

U. S. CUSTOMS SERVICE

*Commissioner's  
Annual Awards  
Ceremony  
2000*



Raymond W. Kelly, Commissioner

TRADITION • SERVICE • HONOR

**U. S. Customs Professionals - Ever Vigilant**

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## Foreword

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**W**hen Customs Inspectors at Port Angeles, Washington, stopped the last car coming off a ferry on December 14, 1999, little did they know their actions would lead to one of the most important arrests and seizures in U.S. law enforcement history. But thanks to those inspectors' vigilance, a load of powerful bomb-making materials never reached its final destination, and a deadly terrorist conspiracy to cause great harm to American lives was thwarted.



Though concentrated into a few weeks time, the events surrounding the threat at our borders last holiday season should be seen in a much broader light — as a symbol of what Customs employees are prepared to do every day of the year, around the clock, at ports large and small across the country. And whether it is stopping terrorists, seizing major drug shipments, breaking down smuggling networks, or ensuring the free flow of lawful trade across our nation's borders, our people continue to display an extraordinary ability to adapt to the new challenges constantly put before them.

Our successes on America's frontlines are also due to the hard work that goes on behind those lines – in the planning, administration, and management of an incredibly diverse organization. The quiet heroes of the Customs Service strive every day to provide the services our agency cannot do without, from helping our employees in times of need, to maintaining mission critical technology and computer systems, to giving the best in administrative and office support to key departments throughout the agency.

The U.S. Customs Service plays a vital part in ensuring our nation's prosperity and security. The Customs employees we honor today embody our commitment to fulfilling that mission, on all fronts. They offer the very best proof of Customs' ability to meet whatever challenges may come. And they represent our dedication to serve the American public with pride as true professionals, ever vigilant.

I salute this year's recipients of the Commissioner's Awards, and congratulate all employees on their contributions to our successes.

# Commissioner's Annual Awards Ceremony

U.S. Customs Service

October 20, 2000

Ronald Reagan Building Amphitheater

<i>Musical Selections</i>	U.S. Marines Brass Quintet
<i>Presentation of the Colors</i>	Customs Color Guard
<i>The National Anthem</i>	U.S. Marines Brass Quintet
<i>Video Presentation</i>	"U.S. Customs Professionals – Ever Vigilant"
<i>Remarks</i>	Secretary Summers
<i>Address</i>	Commissioner Kelly
<i>Presentation of the Awards</i>	Commissioner Kelly
<i>Closing Remarks</i>	Commissioner Kelly
<i>Video Presentation*</i>	"Up, Up and Away"

*\*Segment from IMAX movie produced for the Smithsonian Institution*

# Exceptional Service Awards



Office Of Investigations  
Tampa, Florida

*Pictured left to right: **Don W. Dunn** and **James F. Krause***

In recognition of their extraordinary performance throughout the OCDETF Operation Mission Impossible investigation. Their knowledge of investigative techniques, strategies, and laws resulted in the apprehension and prosecution of members of the AREVALO Organization from seven states in the Middle District of Florida.

Emil A. Grossi  
*Assistant Director, Mission Support*  
*Office of Field Operations*  
*New York, New York*

In recognition of his outstanding and exceptional performance for 39 years. Mr. Grossi has played key roles in planning for and implementing several major reorganizations. He has provided excellent support to supervisors and managers in the areas of personnel management and employee and labor relations. As Assistant Director, Mission Support, his accomplishments have resulted in saving millions of dollars for the Customs Service.

Commissioner's Annual Awards Ceremony

# Exceptional Service Awards

James C. Tanner, Jr.  
*Senior Special Agent*  
*Office of Investigations*  
*Mobile, Alabama*

In recognition of his outstanding accomplishments within the Office of Investigations. Special Agent Tanner's initiative and bravery while acting in a protracted undercover capacity (Operation Skymaster), and contributions in both law enforcement statistics and development of the Black Market Peso Exchange scheme, exemplify exceptional service.

# Unsung Hero Awards

Thomas J. Catt  
*Support Services Specialist*  
*Office of Finance*  
*Indianapolis, Indiana*



In recognition of his positive attitude and great dedication to his job and always wearing a smile and going out of his way to lend a helping hand to his fellow employees. His supervisor has received numerous compliments and positive feedback from the Office of Finance's managers Mr. Catt serves, as well as from the Chief Counsel's staff in Indianapolis. Although his main duties are in the areas of Records Management and Supply, Mr. Catt always goes above and beyond when it comes to serving his customers.

Linda K. Scott  
*Secretary (Staff Assistant)*  
*Office of Field Operations*  
*Portland, Oregon*

In recognition of her outstanding efforts, not only to the immediate North Pacific CMC staff, but also to the subordinate ports. Ms. Scott ensured a flawless Quality Assurance Program in the area of Property Management. While under treatment for Non-Hodgkin's Lymphoma, Ms. Scott continued to be cheerful, pleasant, and inspiring to others. As the CFC Coordinator (for the last 2 years), she gave an inspiring testimonial of her own recent illness and the assistance she received from the American Cancer Association.

# Unsung Hero Awards

DaWanna Simon  
*Investigative Aide*  
*Office of Investigations*  
*Dallas, Texas*

In recognition of her enthusiasm, knowledge, and dependability and always going above and beyond her required duties. Ms. Simon provides research for agents utilizing various databases including TECS, Autotrack, DCS, Internet, and Dunn Bradstreet. She runs five telephone pen registers and analyzes the information for Operation Speed Racer. In addition to her regular duties, Ms. Simon is the RAIC, Dallas LAN Administrator, Systems Control Officer, and Time and Attendance Recordskeeper. Ms. Simon is a tireless worker and a credit to the U.S. Customs Service.



# EEO/Diversity Awards



## **Interdisciplinary Career Enhancement Program**

Office of Field Operations  
Chicago, Illinois

*Picture left to right: **Reginald Brooks, Patrick Brosnahan and Joseph Harris;***

*Not pictured: **Eva M. Bright, and Sandra A. Pagano***

In recognition of the team's development of the Interdisciplinary Career Enhancement Program (ICEP). The ICEP is a vehicle for all Customs employees to use as a personal, interactive enhancement tool for career mapping, personal and professional development, and obtaining specialized work-related skills. This team also developed an extensive briefing package, which has been presented to a variety of Customs offices.

# Community Service Awards

Susan deLucia  
*Senior Inspector*  
*Office of Field Operations*  
*Blaine, Washington*



In recognition of her strong desire to assist others. She is a key member and supporter of the Customs family and the coordinator of the Northwest Great Plains CMC Missing Children/Child Recover Program. In addition, Inspector deLucia has created a Missing Childrens Program pamphlet, participated in the recovery of over 35 children reported missing, and was instrumental in raising over \$1,300 to aid the “Marco Pena” fund.

Joseph E. Evans  
*Computer Specialist*  
*Office of Field Operations*  
*Chicago, Illinois*



In recognition of the countless hours he volunteered to the Village of Dolton Youth Commission. Mr. Evans is friendly, engaging, and relentless in his efforts to procure additional resources for his programs, which benefit both the youth and seniors of his community. He has also volunteered his time and energy to the Emergency Service and Disaster Agency.

# Community Service Awards

William Trevino  
*Supervisory Customs Inspector*  
*Office of Field Operations*  
*Laredo, Texas*

In recognition of his distinguished accomplishments as part of the Outreach Team at the Port of Laredo. He has participated in the Border Coordination Initiative Project (Mentoring Program) and on his own time has developed another port outreach program called C.A.K.E. (Customs And Kids Excel).

# Special Recognition Awards

Dawn A. Balanky

*EEO Specialist*

*Special Assistant to the Commissioner, EEO*

*San Diego, California*

In recognition of her consummate professionalism, initiative, and hard work. She is a shining star, not only in the EEO Office of the Southern California CMC, but to the Customs Service as a whole. Although Ms. Balanky's official title for the majority of FY00 has been Clerk, her major accomplishments include serving as the CMC's Disability Program Manager, successfully completing EEO Counselor and Mediation training, and being selected by Customs to represent the Service for a Federal Government-wide job fair conducted by the President's Committee of Employment of Persons with Disabilities.

Heather D. Easton

*Management Programs Specialist*

*Office of Field Operations*

*New York, New York*

In recognition of her extraordinary professional conduct and performance as the assistant to the Supervisory Customs Inspector Training Officer. Ms. Easton has contributed to both the Customs Service, and to hundreds of individuals, in terms of her performance in the field of personnel management, and the implementation of its various programs, and by her example of perseverance and professionalism in the face of what most would consider overwhelming odds.

# Professionalism Award

Richard Gill  
*Supervisory Customs Inspector*  
*Office of Field Operations*  
*Nogales, Arizona*

In recognition of his professional conduct under adverse circumstances. While on duty at the Nogales Port of Entry, Inspector Gill witnessed the assault of an undocumented alien by a federal officer. Without hesitation or regard for his own safety, he intervened and defended the alien. His immediate response prevented further injury and resulted in the prosecution of the officer. His actions exemplify the professional conduct standards and core values of the Customs Service.

# Customs Partnership Awards

## Personal Search Handbook

**Sue Arnold, C. Wesley G. Currier, W. Alexander Daman,  
Mel Kay, John A. Milne, and James P. Richard**

In recognition of the team's effort to rewrite the Personal Search Handbook and train field employees on the new policies and procedures. The training received high ratings (4.45 on a scale of 1-5) and was instrumental in improving Customs personal search efficiency. Nationally, there was a 56 percent reduction in personal searches, yet personal search efficiency increased by 94 percent. In the commercial air environment, there was a more dramatic reduction in personal searches of 65 percent, with an increase of over 150 percent in search efficiency.

# Leadership Awards

Zoran D. Knezev  
*Supervisory Customs Inspector  
Office of Field Operations  
Chicago, Illinois*



In recognition of his effective leadership. As the supervisor, Inspector Knezev has led four Outbound Enforcement Teams to unequalled success—most significantly that of the Buckstop group. He has demonstrated thoughtful and effective leadership in accomplishing the many goals of outbound enforcement operations.

Richard A. Kunze  
*Aviation Group Supervisor  
Office of Investigations  
Houston, Texas*

In recognition of his outstanding leadership ability. Mr. Kunze sets high standards for integrity and personal conduct by demonstrating those virtues in his day-to-day behavior and drafting a supervisory handbook that now serves as an Interagency Task Force-East Standard Operating Procedure. He personifies what this agency, department, and nation recognize as a leader—exemplifying what we are looking for in our next generation of leaders.

# Manager Of The Year Awards

Eileen E. Farrell  
*Resident Agent in Charge  
Office of Internal Affairs  
Chicago, Illinois*

In recognition of her outstanding management accomplishments during FY 2000. She has excelled in all areas of office management—operations, administration, and internal/external relations. Despite a 95 percent transition of personnel as a result of the IA/OI rotations, the Chicago office was one of IA's most productive offices responsible for addressing and resolving several of Customs most challenging situations

Margie Gutierrez  
*Port Director  
Office of Field Operations  
Brownsville, Texas*



In recognition of her commitment and dedication in developing her port strategy, resulting in a tremendous amount of positive changes in a very short time frame. Ms. Gutierrez's major accomplishments include the development of a comprehensive plan in the form of a "PortMatrix," the expansion of the BCI Program, increased compliance in the trade process and preprimary roving and enforcement operations, and institution of the system of accountability for Non-Intrusive Technology. She has created a high performance climate for the personnel she manages. Ms. Gutierrez has demonstrated the ability to provide clear direction that focuses on results and the mission of the U.S. Customs Service.



# Manager Of The Year Award

Edwin Hotchkiss  
*Chief Inspector*  
*Office of Field Operations*  
New York, New York



In recognition of his invaluable leadership and program management on both a national and local level in the evolution of the Customs Outbound process. His innovative and effective leadership has been responsible for rapidly advancing outbound programs to the benefit of both Customs and the exporting community, and his ability to manage and direct enforcement operations has produced substantial contributions to the Customs mission.

# Innovation Awards

Ching-Yie Chen  
*Computer Audit Specialist*  
*Office of Strategic Trade*  
*Irving, Texas*

In recognition of his exceptional contribution to the U.S. Customs Service and the petroleum industry by creating specific computer data queries to test the integrity of the software programs developed by two prominent consulting firms. His data queries and review of the software programs resulted in recommendations for significant system enhancement, which will have a broad impact in the petroleum industry.



C. Bruce Cramer  
*International Trade Officer*  
*Office of Strategic Trade*  
*Plantation, Florida*

In recognition of his instrumental role in developing the required automated tools/programs that ports use to measure their compliance activities and determine the risk factors. The exceptional value of his efforts has resulted in a superior improvement to the Risk Management/Trade Compliance Process Servicewide, which will continue to reap benefits throughout the coming years due to the major enhancements he has championed.

# Innovation Awards

Roger Maier  
*Public Affairs Specialist*  
*Office of Field Operations*  
*El Paso, Texas*



In recognition of his innovative idea to remove and relocate Customs office buildings currently located directly in the flow of vehicular traffic arriving in Mexico. Implementation to improve the efficiency, effectiveness, and cost of Customs operations is currently underway.

Celeste H. Rueffert  
*Contract Specialist*  
*Office of Finance*  
*Washington, D.C.*



In recognition of her highly unusual and innovative approach to the recompetition of the seized property contract, which reflects skillful strategic planning and sound business judgment. The achievement of robust competition has resulted in separate Requests for Proposals for the two categories of property, placing Customs in a much stronger position in its negotiations with offerors.

# Recruiter Of The Year Awards

Magda I. Rivera  
*Mission Support Assistant  
Office of Field Operations  
College Park, Georgia*

In recognition of her positive, upbeat demeanor and initiative in the human resources area. Ms. Rivera has stepped up to new heights in her work in response to the significant turnover and sharp learning curves of new employees. She participated in the eligibility determination for candidates under the bilingual/bicultural direct hire authority. During the first phase of Quality Recruitment many demands were placed on the staff and Ms. Rivera rose to that challenge. She provided essential assistance by scheduling telephonic and face-to-face interviews and mailed maps/directions which she developed to the candidates to ensure their timely arrival.

Michael Schultz  
*Customs Pilot  
Office of Investigations  
Jacksonville, Florida*

In recognition of his outstanding performance, enthusiasm, and commitment as the recruiter for the Jacksonville Air and Marine Branch for the past 3 years. He spends endless hours at job fairs, air shows, and other community functions in an effort to educate the general public on Customs. Customs Pilot Schultz's efforts have resulted in highly qualified candidates becoming dedicated Customs personnel throughout the Customs Aviation Program.

# Explorer Advisor Of The Year Award

Robert L. Jones  
*Telecommunications Specialist*  
*Office of Investigations*  
*Oklahoma City, Oklahoma*

In recognition of his knowledge, professionalism, and selfless attitude. As the Advisor to the Boy Scouts of America's Explorer Post 2500, he is an unwavering role model. Mr. Jones actively participates in the Customs Operation Outreach Program and gives drug awareness talks and demonstrations to more than 3,500 children, adults, and community leaders at more than 30 different events. He also received the 2000 Drug Enforcement Administration's National Law Enforcement Explorer Drug Abuse Prevention Award.

# Customer Service Award

Norman L. Alford  
*Senior Inspector*  
*Office of Field Operations*  
*Dallas, Texas*

In recognition of the exceptional customer service he provides to the general public involved in the Customs commercial air process. Inspector Alford stands out in the public's eye as the most polite, considerate gentleman, always courteous, and most helpful when going through Customs. His personal and professional commitment to making entry into the United States the most efficient and pleasant experience is truly exemplary.

# Enforcement Action Of The Year Awards

David C. Wales  
*Senior Special Agent*  
*Office of Internal Affairs*  
*Washington, D.C.*

In recognition of his exceptional skill and dedication as the lead investigator in a matter arising from a *60 Minutes* story alleging corruption within the Service along the Southwest Border. Special Agent Wales overcame a myriad of obstacles in this highly charged and sensitive investigation, which culminated in guilty pleas by a former inspector to two felony offenses. His sustained, dedicated work ethic and self-sacrifice in this case have contributed materially to the mission of the Office of Internal Affairs and the Customs Service.

# Enforcement Action Of The Year Awards



## Operation Riversweep

**Maritza J. Baez, Jesus Barranco, Marta M. Blanco, Timothy Bradley, Richard Branda, Armin Cate, Christopher Chancy, Richard Checo, Steven Code, Chuck Daly (FBI), Albert de la Huerta, Lloyd Fields, Thomas Gammon, Sara Garcia, Elizabeth Gobel, Rachel S. Graetz, Stacey Grant, Sheila Hurry, Vincent Igllo, Lisha Ingram, Eric Jones, Kevin Kozak (AUSA), Dean B.Lang, Zachary L. Mann, Douglas Morgan, Bryan Picado, Carlos Ramirez, Lizbeth Reagan, Joseph McBride (USCG), Humberto Rodriguez, Robert Rutherford, Art Serig (Miami PD), Michael Sinclair, Thomas Stefanello, Jose Trias, John Wells, Matthew White, and Edward Wrage**

In recognition of Operation Riversweep, a multi-agency, multi-discipline Strategic Problem Solving (SPS) initiative involving the Offices of Investigations and Field Operations, as well as eight other federal, state, and local law enforcement agencies. Riversweep focused on inbound narcotics and outbound smuggling of currency, stolen vehicles, and cargo via coastal freighters and fishing vessels along the Miami River. This initiative resulted in 132 arrests, the seizure of over 12,000 pounds of cocaine, 21 coastal freighters, 19 stolen vehicles, and over \$1.4 million and was recognized as the top SPS Project for 2000.

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# Law Enforcement Officer Awards

Pamela Mixon  
*Senior Special Agent*  
*Office of Investigations*  
*Mobile, Alabama*

In recognition of her investigative accomplishments, exceptional leadership and role model as a law enforcement officer. Special Agent Mixon has achieved truly outstanding operational successes over a large number of cases through her personal initiative and superior investigative competence.

Laura Wilson  
*Customs Inspector*  
*Office of Field Operations*  
*Tecate, California*

In recognition of her outstanding achievements in her few short years as an inspector at the Tecate Port of Entry. Inspector Wilson has amassed an enforcement record exceeding that of inspectors who have decades of time on the job. In 1999, she received a Blue Eagle Award for what was then, the largest seizure ever at the Port. Over the past year, Inspector Wilson has accounted for 39 percent of the Port's marijuana seizures (12,460.6 lbs) and 64 percent of its cocaine seizures (68.8 lbs).

# H umanitarian A wards

Pamela Desmond  
*Operational Enforcement Officer*  
*Office of Internal Affairs*  
*Chicago, Illinois*

In recognition of her efforts to assist elderly U.S. citizens who had been victims of telemarketing fraud. She was a primary member of the investigative team that was responsible for the arrest of 11 violators and recovery of over \$2M. Ms. Desmond has gone well above and beyond her required duties by personally visiting the residences of many of the victims and providing counseling in an effort to prevent the seniors from being re-victimized by other telemarketing predators.

Glenn R. Meeks  
*Special Agent*  
*Office of Investigations*  
*Dallas, Texas*



In recognition of his continued support as a volunteer firefighter of the Wylie, Texas, Fire Department and for participating in the RAIC-Dallas Outreach Program. Some of his major accomplishments include receiving the “Rookie of the Year Firefighter Award,” reviving a male in full cardiac arrest, rescuing a teenage girl trapped in her car in a rising creek, and visiting schools to speak about U.S. Customs and Drug Prevention.

# Humanitarian Awards

Jon F. Pountain  
*Senior Inspector*  
*Office of Field Operations*  
*Anchorage, Alaska*

In recognition of his heroic efforts to save a passenger who suffered a seizure while traveling through the Alcan Port of Entry. While off duty, Inspector Pountain, who is EMT trained, responded from his government housing to the Port and stabilized the individual. He followed the family to the clinic; however, approximately 50 miles from the clinic, the victim had another seizure. Again, Inspector Pountain administered care and arranged for the ambulance to meet them. The victim who has since recovered, is one of several individuals who has received emergency treatment from Inspector Pountain.

# Blue Eagle Awards



## Operation Journey

*Back Row (left to right):* **Nigel Brooks, Ernesto Espindola, Dennis B. Lorton, and Vincente Garcia;**

*Front Row:* **John H. Caine, Enrique Castro, Jay Sills, and Laura Simpson;**

*Separate Photo:* **Gerardo Chavez;**

*Not Pictured:* **Dean Boyd, Frank K. Castillo, Marcy M. Forman, Guillermo Cancio, Steve Hayward, Robert Koon, Paul B. McCarthy, and Judy Turner**

In recognition of this Operation resulting in the seizure of 22,489 kilograms of cocaine, commercial vessels and equipment, and 43 arrests—including the alleged leader of the Colombian drug transportation organization. This 2-year, multinational initiative involving a combined effort of law enforcement authorities from 12 nations and 3 continents, should serve as a model for international law enforcement cooperation—“demonstrating what can be achieved when nations of the world work together against a common enemy.”

# Unit Citation Awards

## Operation Chokepoint

Office of Investigations  
Bangkok, Thailand

**Paisarn Changjongpradit, David E. Collins,  
Claude E. Davenport, Scott A. Davis, John D. Fisher,  
Theresa A. Nibblett, Christian J. Svendsen, Sene P. Tchen,  
and Rungroeng Tulalamba**

In recognition of their close cooperation and coordination between entities both within Customs, and between Customs and the Thai government during Operation Chokepoint, resulting in 4,000 seizures. Since January 2000, Thai law enforcement officials have arrested 22 subjects and conducted searches at 7 online pharmaceutical facilities resulting in the seizure of pharmaceutical drugs, computers, and monetary assets. No other country has provided this type of cooperation on what has been perceived by most foreign countries as an “American” problem.

# Unit Citation Awards



## Operation Clean House

Office of Internal Affairs  
Long Beach, California

*Pictured left to right:* **Kenneth W. Cates and Robert Sawko;**  
*Not Pictured:* **Sarah J. Allen, Christopher R. Andrejko,  
Loraine E. Brown, James T. Cannia, Douglas R. Creer,  
Stephen P. Diciurcio, David A. Faulconer, Kerry A. Farabee,  
Audrey Lorraine Freeman, Elizabeth L. Griffin,  
George Guzman, Kenneth C. Janetsky, Mark C. Jeffries,  
Peter Louie, Sandra Moran, Kenneth Muir, Allan Nakamura,  
Coleen Y. Pickett, Michael D. Turner, and Gary J. Will**

In recognition of this Operation resulting in the conviction of a Customs Agent, a corrupt private attorney (a former police officer and Assistant District Attorney), a real estate broker (his brother), and two documented Confidential Informants. This investigation, which involved the use of undercover operations in Hong Kong and more than 4 months of court-authorized electronic surveillance, was brought to its successful conclusion through the team's tenacity, commitment, and dedication to the mission of Internal Affairs and the Customs Service.

# Meritorious Service Awards For Valor

Richard Wilkins  
*Customs Inspector  
San Diego, California  
Office of Field Operations*

In recognition of his unusual courage and bravery in a highly volatile situation while cognizant of the ever-present danger of serious harm, physical injury, or death to himself and other inspectors. Inspector Wilkins rapidly responded to an armed smuggler attempting to escape in a van with 2,780 pounds of marijuana in it. His ability to quickly ascertain the danger and react in a professional manner to stop the threat to himself and others was above and beyond the call of duty.



## Office of the Resident Agent in Charge

Offices of Investigations and Field Operations  
Blaine, Washington

*Pictured left to right: Patrick J. Guimond, Andrew R. Poore, Phillip A. Stanford, and Leonard P. V'Dovec, Jr.*

In recognition of their outstanding, collaborative efforts in the apprehension of an assailant driving a Canadian Airporter shuttle bus and saving the life of a female hostage. Medical personnel at the scene stated that, were it not for the immediate action taken, the female hostage would have likely died.

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# Integrity Awards

Edward A. Brown  
*Customs Inspector*  
*Office of Field Operations*  
*Chicago, Illinois*



In recognition of dedication and commitment to the integrity of the Customs Service and the federal workforce by assisting the Office of Internal Affairs (IA) in the investigation of bribery and smuggling of contraband at the O'Hare International Airport. After reporting a bribe overture from a passenger to IA, Inspector Brown volunteered to reapproach the passenger and pose as a corruptible Inspector. His willingness to help resulted in incriminating tapes that captured the bribe offers being made. The suspected individual was arrested by IA agents. When confronted with the highly incriminating evidence obtained by Inspector Brown, the passenger pleaded guilty in court to bribery charges and has been sentenced to a term of incarceration to be followed by probation.



# 2000 Achievements

*Congratulations to all our employees on another outstanding year of achievement at U.S. Customs. The following list reflects just some of the most important initiatives you helped make possible.*

*Raymond W. Kelly  
Commissioner, U.S. Customs Service*

## Fairness and Accountability

- Fully implemented the Disciplinary Review Board (DRB) system to enhance fairness and consistency in Customs disciplinary process
- Assisted the Personal Search Review Commission throughout its review of Customs' personal search policies and procedures by providing extensive information and arranging site visits
- Established an Assessment, Implementation, and Monitoring (AIM) Committee to oversee changes to personal search recommended by the Personal Search Review Commission
- Through changes in personal search training and oversight, reduced number of searches of travelers by over 60% in FY 2000 from FY 1999, while increasing seizures of cocaine, heroin, and ecstasy by 25%
- Developed a new database to improve data collection on personal searches, managed by a specialized Passenger Data Analysis Team
- Instituted annual in-service integrity training for every Customs employee, including new CD-Rom computer based training (CBT) known as "Internal Affairs Interactive Integrity Awareness" (IA3)
- Published a guide to the Conduct and Discipline Process

## Professionalism

- Constructed a new Valor Memorial for Headquarters lobby
- Extended 24-hour carry of service-issued side arms to Inspectors, Canine Enforcement Officers, Seized Property Officers, and Seized Property Custodians
- Implemented arrest authority for Customs Inspectors
- Implemented a voluntary rotation program for Criminal Investigators in the Caribbean and along the Southwest Border
- Began issuing laptop computers to all graduates of the Basic Customs Investigator School

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- Achieved certification from the American Board of Criminalistics for Customs forensic scientists

## Management and Personnel

- Developed new Customs 5-year Strategic Plan
- Completed the Resource Allocation Model (RAM) to assess Customs' staffing needs across the country
- Appointed five new Special-Agents in Charge (SAIC) to lead key Customs field investigative offices
- Initiated forward-looking "Millennium Project" to examine emerging global trends and their impact on the future of Customs' operations
- Enlisted contractor to address the backlog of pending Periodic Reinvestigations
- Established a data verification/quality assurance function within the Office of Field Operations to ensure reliability of data to measure performance and report workload
- Completed implementation of the Cost Accounting System for the Customs Service
- Successfully carried out role as a lead agency in OMB's high-impact Year 2000 preparation program. Customs was designated as the lead agency for the Cross-Border Inspection High-Impact Program

## Training and Recruitment

- Created new National Training Plan (NTP) which identified standard, recurring, and annual training requirements for all Customs occupations
- Utilized Quality Recruitment to hire over 400 Customs Inspectors and Canine Enforcement Officers
- Expedited 200 new Customs Inspector, Canine Enforcement Officer and Criminal Investigator hires as required under the Kyl Amendment of the U.S. Congress
- Received final report of the Recruitment, Retention, and Advancement Committee; began review and implementation of findings
- Developed plan for training a Supervisory Cadre for future Customs supervisors
- Trained 84 new firearms instructors and 87 new defensive tactics instructors
- Completed deployment of shotguns and provided shotgun instructor training for the southwest border
- Eliminated backlog of supervisors needing supervisory training; trained 374 new supervisors within 6 weeks of appointment to position
- Created new Customs National Intern Program for college students in seven cities nationwide

- Installed first national recruitment electronic kiosk at John Jay College in New York

## Workplace Fairness and Diversity

- Achieved greater diversity in senior management through increased appointments of minorities and women to key posts in the Office of Field Operations and the Office of Investigations
- Placed EEO managers in all principal field locations
- Implemented mandatory EEO training for all senior executives at Headquarters, including “Management Aspects of EEO” computer based training
- Revised and extended EEO training for senior managers at the Federal Law Enforcement Training Center
- Developed new brochure for employees explaining the EEO process
- Created a Dispute Resolution Specialist position to oversee the Alternative Dispute Resolution (ADR) Program for the Customs Service
- Conducted a study of disabled employee housing needs at remote Customs locations

## Trade Operations

- Developed and published for public comment the Entry Revision Proposal (ERP) to modernize Customs’ processes for importing merchandise
- Implemented new Reconciliation Process enabling importers to make aggregate changes to data previously submitted to Customs
- Published new “Broker Regulations” after extensive consultation with trade community
- Issued new publication, “Trade Update,” to provide focused information to the trade community on Customs initiatives
- Implemented Broker Account Program to improve customer service and enhance compliance levels among the largest Customs brokers
- Issued new “Broker Training Guidebook” to field personnel
- Conducted successful campaign to convert companies from use of the Automated Export Reporting Program (AERP) to the Automated Export System (AES)
- Reviewed and streamlined the Compliance Assessment Process
- Issued 17 new compliance publications for the trade community
- Conducted international intellectual property rights (IPR) training and evaluations in Asia Pacific Economic Countries (APEC) in support of U.S. obligations under international trade agreements

# Investigations and Interdiction

- Captured and arrested a terrorist at Port Angeles, Washington, following a seizure of bomb-making materials
- Implemented comprehensive national “Threat Response Plan” following terrorist incursion on the Northern Border
- Established a National IPR Coordination Center
- Established the intra-agency IPR Help Desk to serve as quick response contact point for Customs officers seeking or providing IPR information
- Created “Ecstasy Task Force” to oversee developments in worldwide trafficking of ecstasy and coordinate Customs’ response
- Expanded scope and resources for Customs’ forced child labor investigations worldwide
- Opened new, state-of-the-art Customs CyberSmugglingCenter to track Internet crime
- Implemented a counter spotter program at key land border ports of entry
- Re-invigorated the marine component of the Air and Marine Interdiction Division through extensive new training for officers
- Developed a standardized “controlled delivery database” maintained at Headquarters
- Created a Suspicious Activity Report (SAR) Review Unit within each Asset Identification and Removal Group
- Deployed the Numerically Integrated Profiling System (NIPS) to all Field Intelligence Units to identify and target large-scale international currency and commodity movements for potential criminal activity
- Enhanced monitoring and tracking of importers known for illegal textile transshipment violations to determine risk status of imports
- Designed and implemented a new national Customs Steel Center for monitoring steel imports and to identify and enforce trade violations
- Completed “Operation Journey,” a two-year multinational drug investigation that brought down one of the largest drug transportation organizations ever targeted by law enforcement
- Completed “Operation Power Play,” a six-week interdiction initiative aimed at illegal shipments of outbound currency. The operation resulted in 194 arrests and 262 seizures totaling 11.3 million dollars
- Completed “Operation Riversweep,” a two-week operation on the Miami River that resulted in the seizure of 3,200 pounds of cocaine deeply concealed aboard five vessels.

## Technology and Automation

- Successfully managed and implemented changes to Customs' information systems for the Year 2000 rollover
- Deployed 33 non-intrusive inspection systems at ports of entry and border crossings throughout the country
- Installed and brought on-line License Plate Readers at 27 ports of entry
- Managed upgrades to two P-3 Airborne Early Warning aircraft increasing Customs long-range surveillance capacity by 50 percent
- Developed the Automated Targeting System for quick identification of cargo and passengers violating laws
- Completed a major upgrade to the software application Message Query (MQ), resulting in decreased brownouts for the Automated Commercial System (ACS)
- Established the Customs Modernization Office to manage an automated system acquisition in excess of \$1.5 billion dollars
- Developed the first Treasury Enterprise Architecture Framework, considered a "Best Practice" government-wide
- Completed the Enterprise Architecture for the Automated Commercial Environment (ACE)
- Completed significant computer mainframe and storage upgrades for commercial and enforcement missions resulting in improved performance and reliability

## Foreign Affairs

- Negotiated international agreements with Mexico, the Philippines and South Africa — bringing the total number of international customs agreements to 46
- Relocated the Office of Foreign Operations and the functions of the Customs Attaches under the Office of International Affairs to centralize international policymaking
- Created post of Caribbean Coordinator for the Customs Service
- Appointed new Customs Northern Border Coordinator
- Delivered over 40 Narcotics Control Training Programs to 1105 customs officers from 31 countries
- Delivered 15 Nuclear Non-Proliferation Training Programs to 332 officers from 9 countries in Central and Eastern Europe and in the former Soviet Union
- Helped to improve and modernize foreign customs administrations by providing on-site U.S. Customs advisors in: Kuwait, Trinidad & Tobago, Puerto Rico, Guatemala and Ecuador

- Worked to simplify customs procedures and reduce trade barriers by consulting closely with international organizations such as the World Customs Organization (WCO), and the Customs Caribbean Law Enforcement Council (CCLEC), and through initiatives such as the Free Trade Area of the Americas (FTAA) and APEC

## Communications

- Created new Assistant Commissioner post for the Office of Public Affairs
- Developed and conducted media campaign to inform the public about the dangers of the synthetic drug “Ecstasy”
- Delivered first year of redesigned, award-winning monthly employee newsletter: *U.S. Customs Today*
- Expanded news and public affairs content on the Customs website
- Created new internal news broadcast: “America’s Frontline”

## Safety and Employee Care

- Constructed new, state-of-the-art Situation Room at Headquarters to track developing events impacting Customs’ operations and employees
- Extended emergency health care program, including “First Responder Training,” to Presidio, Texas
- Contracted with staff of George Washington University to assess health needs at remote Customs sites across the country
- Established office to manage the rapidly expanding radiation safety program

## Customer Service

- Since March of 1999, achieved an 80% positive rate on traveler feedback obtained through Customs’ ongoing comment card program at major international airports
- Revised U.S. Customs Internet home page
- Reviewed the Passenger Service Representative (PSR) function at major international airports and implemented series of changes including new workstations and uniforms
- Initiated “Call Center” to answer questions from the general public through a toll free number
- Completed new signage program at airports and land borders
- Created “Customs Vision,” a multi-language video message system for airport travelers that explains Customs’ procedures and search policies

## Special Thanks

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<i>“The President’s Own”</i>	U.S. Marines Brass Quintet