspector through a canine exercise. Photo by Tim Ryan

that included the U.S. Agency for International Development, the Department of Defense and the U.S. Fish and Wildlife Service. Basics, such as potable water, kennels, retrofitting vehicles to transport canines, and fuel were needed along with support from the Tanzanian government and non-governmental organizations.

"We built an entire logistics, training, delivery and operational element that required resources guaranteed by multiple agencies and country support," Montes explained. "We had phenomenal support from Tanzanian law enforcement." Key Tanzanian government officials backed the program and divisions of Tanzanian law enforcement collaborated and shared resources.

CBP's instructors encouraged Tanzanian law enforcement to network across offices and agencies to overcome some long-standing bureaucratic hurdles that hindered collaboration and sharing resources. "The value of using in-person visits and casual conversations to build cross-organizational relationships and trust is important," said Ron Reichel, who served an 18-month detail in CBP International Affairs as acting director of the Africa Division.

Training begins

When the program launched in May 2015, Tanzania selected four of its most promising police officers for training in El Paso.

Belgian malinois, which resemble German shepherds, were selected for the job because the breed withstands heat and adapts to rough terrain, "the optimal dog to be deployed in Africa," said instructor and course developer Benjamin Gutierrez.

For 30 days Gutierrez and Hopper drilled the Tanzanian officers in how to train canines. It was also the first time CBP trained dogs to detect ivory. Not surprisingly, teaching animals to sniff ivory requires ivory, so the instructors obtained a 4-foot tusk and some crushed ivory seized by the U.S. Department of Fish and Wildlife Service.

Training emphasized skills needed in Tanzania because the officers would be on their own when they returned. Tanzania has few veterinarians so they learned first aid for dogs and other medical care. They also learned how to command the canines to search and recognize the scents of drugs and ivory. Teaching canines how to examine containers, luggage and objects was stressed since the officers will work at both Tanzania's seaport and airport, Hopper said.

Enforcing Tanzania's poaching ban, gathering intelligence and building confidence were also part of the plan.

"It's truly been an honor to be part of their instructor cadre," Gutierrez said, noting how he became close to the Tanzanian officers during that time, learning about their families and personal concerns. "We started as strangers and have become family."

The celebration

When the officers returned home, the four trained canines were officially presented to the Tanzanian government in a stately ceremony officiated by Jumanne Maghembe, the minister of Natural Resources and Tourism.

Officials and guests sat under a blue tent on seats fitted with white satin covers as handlers guided the dogs, one at a time, along a green carpet runway in a show of prowess. Several boxes were spread out along the lane, one containing simulated contraband.

Tugging hard on their leashes, the malinois rushed forward one at a time. They probed. They pried. They panted. They darted between, around and on top of every box, sniffing ceaselessly with upturned noses. A narrator sounding more like a sports announcer, explained each move.

Suddenly, the canine's gusto ceased and it quickly sat next to a box.

The officer reached into the container and held up the prize, about a foot-long white plastic pipe. The spectators applauded.

From his podium on the other side of the runway, Maghembe addressed the visitors and CBP's trainers and officials. "We deeply appreciate efforts that the U.S. government is taking to cooperate with our government to ensure the survival of these big wildlife populations," he said.

While noting poachers have taken a toll on Tanzania's wildlife, the minister predicted the hunted animals will rebound with the international support.

The plan calls for two of the officers to return to El Paso for instructor training and Spittler and Montes to return to Africa to assess the program's progress. Understanding proper canine care and training along with building a cadre of instructors who can teach these skills is the goal. Success is when Tanzanian law enforcement can independently manage these objectives, Spittler explained.

For the officers, their canines became more friends than working animals. "The four Tanzanian handlers were so excited to see the dogs again after the training in Texas," recalled Chargé Blaser. "The security of the program rests with the relationship those police officers have with their canine partners. That's what CBP helps them to realize."

Demonstrating a canine's newly learned skill to detect ivory. Photo by Tim Ryan

Photo by mnowicki/Shutterstock.com

CBP'S CANINE HANDLERS BENEFIT FROM A RICH HISTORY

By Paul Koscak

Back in 1969, using dogs to combat drug smuggling was just a novel idea that led to the U.S. Customs Service detector dog program, launched by military handlers at Lackland Air Force Base, Texas.

In 1974, the operation moved to Front Royal, Virginia, on 300 acres of a former cattle research facility. When Congress approved funding in 1991, the facility grew to 100 kennels with an academic building and canines were prepared not only to detect narcotics, but also currency, firearms and explosives.

Alarmed at the increase in illegal alien apprehensions and narcotics seizures, the U.S. Border Patrol launched a canine program in 1986 and later opened a training center in El Paso, Texas. During the first five months of 1987, four canine teams accounted for numerous arrests of concealed people and over $150,000,000 in seized drugs. By 1993, the Border Patrol had 152 canine teams and the training center began instructor and handler classes.

When the Department of Homeland Security formed in 2003, the canine programs of the combined agencies were made into one standard curriculum, directed by the newly formed U.S. Customs and Border Protection. In 2009, the El Paso and Front Royal training centers were merged into CBP's canine program, with headquarters in El Paso.

Today's CBP canine program continues to put dogs to the test. Canine college starts immediately after the animals arrive at El Paso or Front Royal and not all of them pass.

"We first check for their drive, sociability, character traits and confidence—their general genetic makeup," to learn what dogs are fit for the field, said Instructor James Hopper. Tests include retrieving, tolerating gunfire or being able to walk on a slick floor. "If they can't, they may not be able to do a search."

Vendors supply training center dogs, delivering at times up to 10 animals at once, but only canines that make the grade are purchased. The other source is in-house. CBP mates robust dogs to breed puppies, which undergo the same screening. "CBP primarily uses sport and working breeds like malinois, shepherds and retrievers, but we are not breed specific and will take most dogs that pass the selection process," Hopper said. "Sometimes they all pass or just one passes." The successful canines must finally pass a medical check before pretraining begins, he said.

Pretraining lasts five weeks and focuses on detection. Dogs walk through buildings and warehouses, learn to recognize orders and are exposed to field conditions such as noise and distractions. There's extensive training in finding contraband hidden in vehicles for canines assigned to points of entry. Other dogs are exposed to underbrush and open land to work at Border Patrol checkpoints.

After pretraining, canines move to the field where training continues and they bond with their handlers. CBP's canine program is continuous and popular. Handlers are selected by their component, then spend seven weeks either in Front Royal or El Paso learning the trade. Classes can be large—up to 40—and extra seats are quickly snapped up by other law enforcers and agencies—sheriffs or local and state police. Recently, the Pennsylvania Department of Corrections and the U.S. Bureau of Land Management participated. The centers also train handlers to become instructors who then return to their component to maintain the canine teams in the field, said Assistant Canine Director Timothy Spittler.

Working with dogs for almost 40 years, Spittler knows what it takes to run a winning program and how CBP stacks up with other canine training facilities.

"By far, none compare," he declared. "There's nothing operating to our standards. Our program and certification is the benchmark."

August, 1970 - School days for Customs handlers and dogs in basic obedience training at the Customs Detection Dog Center in San Antonio, Texas. Photo courtesy of CBP History Program collections

PHOTO FROM THE FIELD

Photo by:
Sears Taylor
Border Patrol agent
U.S. Border Patrol
Wellton, Arizona

Border Patrol Agent Jeffrey Hayden plays point as Yuma Station's newly created Recce Unit performs live fire, small unit tactics. The Recce Unit was designed to conduct reconnaissance operations in close proximity to the border where the terrain makes typical Line Operations extremely challenging.

Submit your photos to frontline@cbp.dhs.gov

MARINE LIFE

A LOOK INSIDE THE NATIONAL MARINE TRAINING CENTER

By Paul Koscak, photos by Glenn Fawcett

Churned by a stiff evening breeze, the sea grew rough as the crew aboard a sleek interceptor searched in the dark for a reported smuggler. Then a blip with coordinates to the suspect flashed on the boat's radar. Wasting no time, the commander of Air and Marine Operations' 39-foot Midnight Express hollered for the crew to hold on and pushed the throttles full forward.

The boat's four 225 horse-power Mercury engines roared. As the accelerating hull hit the swells, it boomed like a kettle drum and sprayed water over the deck with a hiss. Bouncing from the waves at more than 50 knots, the vessel at times became airborne for an instant then slammed onto the water with a hollow thud, shaking the boat.

As the interceptor sped to its target, the crew checked their equipment and prepared for the unknown. That blip could be anything from a family setting sail to a ship overloaded with illegal aliens to a similar high-speed with well-armed runners determined to deliver their contraband.

Using night-vision goggles, the navigator finally spotted the shrouded vessel and shouted headings over the din, guiding the commander through the dark for the intercept.

The gap rapidly narrowed. Now, just feet away, the commander gave the signal. Instantly, the interceptor's powerful flood lights and blue strobes illuminated the craft and the surrounding sea, stunning the unsuspecting subjects. The pursuers stood ready to board.

"Failure to heave-to [stop] is a felony," said Martin "Marty" Wade, the National Marine Training Center's director since 2012.

Wade's law enforcement career goes back to 1995, starting as a U.S. customs inspector and later a marine enforcement officer in St. Thomas, U.S. Virgin Islands. "There were only a handful of us back then," he recalled. Wade advanced to a marine supervisor and marine director in Miami and eventually served as director of marine operations in Washington, D.C., before arriving at the center.

While the simulated chase and all its drama happened as described, marine interdiction agents crewed the suspect craft. The episode is one of many realistic experiences those attending AMO's National Marine Training Center in St. Augustine, Florida, can expect and where U.S. Customs and Border Protection along with other federal, state, local and even foreign law enforcement organizations turn to keep their maritime skills sharp. International participants have included law enforcers from Paraguay, Malaysia, Ecuador, French West Indies and Colombia.

Immense task

More than 500 marine interdiction and U.S. Border Patrol agents visit the center every year, taking courses covering basic and advanced maritime skills, recurrent certifications and specialized tactics used to protect the nation's coasts, lakes and rivers.

That job is accomplished in a remarkably nondescript building with two classrooms and adjoining dock that accommodates 30 vessels.

"Don't be fooled by our small size," Wade stressed.

Just six AMO and six U.S. Border Patrol instructors teach 50 classes per year. In 2016, they chalked

Supervisory Air and Marine Agent Mark White from the San Diego Marine Unit was among those benefiting from the National Marine Training Center's small classes.

Supervisory Marine Interdiction Agent and Instructor Ken Kilroy points out the tactics to expect when the class takes to the water.

Hitting moving targets at the right spot can be tricky as Supervisory Marine Interdiction Agent Chris Gallaspy from the Corpus Christi Marine Unit, Texas, takes careful aim.

Practicing tactics to safely board a vessel is an important part of the National Marine Training Center's curriculum.

Agents skillfully operate within a vessel's confined space and inspect for hidden dangers as they secure the vessel.

up an amazing 25,700 student training hours. Naturally, the high demand means a heavy workload, but it also means small classes so agents receive more one-on-one training.

Instruction is so valuable and comprehensive that members of the U.S. Navy special warfare units, special warfare combat craft operators and the Navy's sea, air and land or SEAL special operations force train at the center.

Vessel commander, marine instructor, tactical boarding officer, marine tactics instructor, small boat interdiction and use-of-force are among the classes in most demand where participants confront multiple law enforcement challenges and practice maneuvers not possible in the field.

At the same time, the center strives to keep courses up-to-date to tackle evolving threats. "If we're not moving ahead, we're moving backwards," Wade said. "I want our marine agents to come through the door and be excited to train. The last thing I want to hear is 'your training is not relevant.'"

Academics and application is balanced and everyone is trained to the same high standard regardless if they patrol the Rio Grande, the Great Lakes or the South Florida coast.

Improving marine units through standard training is central to the center's mission, which delivers a highly skilled and mobile force that can quickly deploy to any of CBP's marine locations.

Standardization allows regions to do more with limited resources, said Jeff Eccles, a supervisory marine interdiction agent from the Great Lakes Air and Marine Branch taking the vessel commander recertification course. Eccles said his region regularly augments locations in other parts of the country. "You need to rely on those you don't normally work with during the year," he added.

Agents typically spend a half day in class studying the procedures they'll later practice on the water. Settings replicate real-world possibilities, just as the Midnight Express crew confronted during their evening intercept.

Procedures for successful intercepts, for instance, require teamwork and challenge vessel commanders to mentally picture the boat's path, calculate position by course and speed, monitor the radar and listen for headings all at once, said Andres "Andy" Blanco, a supervisory marine interdiction agent and instructor. "Most suspect vessels won't know you're there," he pointed out.

"This job is for people who can think quickly and react," offered Antonio "Tony G" Gammillaro, a supervisory marine interdiction agent from the Miami Marine Unit, taking the vessel commander recertification course. "When you're only feet from someone at night, no lights, it's one of the most challenging jobs in all CBP."

As real as can be

Tactics to apprehend craft whether for a document check, inspection or for any reason is an important part of the program.

Agents in training chase a craft crewed by instructors playing the suspects who apply all the tricks evaders use to escape. The instructors deliver.

They zigzag. They dodge. They make sharp, abrupt turns, sometimes banking so forcefully the top side of their vessel nearly skims the water. But like a chess game, the pursuers anticipate and thwart each break-away.

Another boat intercepts. The commander maneuvers from one side of the fleeing craft to the other, studying its occupants. That assessment determines the tactics agents will use when boarding a vessel. Throughout the exercise, agents communicate and coordinate and there's a primary boarding officer in charge, Blanco said.

Then it begins again. Another crew becomes the bad guys and another vessel commander takes the interceptor's helm.

To ensure safety, two interceptors will parallel each side of a captured but overloaded vessel. Just as a bicycle rider will fall without enough forward speed, an overloaded boat can capsize for the same reason.

Runners can ultimately be stopped using shotguns that shoot projectiles designed to disable engines. Before resorting to disabling fire as it's called, agents will first use other methods such as projecting authority and verbal commands. If those tactics are unsuccessful, they will fire warning shots toward the vessel.

Since disabling fire training isn't authorized in the field, the center offers plenty of opportunity. Live fire is done several miles at sea, in "blue water." Blue water defines the open ocean, where the shore is just a line on the horizon.

"You never know who's out there—murderers trying to escape, weapons traffickers, those with warrants," said Scott Leach, supervisory marine interdiction agent and the center's deputy director. "That's why we invest so heavily in our vessel commanders."

Wade recalled a boat trafficking Haitians from the Bahamas to Florida. That night, winds were brisk and waves topped seven feet as their vessel raced for the beach, now just 50 yards away. When the smugglers realized the breaking surf prevented them from reaching the shore, they ordered the Haitians to swim the rest of the way. Many couldn't. The next morning, bodies were found along West Palm Beach. "Smugglers have no regard for life," Wade said.

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Rapid shotgun blasts ring out as Marine Interdiction Agent Eli Palma from the San Diego Marine Unit practices disabling fire at a simulated run-away vessel. Supervisory Air and Marine Agent and Instructor Andres "Andy" Blanco evaluates.

Disabling fire

Shooters practice disabling fire on plastic outboard engines and human torso dummies affixed to a bullet-riddled target craft at the end of a long line being towed by another vessel. They role play the pursuit vessel and the conditions are challenging. Their vessel bobs from side-to-side, spray fills the air and there's a brisk wind. Agents hand out shotguns, ammunition and ear protection, yelling over the engines noise. Today, disabling fire won't be easy.

The target approaches. At the vessel commander's signal, the shooter goes into action and directs a rapid, ear-ringing fusillade at the dummies. Then the exercise repeats—another commander and shooter will show their skills.

Center staff instruct on six interceptor vessels. Four are long and sleek multi-engine boats with pointed and extended hulls ranging from 39 to 41 feet that can reach speeds of nearly 70 miles per hour. The newest interceptor—and the center's largest—is 41 feet with four 350 horse-power engines. It weighs 22,000 pounds—nearly 6,000 pounds more than the other three—and can travel 74 miles per hour.

AMO's other two interceptors are SAFE boats: 33-foot and 38-foot vessels. The smaller craft at 13,300 pounds has three 300 horse-power engines and can travel 51 miles per hour. The other weighs 18,000 pounds has four 300 horse-power engines and tops out at 57 miles per hour. SAFE stands for Secure All-around Flotation Equipped, denoting the vessel's wrap-around foam collar, providing added stability and buoyancy.

Training also covers the riverine world—rivers and lakes, where the Border Patrol operates 207 vessels.

In the bay just off the center's dock, U.S. Border Patrol agents prepare to tow a disabled boat. It's a delicate task. As their 21-foot riverine shallow draft vessel, or RSDV, gently glides alongside the stranded boat, the agents tell the occupants how to prepare for the tow. When the two vessels finally touch, agents unravel coiled lines and carefully tie the two craft together. In this case, the RSDV performs a side tow.

Supervisory Border Patrol Agent and Instructor Mike Arietta evaluates the maneuver. "Make sure they understand what you want," he tells them. "It's one of the most dangerous times when two boats are next to each other. You can lose fingers."

Agents practice two types of towing, Arietta said—side tows for short distances in calm water and stern towing for long distances in rough water.

RSDVs are perfect for shallow water, said Border Patrol Agent Alberto Casasus from the Del Rio Sector, taking the initial vessel commander course. Casasus patrols Lake Amistad, a lake that extends into Mexico.

By funneling water through its 260 horse-power water-jet engine, an RSDV can hydroplane, he said. "You can stop in 11 inches of water," Casasus noted, or operate in "just four inches if you keep moving." RSDVs can travel nearly 35 miles per hour.

SAFE and RSDV craft, 12-foot inflatable powered boats, air boats and 16-foot, low-draft connectors that resemble small recreational craft, are used at the center for riverine and special operations training. Agents can earn certifications in any of these vessels, said L. Keith Weeks, a supervisory border patrol agent and instructor.

Calling the shots

While speed, tactics and firepower give AMO agents the edge, the real advantage is the training and experience that allow AMO vessel commanders to authorize disabling fire without supervisory concurrence. This authority gives AMO the capability to disable non-compliant vessels, stop dangerous pursuits quickly and prevent these vessels from reaching our shores. CBP is the only federal agency that delegates this authority to its operators regardless of rank, Wade confirmed. "There's a tremendous amount of trust and responsibility

U.S. Border Patrol agents safeguard the nation's riverine border environment—rivers and lakes. Training includes operating low-draft and inflatable craft used for patrolling shallow water or special operations.

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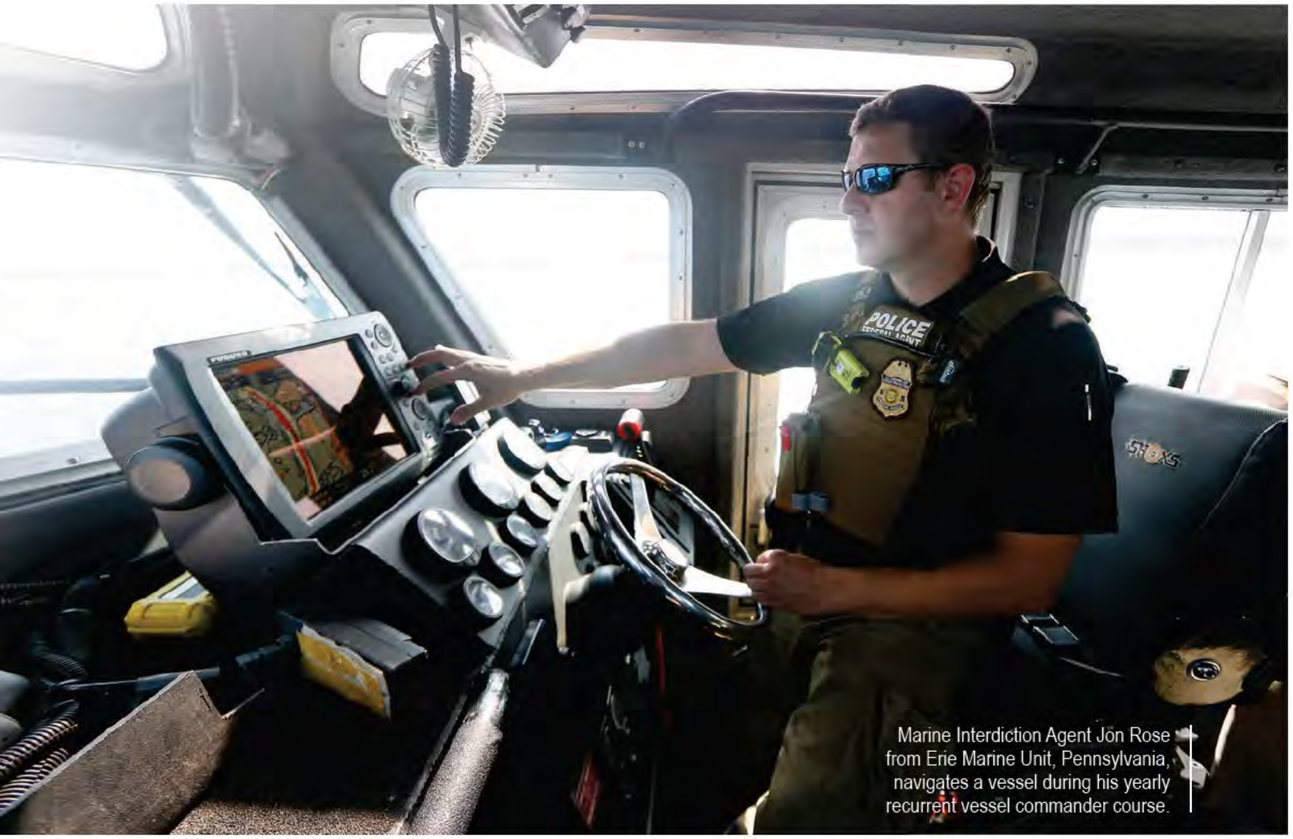

Marine Interdiction Agent Jon Rose from Erie Marine Unit, Pennsylvania, navigates a vessel during his yearly recurrent vessel commander course.

given to our agents when making critical use-of-force decisions," he said. "That's huge." Since 2003, AMO has engaged in 126 events involving marine warning and disabling fire.

However, the center prepares commanders to use good judgement since they're accountable to act within policy. For example, deciding when and where to pursue a vessel. Offshore pursuits give agents more control and little chance for violators to escape.

Thanks to a business mindset, the center gets the most from its $1.08 million dollar budget, where efficiency and quality training go hand-in-hand.

The center has its own fueling station. Buying in bulk cuts costs and time since vessels no longer travel to offsite marinas to fill up at retail prices.

To eliminate airfare, attendees from Florida and Louisiana must drive to the center. Rental cars are shared and the center negotiated with three area hotels to provide rooms at $33 below the government rate. Those measures alone save more than $60,000 per year, Wade said, while the center pumps more than $600,000 into the local economy.

More savings are captured through the center's maintenance facility which keeps vessels in top shape at well below the going rate. Training vessels demand more attention because the constant maneuvering places greater stress and wear on the craft compared to regular operations.

"We never had to keep a class over because of maintenance issues," Wade said. "Our dedicated technicians work day and night to support the mission."

Photo by James Tourtellotte

AMO LAUNCHES NEXT GENERATION INTERCEPTOR

By Paul Koscak

To enhance operations, AMO is planning to add at least 52 next generation interceptors to its arsenal of vessels. Through a contract with SAFE Boats International, the new interceptors will feature an advanced hull design, safety equipment and electronics providing agents with a high level of protection, mobility reliability.

The vessels are designed to meet emerging Department of Homeland Security mission requirements and will be deployed to marine units nationwide, including Puerto Rico, the U.S. Virgin Islands, southeast Florida and San Diego. They will defend the nation's coastal waterways combating smugglers and terrorists.

"We are excited to share this new vessel with our stakeholders, including those on Capitol Hill, within our department and the American public whom we serve and protect," said Randolph D. Alles, AMO's former executive assistant commissioner.

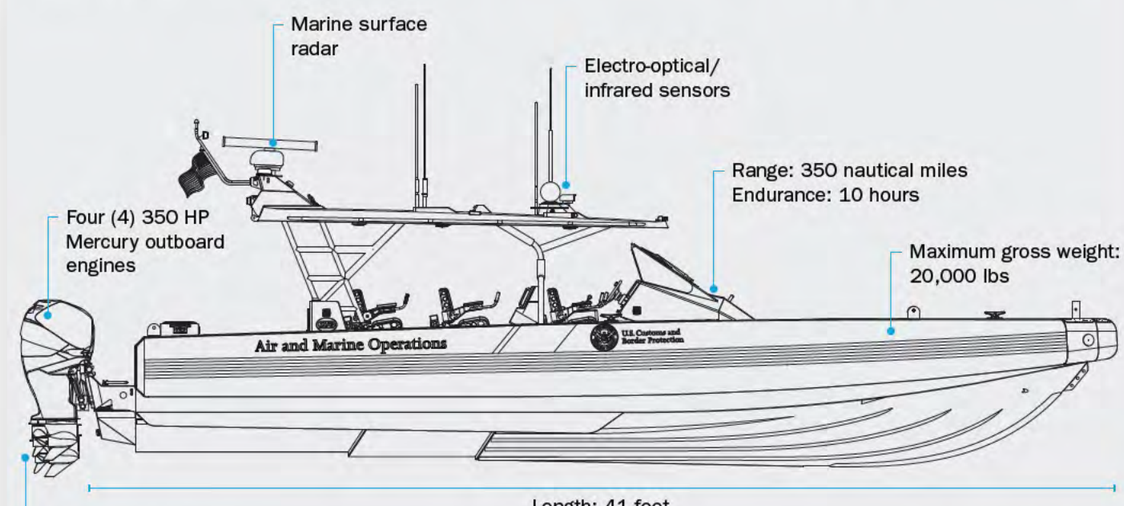

Image courtesy of SAFE Boats International

Installing a new engine on a 38-foot SAFE boat all-weather interceptor.

MAINTAINING THE FLEET

Bold, can-do attitude gets things done

By Paul Koscak, photos by Glenn Fawcett

Maintenance is key to the National Marine Training Center's success, National Marine Training Center Director Martin "Marty" Wade notes. "You need world-class support when you have a world-class program."

World-class support takes place nearby at AMO's huge National Marine Center, a maintenance facility that resembles an industrial park. Buildings for every specialty line both sides of the facility's quarter-mile central roadway—a rigging shop, engine shop, fiberglass and vinyl shop, machine shop, paint shop, electronics shop, warehouse and parts department and administrative offices. Altogether, there's more than 178,000 square feet of workspace staffed by 68 Global Maritek Systems technicians and four CBP managers. "There's really not much that we can't do here," proclaimed Doug Wagner, the center's director, who began his career as an aircraft mechanic at just 17 when he entered the Air Force.

Walk into the cavernous rigging and electronics shop—the size of an airplane hangar—where a dozen interceptors on trailers are squeezed side by side, each undergoing some phase of refurbishment. The whines, grinds and rattles of power tools reverberate throughout the building as fiberglass cracks are sealed, electronic systems replaced, propulsion systems upgraded and engines are replaced or overhauled. A few vessels are Coast Guard retirements destined to join the CBP fleet. Even vessels from the West Coast are serviced at the facility, Wagner said.

Completed craft are many times stored in the maintenance facility's depot for a quick swap with any marine location. Four semi-trailers are on hand ready to deliver.

By contrast, technicians in the electronics shop quietly sit by long workbenches testing, calibrating and fixing all manner of maritime navigation and communication gear. The machine shop also boasts vintage fabricating equipment—lathes, drill presses, milling machines—devices few marine maintenance shops have. The shop can manufacture difficult-to-replace parts or craft entirely new components.

In the fiberglass shop, Border Patrol SAFE boats are refitted with new collars, the component that gives the boat its name. "Our quality is superior," offered supervisor Lee Author. "Where a local marine shop would take three weeks, here we can do it in a week and at just a third of the cost."

As an example, Wagner produced a photograph of an electrical panel refitted by a marina. It showed a chaotic tangle of wires, some bunched with plastic zip ties. "This was a shock," he said, also pointing out the wrong gauge of wire in the mix. The second photo was almost unrecognizable after the facility's electricians refitted the refit—orderly, clear tracks of properly secured wire taking up less than half the panel.

Under Wagner's leadership, Global's 165 technicians not only perform maintenance at St. Augustine but also at 28 other sites throughout the country, including Puerto Rico and St. Thomas, U.S. Virgin Islands. The company keeps up more than 300 craft along with vessels from the Federal Law Enforcement Training Centers, National Oceanic Atmospheric Administration, the U.S. Coast Guard and the U.S. Marine Corps, saving those agencies and the taxpayer considerable money. Global offers CBP access to the country's largest parts inventory, on-site warranty work and up to 50 percent off retail part prices.

Another bargain is the customs automated maintenance inventory tracking system or CAMITS. The nation-wide system streamlines procedures, tracks purchases, records repairs, schedules required tasks and projects future maintenance, "and it's not expensive," added James Warfield, supervisory marine interdiction agent and maintenance deputy director.

Can do

Still, the facility's most powerful tool isn't found on some shelf. It's an attitude. "We ask, and they say yes," is how Wagner describes the technicians. "They will find a way to make it happen."

A crucial creation that keeps vessels from an early trip to the junkyard is an example of their ingenuity.

Over time, an engine's vibration eventually weakens and breaks the transom, part of a vessel's stern where the engine is bolted. Like any invention, the breakthrough took numerous trial-and-error and commitment that paid off in a refabricated transom made with certain composite materials that deaden vibration and strengthens the stern. "We invent things," Wagner said, who estimates the beefed-up transom saved the government $3 million and adds about five years to a vessel's life.

That entrepreneurial mindset is noticed. In 2011, the facility received the Industry Leader Safety Award; in 2012, the commissioner's Mission Integration Award and in 2013, the Small Business Achievement Award for innovation and cost savings.

Wagner credits the facility's success to the staff's sense of purpose. "They embrace our mission," he explained. Technicians take pride in their accomplishments, embrace innovations and are "eager to learn and work for the country and have a high work ethic. Many are former military."

Applicants seeking jobs at the maintenance facility learn from the first interview there's a higher calling expected as important as exceptional skills.

"Everybody brought on board is told they're not coming here just to maintain assets," Warfield added. "They're not just contractors. They're part of Homeland Security and the mission to protect the United States."

Saving the sheen, these technicians are applying paint.

CBP FOIA

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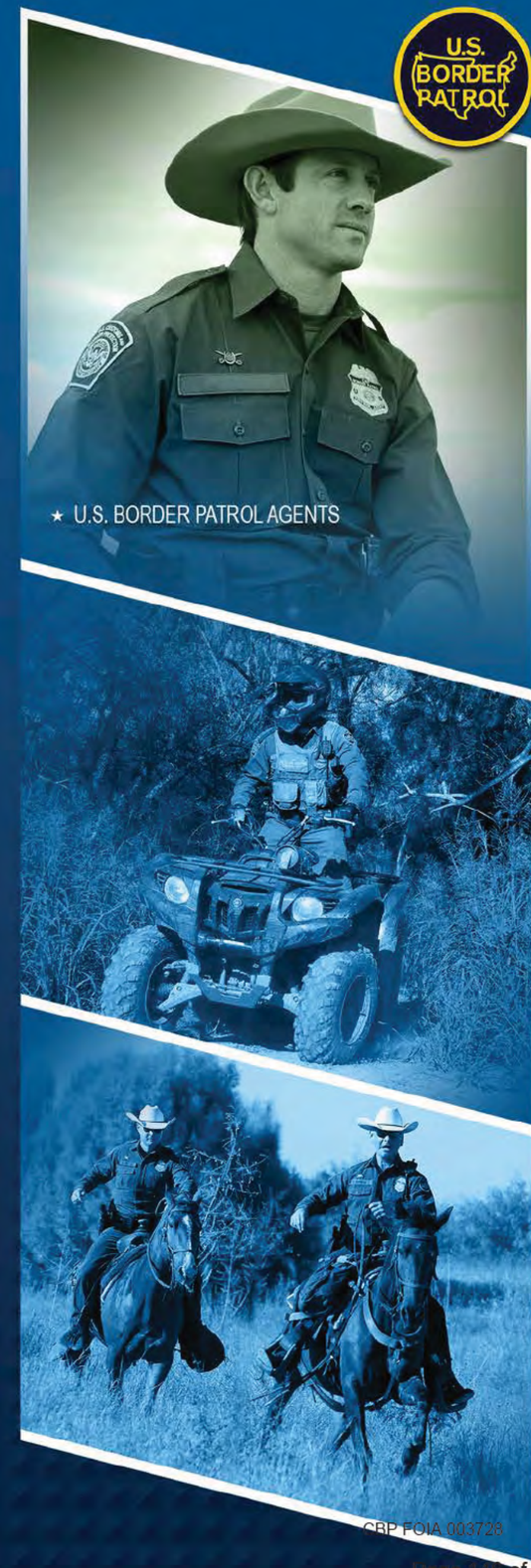
- HEALTH BENEFITS
- RETIREMENT BENEFITS
- ACCELERATED PROMOTION WITHIN FIRST FIVE YEARS
- STUDENT LOAN REPAYMENT OR RECRUITMENT INCENTIVE

U.S. Customs and Border Protection



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