



# U.S. Customs and Border Protection

## Resource Optimization Strategy for CBP Field Operations

### OUR CHALLENGES:

- **Mission complexity and expansion** continue to add to our workload (e.g., responding to terrorism and other threats, providing enhanced pre-departure targeting, and conducting outbound operations).
- **Record increases in passenger and cargo volumes** are outpacing our ability to staff sufficiently, resulting in increased wait times.
- **Facility expansions and requests for increased services** (e.g., airline requests for additional flights) have the potential for significant economic benefits but place even greater demands on resources.



### OUR SOLUTIONS:

#### RESOURCE OPTIMIZATION STRATEGY

- Our **business transformation initiatives** include state-of-the-art technologies, such as non-intrusive inspection (NII) equipment, radio frequency identification enabled documents (RFID), license plate readers, and mobile devices. Our enhanced business practices—(such as a new automation scheduling tool, self-serve kiosks, trusted traveler/trader programs, automation of paper forms, and enhanced targeting/pre-departure—optimize our current staff resources and reduce our staffing requirements.
- We developed our **workload staffing model** to determine and objectively quantify our staffing needs. (See detailed explanation on page 2.)
- We have proposed and are seeking **alternative sources of funding** through reimbursable fee agreements, inflation-adjusted user fees, agriculture inspection user fees, and public-private partnerships that could serve as mechanisms to fund additional Customs and Border Protection (CBP) Officers and support expanded facilities.



#### THE RETURN ON INVESTMENT:

Adding CBP Officers to ports of entry improves CBP's ability to carry out its facilitation and enforcement missions, leading to tangible economic and social benefits.

#### Adding a single CBP Officer\* equates to annual benefits of:

- \$2 million **increase in Gross Domestic Product**
- \$640,000 **saved in opportunity costs**
- 33 **jobs added** to the economy

#### Adding 1,000 CBP Officers\*\* results in:

- 23,000 more enforcement actions
- \$40 million increase in drug seizure values
- \$7.85 million increase in trade penalty assessments
- \$2.5 million increase in intellectual property rights (IPR) seizures
- \$42 million increase in liquidated damage assessment

\*National Center for Risk and Economic Analysis of Terrorism Events, University of Southern California

\*\*CBP analysis

**Border security and economic security go hand in hand.**

# CBP FIELD OPERATIONS

## Workload Staffing Model

### WHAT IS THE WORKLOAD STAFFING MODEL?

The Workload Staffing Model is a dynamic, flexible, analytical tool used for making informed decisions regarding current and future staffing at CBP's ports of entry.

### WHY WAS IT DEVELOPED?

The model was developed to determine the number of CBP Officers needed to enforce the laws at our ports of entry, carry out our national security mission, and to expedite the legitimate flow of people and goods that are vital to our economy. In short, the model helps determine the number of CBP Officers needed to accomplish our mission.

### WHAT FACTORS DOES THE MODEL CONSIDER IN ITS CALCULATION OF STAFFING NEEDS?

- The model identifies the distinct activities performed by CBP Officers in all environments – air, land, and sea.
- The model considers over 100 workload elements and includes more than 1 million calculations.
- The model will be updated annually to account for:
  - **Volume** of all key CBP Officer activities, including primary, secondary, and enforcement activities
  - **Processing time** to complete each core activity in the different environments
  - **Available hours** per full time equivalent, excluding holidays, vacation, sick leave, training, and administrative responsibilities
  - **Port-specific factors** required to ensure coverage (minimum staffing levels, number of crossings, number of terminals, port size, and NII equipment)
  - **Future requirements** related to new facilities, technologies, or service requirements

### WHAT DOES THE WORKLOAD STAFFING MODEL TELL US?

- The current number of CBP Officers is insufficient.
- Additional CBP Officers will be required to meet future needs.
- Additional CBP Officers will help reduce wait times.

### HOW ARE THE STAFFING NEEDS IDENTIFIED BY THE MODEL REFLECTED IN THE PRESIDENT'S FY 2014 BUDGET REQUEST?

- The budget requests 1,600 additional CBP Officers through appropriated funds.
- The budget proposes legislative changes to user fee collections that would fund 1,877 additional CBP Officers from increased cost recovery.
- The budget contains a legislative proposal intended to authorize CBP to enter into reimbursable agreements with state, local, and private parties to provide for expanded services.



**An investment in additional CBP Officers is an investment in our economy.**