

Frontline

U.S. Customs and Border Protection ★ Fall/Winter 2008

Agro-Terrorism A Dangerous Threat

**Raising public awareness
on border fencing** -Page 22

Taking care of business
Office of International Trade Second Anniversary -Page 33

Veronica Ledezma, CBP Field
Operations Agriculture Specialist



CBP

FALL/WINTER 2008

CONTENTS

Photo by: ©ABC/IRON TOM



Lights, Camera... and Plenty of Action

For much of last year, television crews from ABC have tried to be a fly on the wall, observing and recording what goes on within the major components of the Department of Homeland Security. Their work has culminated in a reality series to be aired 13 Tuesdays this winter and spring.

"They're ordinary men and women working against an epic landscape," said series producer Arnold Shapiro (Scared Straight, Rescue 911). "They have a job that is dangerous, difficult and always unpredictable. What viewers will see is powerful, dramatic, amazing and emotional, with unexpected moments of humor."

Previews of the upcoming show can be seen at <http://abc.go.com/primetime/homelandsecurity/>.

HOMELAND SECURITY U.S.A.

New ABC primetime series airs in January 2009

★ ON THE COVER Photo by: James Tourtellotte

10 Agro-defense in the Spotlight

When a microscopic pest can enter through U.S. borders and devastate America's agricultural resources, the pressure is on for CBP's highly trained agriculture specialists.



★ FEATURES

16 Breaking the Mold

It has taken new thinking, an aggressive campaign and a very fast sponsorship to promote the job of Border Patrol agent, attracting more than 200,000 new applicants.



16



30

20 Safety First

As imported goods flood into the U.S., CBP joins a federal effort to make sure these products are not harmful or bogus.



20



34

26 From Barriers to Understanding

CBP works to assure that good fences make good neighbors along the southwest border.



26

30 Unrivaled

Deputy Commissioner Jayson P. Ahern wants all U.S. citizens to know that no agency has a greater responsibility for protecting the homeland than CBP.

34 Q & A with Michael Kostelnik

The leader of CBP's air and marine assets discusses what it takes to build an organization today that will succeed well into the future.

★ DEPARTMENTS

2 Frontline Images

6 Around the Agency

34 In Focus

39 Agriculture Actions

42 Travel Tips

45 In Partnership

48 To The Trade

51 Great Work

54 CBP History



A Community Unites to Safeguard Our Agricultural Resources

CBP Protects America from all dangers present at our borders. While the news is full of troubling scenarios involving terrorism and smuggling, far less attention has been paid to threats to a crucial element of the American economy and way of life: our agricultural resources.

In many ways this is understandable, because the threats to agriculture literally can be microscopic. But as the agro-defense story in this issue points out, the potential damage caused by pests bringing disease to our shores can be devastating.

I am pleased to report to you that the last two years especially have seen great progress in CBP's capacity to protect U.S. agriculture. I believe we now are working smarter as we've been able to forge more cooperative relationships with federal and state partners. Like so much of CBP's homeland security mission, protection of agriculture resources requires being on constant alert and having the capacity to continually learn.

The key resource for improving our relations with federal and state agriculture stakeholders is the Agriculture Quarantine Inspection Partnership Council, a group made up of leaders in agriculture protection from around the country. Its purpose is relatively simple: assure greater communication between agriculture stakeholders, provide a forum to promote innovation as well as process and policy improvements, and monitor and support progress on action plans to safeguard U.S. agriculture.

From my perspective, this partnership in a very short time has proved to be invaluable. Like all homeland security efforts, agriculture protection is a team sport. CBP's officers and agriculture specialists cannot succeed without the support of industry experts. The launching of the Partnership Council has invigorated our efforts.

So while other aspects of CBP may get a few more headlines, I have a huge amount of admiration for the concerted efforts being made to safeguard one of America's unique resources. My deep appreciation goes to dedicated men and women who serve as CBP agriculture specialists and provide an invaluable contribution to America's way of life.

—W. Ralph Basham, Commissioner

Frontline

Fall/Winter 2008

SECRETARY OF HOMELAND SECURITY
Michael Chertoff

COMMISSIONER OF U.S. CUSTOMS
AND BORDER PROTECTION
W. Ralph Basham

ASSISTANT COMMISSIONER
OFFICE OF PUBLIC AFFAIRS
Jeffrey C. Robertson

EDITOR
Laurel Smith

MANAGING EDITOR
Dannielle Blumenthal, Ph.D.

STAFF WRITERS
Elysa Cross
Linda Kane

CONTRIBUTING WRITER
Eric Blum

PRODUCTION MANAGER
Tracie Parker

PHOTOGRAPHERS
Gerald L. Nino
James R. Tourtellotte

DESIGN
Richard Rabil
Diana Flores

The Secretary of Homeland Security has determined that publication of this periodical is necessary in the transaction by CBP of public business as required.

Address letters and contributions to:
MAIL: Managing Editor, Frontline,
U.S. Customs and Border Protection
1300 Pennsylvania Avenue NW, Room 3.4A,
Washington, DC 20229

E-MAIL: frontline@cbp.dhs.gov
FAX: 202.344.1393

CBP Web site address:
www.cbp.gov

Distribution:
Do you want to add or delete your name from the distribution list? Have you changed your address? Please call 202.344.1310 or fax changes to 202.344.1787.



★ CBP Field Operations agriculture specialist at the Port of Philadelphia inspecting wood packing material for harmful foreign exotic pests and the presence of bark.



★ The Border Patrol intercepts tons of drugs each year, some of it in not very convenient locations.

★ Cars are often sent to Secondary at Land Border crossings for inspection. CBP Field Operations Officer takes a closer look at the inside of a vehicle for illegal contraband.

THE LONG GOODBYE

OPERATION JUMP START WINDS TO A CLOSE

An officer in a military uniform stands alone in a field, holding a pair of binoculars, watching to make sure that no one is crossing the U.S. border illegally. This has been a familiar sight over the past two years. More than 6,000 members of the U.S. National Guard have worked at the border alongside Border Patrol agents, participating in surveillance, construction and logistics. This summer, the National Guard members handed back their assignments to the Border Patrol as Operation Jump Start came to an end.

Operation Jump Start began in August 2006 when President Bush announced measures to improve security at the border by temporarily assigning members of the National Guard to monitor the borders at Arizona, Texas, New Mexico and California and strengthen infrastructure, freeing up at least 500 Border Patrol agents to conduct

frontline border security activities. The president also announced plans to hire 6,000 new Border Patrol Agents over two years, increasing their number from 12,000 to 18,000, to gradually replace the National Guard members.

During the two-year operation, Border Patrol agents and National Guard members together arrested 176,000 illegal immigrants, rescued 100 people and seized more than \$80,000 in cash and more than 315,000 pounds of drugs. They also built more than 38 miles of pedestrian fence, 95 miles of vehicle fence and 18 miles of new all-weather roads. And responding to observations by National Guard members operating a remote video surveillance system, Border Patrol agents netted 287 pounds of cocaine valued at \$9.2 million in a single seizure. Overall, apprehensions of illegal aliens along the Southwest border are down more than 15 percent versus this

time last year.

There have been several noteworthy examples of the cooperation between the agencies. California National Guard members based out of San Diego became the first non-CBP employees to receive a Letter of Commendation by the agency for their surveillance of alien smugglers. National Guard members in Del Rio Sector rescued a Central American from drowning in the Rio Grande River by jumping into the water to save her.

Operation Jump Start officially ended on July 15, but CBP's partnership with the National Guard remains. The National Guard will continue to work with the Border Patrol through counterdrug missions and by participating in annual training projects. The two years of Operation Jump Start strengthened the partnership between CBP and the National Guard and helped make the U.S. border more secure. ■

POMP AND CIRCUMSTANCE

OFFICE OF FIELD OPERATIONS BRAND ON DISPLAY AT CHANGE OF COMMAND

On a summer day marked by near-perfect weather, CBP Field Operations—the division of the agency that oversees the CBP officers stationed at America's ports of entry—conducted its first-ever formal change-of-command ceremony. The ceremony was held in El Paso, Texas, to welcome Ana B. Hinojosa, the new area director. For Field Ops, as the office is called, the ceremony was a small but deeply meaningful milestone in the young agency's history.

Since its inception in March 2003, CBP has developed and implemented standards, policies and symbols to advance the internal and external recognition of the agency and to demonstrate the strides the agency has made as the guardians of the nation's borders. The change-of-command ceremony is the latest addition designed



★ Ana B. Hinojosa, the new OFO area director

to meet those goals. As Assistant Commissioner for Field Operations Thomas Winkowski explains, "This event is part of the larger Field Operations branding initiative, which is designed to provide a visually recognizable distinction to our fellow CBP employees and to the public." ■

A PAUSE TO REMEMBER

A philosopher once said, "No man can answer for his valor or courage, till he has been in danger." This spring, CBP honored those who have passed this test of courage. On May 13, leaders and employees gathered together in a Valor Memorial ceremony to remember the men and women of CBP and its legacy agencies who have given their lives while working to protect the United States and its citizens. This past year, the names of four Border Patrol agents and three Air and Marine interdiction agents were added to this memorial, which stands in the lobby of CBP headquarters in Washington, D.C. "This has been a devastating year of loss for CBP," says CBP Deputy Commissioner Jayson Ahern. "The very fact that we once held this annual ceremony in our lobby, but this year had to bring it to the larger amphitheater, tells us how tragic a year it has been. Seven of our best and most promising young people died last year and we are all diminished by their loss." ■

EXPORTING EXPERTISE

This Spring, the CBP Office of Border Patrol shared its approach to combating terrorism, illegal immigration and smuggling on the United States border with representatives of 13 different countries who attended a border security course in Ankara, Turkey, at the NATO Partnership for Peace Training Center.

Assistant Chief Patrol Agent William P. Hitchcock from the New Orleans Sector and Field Operations Supervisor Eric J. Swanson from the San Diego Sector attended at the invitation of the Turkish General Staff.

"The opportunity for representatives of different countries to converge in a training and social environment helped to disprove

inaccurate and preconceived beliefs, thus fostering good working relationships that will benefit Customs and Border Protection and the United States Border Patrol in the global arena," says Agent Hitchcock.

Hitchcock adds that it was evident from this course that "the USBP [U.S. Border Patrol] has been identified and accepted within the international law enforcement community as a subject matter expert on border control and security issues. The ability to create a network in this international environment is conducive to global border security." ■

ROLLING OUT THE WELCOME WAGON

International Global Entry pilot program launched



Photo by: Gerry Nino

be prompted to answer several CBP declaration questions posted on the kiosk's touch-screen. Once the process is successfully completed, the traveler will be issued a transaction receipt that must be presented to the CBP officer as the participant leaves the CBP inspection area. ■

Application for enrollment in the Global Entry program is available through the Global Online Enrollment System at <https://goes-app.cbp.dhs.gov/>

UNITED KINGDOM, NETHERLANDS SIGN UP

On May 19, CBP signed a joint agreement with the government of the Netherlands to develop a process to integrate the Global Entry program with the Dutch Privium program to facilitate travel of U.S. and Dutch citizens between the two countries. One month later, the agency signed a similar agreement with representatives of the U.K. Border Agency. The International Expedited Traveler Initiative will integrate CBP's Global Entry program with the British Registered Traveler program.

For international travelers looking to enter the United States more quickly and safely, CBP has a plan. It's the Global Entry pilot program, designed to shorten wait and processing times for participants, allowing CBP officers to concentrate their efforts on potentially higher risk travelers.

The pilot kicked off on June 6 at three "model ports": John F. Kennedy International Airport in New York, George Bush Intercontinental Airport in Houston and Dulles International Airport near Washington, D.C.

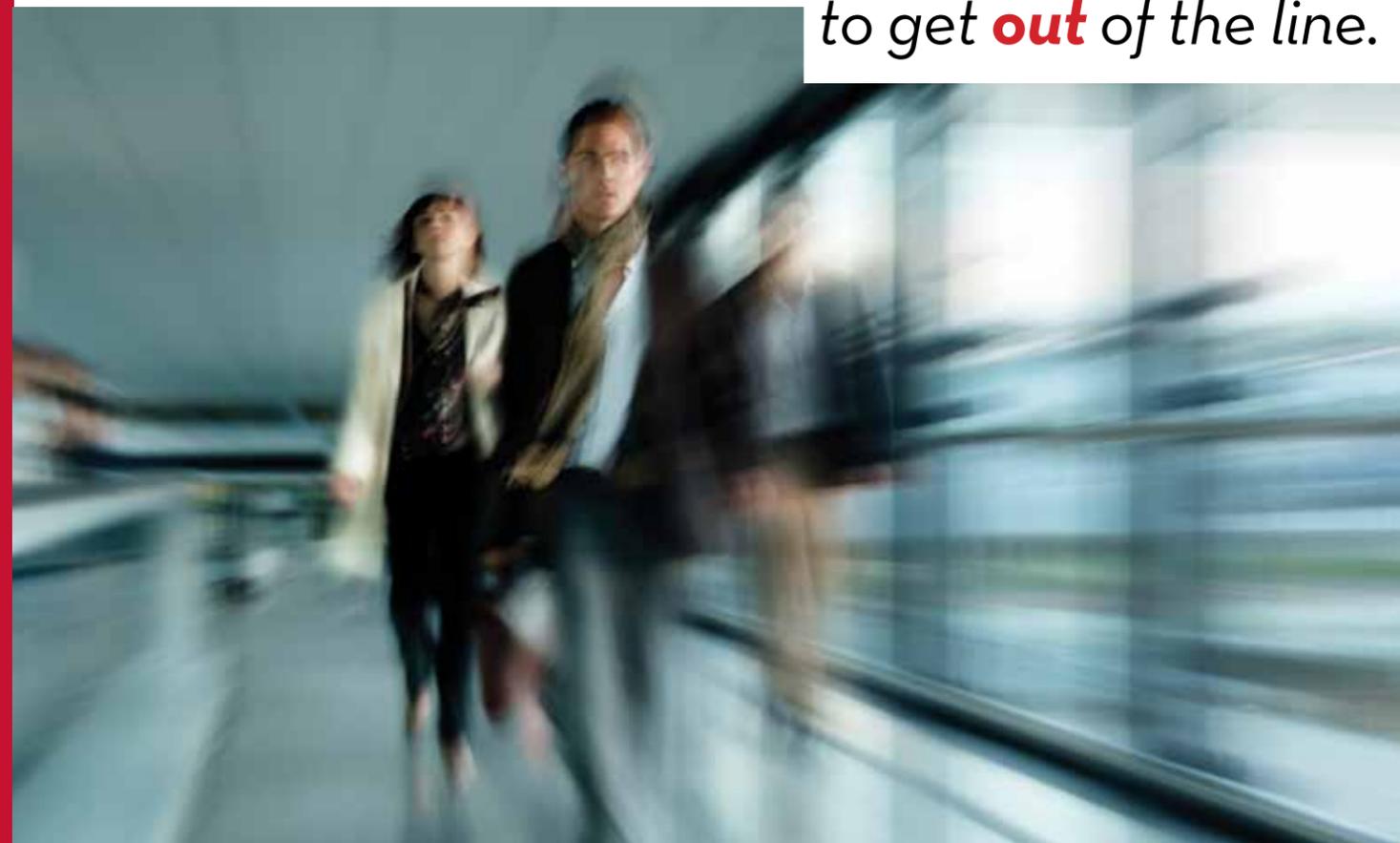
Global Entry is available for U.S. citizens or lawful permanent residents who are frequent international travelers, provided they have not been found guilty of a criminal offense, charged with a customs or immigration offense or

declared inadmissible to the United States under immigration legislation. Biometric fingerprint technology will be used to verify the passenger's identity and confirm his or her status as a Global Entry participant.

Upon returning from international travel, Global Entry-enrolled travelers may bypass the regular passport control line and proceed directly to the Global Entry kiosk. At the kiosk, the traveler will activate the system by inserting his or her passport or U.S. permanent resident card into the document reader. The kiosk will direct the traveler to electronically provide his or her fingerprints and will compare that biometric data with the fingerprint biometrics on file. A digital photograph of the traveler will also be taken as part of the transaction record. Finally, the traveler will

YOUR TICKET →

to get **out** of the line.



Are you a U.S. citizen or U.S. permanent resident who is a frequent international traveler?

Global Entry is your express pass through the U.S. international arrivals area. Located in select airports, automated kiosks are designed to process pre-approved, U.S. citizens and lawful permanent residents for entry into the U.S. using fingerprint biometric technology.

Enroll Today!

Visit www.globalentry.gov to learn more.



Global Entry is a trusted traveler program operated by US Customs and Border Protection. Travelers will need to pass a background investigation to participate in the program.

Agro-defense in the Spotlight

By Elysa Cross

Newly trained and technology-
equipped, CBP's field operations
agriculture specialists
reach out to prevent
disaster-causing
pest diseases



Photo by: Gerry Nino

A FIELD OPERATIONS AGRICULTURE SPECIALIST

opens a box of vegetables and sees several small spots on some of the vegetable.

He knows that if the disease that caused those small spots gets into the United States, it could potentially bring about the destruction of an entire segment of the agricultural resources of this country and cost millions of dollars to eradicate.



Photo by: Gerry Nino

★ A CBP field operations agriculture specialist examines fruit at a port of entry for pests and diseases that could potentially harm U.S. agriculture.

The threats this individual faces down may be microscopic in size compared with the terrorists, smugglers and drugs her counterpart Border Patrol agents and CBP officers are after, but they are no less dangerous in magnitude. And as one of a cadre of highly trained scientists, she focuses all her efforts, every day, to keep Americans safe, healthy and free from the harm that pests can do.

“Your job is vital to protecting America’s agriculture, our environment, our economy and our citizens,” says CBP Commissioner W. Ralph Basham.

A MISSION DEVELOPS

Agricultural threats were not a problem for America when our nation first formed and we farmed native plants exclusively. It started to become an issue only when farmers were encouraged to grow sugarcane and other produce that were not native to the colonies,

to reduce dependence on foreign crops. No less prominent figures than Benjamin Franklin and Thomas Jefferson brought olive trees and rice to the United States to increase the variety of crops available for cultivation. As Jefferson said, “The greatest service which can be rendered to any country is to add a useful plant to its culture.”

The introduction of new plants continued, with few worries about potentially negative consequences, until 1912. That year, the Plant Quarantine Act was passed to address building concern over pest outbreaks in nursery stock in the United States. This law also established a network of inspection stations at major ports of entry and gave the federal government the authority to organize border quarantines to inspect all agricultural products and to restrict entry of any infested goods.

Space does not permit a fuller discussion of the rich history of agriculture inspection,

so it will make sense to fast-forward now to March 1, 2003, when everything changed again. CBP was created and employees from Immigration and Naturalization, the Border Patrol, the U.S. Customs Service and the U.S. Department of Agriculture’s (USDA) Plant Protection and Quarantine (PPQ) program were brought together with a new priority mission: to prevent terrorists and their weapons from entering the United States.

This new mission didn’t mean that agriculture specialists had a new job description. Rather, it shed new light on their existing one. Rather than looking only for accidentally introduced pests and diseases, they also had to focus on intentionally introduced ones.

BRINGING TWO WORLDS TOGETHER

The world of agricultural inspection is a complex one, and the integration of its specialists into CBP, has not been without

“Your job is **vital to protecting** America’s agriculture, our environment, our economy and our **citizens.**”

—W. Ralph Basham, CBP Commissioner

ATTENTION: Specialists Wanted



Field operations agriculture specialists are highly trained and specialized. Their initial educational requirements include a bachelor’s or higher degree in biological sciences—including botany, entomology and plant pathology—agriculture, natural resource management, chemistry or a closely related field. And although they are not law enforcement officers, CBP trains them in the laws and regulations that govern not only agriculture but also admissibility, cargo enforcement and other areas under the CBP umbrella.

(See <http://cbp.gov/careers/> to apply for a position as an agriculture specialist.)

“In the early days, local farms produced food to provide sustenance for Americans as our nation developed. Today, agriculture products not only feed our nation, but agriculture exports have a tremendous impact on the U.S. economy.”

—Vernon Foret, Executive Director, CBP Field Operations Agriculture Programs and Trade Liaison

BY THE NUMBERS

On a typical day in fiscal year 2008, CBP field operations agriculture specialists stopped passengers carrying prohibited meat and meat products, fruit and vegetables more than **4,125 times**.



Photo by: Gerry Nino

★ A CBP field operations agricultural specialist examines a pest found during an inspection at a port of entry.

challenge. In 2007, a U.S. Government Accountability Office (GAO) survey of CBP agriculture specialists found them concerned about the impact of the transfer on their work. Though most reported feeling very well or somewhat prepared for their duties, some did state that they had been conducting fewer inspections and interceptions of prohibited agricultural items since the move.

The GAO report generated a firestorm. Influential California Senator Diane Feinstein and Illinois Senator Dick Durbin introduced a bill to move the agricultural inspectors back to the USDA. Other organizations, such as the National Association of State Departments of Agriculture and the American Farm Bureau Federation, asked CBP for reassurance that the emphasis on

homeland security in border protection did not overshadow the need to protect the food and agriculture industry from the introduction of pests and disease.

CBP had always been focused on the agriculture mission. But the attention from Capitol Hill, including constructive suggestions from various oversight agencies and the House Agriculture Committee, led to further improvements. Specifically, the agency formed partnerships with the USDA Animal and Plant Health Inspection Service (APHIS), which houses the PPQ program (the program still exists despite the earlier transfer of agriculture specialists to CBP), and representatives of several state departments of agriculture to map out future plans. “The idea behind the partnership

was to bring us together to compare notes on how we can continue to best protect America’s agriculture,” says Kevin Harriger, deputy executive director for CBP Agriculture Operational Oversight.

MOVING FORWARD

Today, CBP sees its agriculture mission as seamlessly blending homeland defense with economic security. “In the early days, local farms produced food to provide sustenance for Americans as our nation developed. Today, agriculture products not only feed our nation, but agriculture exports have a tremendous impact on the U.S. economy,” says Vernon Foret, executive director, CBP Agriculture Programs and Trade Liaison. “It’s the job of the CBP agriculture specialists to prevent foreign plant pests and exotic animal diseases from entering the U.S. through our ports of entry, therefore protecting our national economy.”

To educate the public about CBP’s agriculture-related activities, the agency is embarking on an ambitious communication program. It includes outreach to CBP field offices, other government agencies,

Capitol Hill, industry representatives and the American public about what agriculture specialists do and why they do it. These efforts will also be used to attract the next generation of agriculture specialists.

A major milestone in this communication effort was the joint stakeholders’ conference sponsored by CBP and APHIS in early 2008. Its purpose was to obtain honest feedback and comments from outside parties on progress made so far, as well as areas needing improvement. At the end of the conference, Secretary A.G. Kawamura of the California Department of Food and Agriculture commented on the progress that was being made by CBP. He noted that if this progress continues, private industry stakeholders may reconsider their reservations about the transfer of agriculture specialists to the new agency.

Another element in CBP’s plan to advance the agriculture mission is improved equipment. Mechanisms are now in place to provide for equipment purchases so that each port of entry—whether air, sea or land—will have the equipment needed to enable

agriculture specialists to perform their jobs more efficiently.

In addition, says Harriger, there are plans to make CBP headquarters “the hub of the wheel,” serving as the single source for information. “We’ll have a database of photos of every single thing that’s found out there. We’re also going to standardize information materials for ports to use in presentations, and standardize incident reports that can be used to develop pest information notifications to be sent out to all ports.”

Finally, other plans to assist agriculture specialists in performing their job include additional training as well as recruitment of new agriculture specialists to support inspection efforts.

With the increased emphasis on agriculture inspection and all of these initiatives in place, the American public can feel more secure that CBP is defending them against the possibility of a plant disease entering the country and causing havoc. Today, our agriculture resources and food supplies are safer than ever. ■



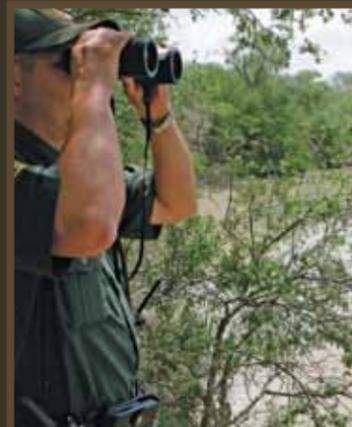
Photo by: Gerry Nino

★ A CBP field operations agricultural specialist slices an orange to reveal larvae that have the potential to devastate the U.S. citrus industry.

Breaking the mold

By Dannielle Blumenthal

National Border Patrol ad campaign focuses on recruiting, future at the Border



TWO YEARS AGO, U.S.

Customs and Border Protection was mandated to increase by 6,000 the total number of Border Patrol agents by the end of 2008. This was a challenging goal, to say the least as it would take more than over 200,000 recruits to increase the Border Patrol by this amount. And CBP would be competing for candidates with... *continued on page 16*

numerous other federal, state and local law enforcement entities.

Clearly, achieving this goal would require a dramatic increase in operational tempo, new and creative ways of thinking, and unparalleled cross-functional collaboration between the recruitment arms of the Office of Border Patrol and the Office of Human Resources Management. There was no time to waste.

UPDATING THE MESSAGE

The CBP recruitment message had to be the right one to attract candidates who could withstand the intense screening process, thorough background investigation and rigorous Border Patrol Academy training. And the message had to convince potential candidates that a career in the Border Patrol would be meaningful and right for them. That meant updating the image of the Border Patrol agent to more accurately

of intercepting illegal aliens, smugglers and drugs, their mission has been expanded to guard our nation's frontline against terrorists attempting to enter the country.

The ad campaign conveys these concepts through various images and a brand icon, "Protected by U.S. Border Patrol," that signify that Border Patrol agents are guarding our nation from a wider scope of threats than ever before.

TAPPING NEW MARKETS

While working on the message, CBP also recognized the importance of reaching out to potential candidates who might simply be unaware of the law enforcement career opportunities with CBP. To do so effectively, the agency needed to supplement the traditional efforts of local recruiters in the Border Patrol sectors by tapping new areas and using new techniques to increase public awareness.

Technology to put together a complete recruitment event package from press release and community relations to online application.

As the demand for qualified applicants increased, so did the intensity of the Tiger Teams and Sector recruiters, who organized a "Buckeye Blitz," conducting simultaneous recruiting events in the seven largest Ohio cities to make use of a statewide media campaign and to build on previous recruiting success in that state by capitalizing on the current unemployment and housing trends. A second "Sunshine Blitz" was conducted in six cities in Florida in June, as it provided the same indicators as Ohio and could be executed in a relatively short period of time.

The National Recruitment Division also targeted its outreach to attract candidates from colleges and universities with criminal justice and law enforcement-related majors

efforts were timed to coincide with CBP's recruiting events on military bases in Germany during July, with an additional event in Korea in September.

The results of CBP's expanded military recruitment have given rise to the phrase, "Change your call sign, not your calling." These targeted efforts on Army, Navy, Marine Corps and Air Force installations have raised awareness of CBP at each location, resulting in an increase in the qualified applicant pool from military installations by as much as 200 percent, depending on the size and location of the military installation. CBP's initial overseas effort in Germany, which netted 60 applicants, left an "awareness footprint" and generated sufficient interest for a return trip by those unable to attend in person the first time.

The combination of recruitment initiatives, persistence and creativity has resulted in steady, positive increases in qualified applicants over the past 18 months. In July of 2006, the Border Patrol averaged 1,200 applicants per week. For the same period one year later, it averaged over 2,800 applicants per week. And by June 2008, that number increased to more than 3,800 applicants per week. The highest weekly total, in April of 2008, netted a record-setting 6,000 applicants.

CREATIVE OUTLETS

Reaching the target audience required more than crafting a compelling message and finding new kinds of applicants – it also required measured risk and inspired creativity about the methods used to disseminate the message to the intended audience.

One of the most exciting new tools that CBP is using is professional sports marketing, largely spearheaded by the Border Patrol, which combines recruiting events, national media and professional sports to increase public awareness and acquire more qualified candidates. Today, the NASCAR Nationwide Series Car #28 bears the U.S. Border Patrol name and Web site address, and recruiters are on site before, during and after each race. The JRR, Inc. racing team, in concert with CBP's public affairs officers at headquarters and in the field, promote each NASCAR-related recruiting event through aggressive media outreach and publicity using interviews, video clips, print ads and

Photo by: Gerry Nino



★ A Border Patrol academy class marches in formation in Artesia, New Mexico.

radio spots, along with autograph signing and promotional items. You may have seen Border Patrol's NASCAR sponsorship on television broadcasts, commercials, billboards and even the sides of metropolitan buses. This is only one of a number of similar initiatives.

Another is a national television commercial campaign, which broke on cable TV on June 30, 2008. The advertisements emphasize the vision of the Border Patrol as a law enforcement force that enables ordinary Americans to live their lives in safety and peace. The ads display a brand icon that says, "Protected by U.S. Border Patrol."

A third tool is the Internet. While this medium is nothing new in terms of providing both the visual imagery and the content required to attract the younger generation, the agency is using the skills of its private-sector partners to develop an innovative new "fast-track" portal, www.BorderPatrol.gov, to provide direct access to the Border Patrol agent online application process. This Web site provides testimonials from real agents, interactive maps of Border Patrol work locations, information tailored to veterans and students seeking employment, and dates of recruiting events. CBP continues to use other career-oriented sites, such as Monster.com and CareerBuilder.com to advertise Border Patrol positions.

Further, CBP Commissioner W. Ralph Basham has made recruiting an agency-wide priority by requesting the help of all

current CBP employees, and by initiating and funding a referral award program for those who successfully refer candidates to the Border Patrol. Employees can receive the initial \$1,000 referral award when the referred candidate successfully completes the Border Patrol Academy. The remaining \$500 of the referral award is paid when the candidate completes the first year of service.

ALL ABOUT RESULTS

So how is the Border Patrol doing in reaching its recruitment goals? As of November 8, 2008 the agency had more than 17,900 Border Patrol agents onboard with fewer than 100 more to go by the end of 2008.)

"The success of the recruitment efforts far surpassed any reasonable expectations we could have had," says Mark Borkowski, executive director of the Office of Border Patrol's Mission Support Division. "It is a strong demonstration of what we can accomplish as a team. When you combine the Border Patrol's 'can do' attitude and high standards with the National Recruitment Office's innovative thinking and strong management, nothing is impossible."

But, as each week presents new challenges, the agency is not yet at the point where it can take a breath. CBP will continue to proceed with its current strategy as well as seek out new ways to meet America's border security needs and protect the American public. ■

The combination of recruitment initiatives, persistence and creativity has resulted in steady, positive increases in qualified applicants during the past 18 months.

reflect the realities of their role in the 21st century.

CBP worked together with two private sector advertising and marketing agencies, Image Media Services and JWT INSIDE, a subsidiary of J. Walter Thompson, to research and develop just the right approach.

The resulting message incorporated the changing role of the Border Patrol agent as well as the context in which an agent operates. For while some aspects of the job have never changed — the job has always required well-trained, quick-thinking, patriotic individuals able to handle life-threatening situations — other aspects have been dramatically transformed within a relatively short period of time. Today, for example, there is a much greater emphasis on the use of technology to assist in the detection and disruption of illegal activity. On a higher level, the context of the mission itself has changed. While agents continue to perform traditional missions

Therefore, CBP established the National Recruitment Division within the Office of Human Resources Management, and developed and deployed an outreach plan. This included creating "Tiger Teams" that could plan and execute targeted recruiting events from start to finish and capture large numbers of qualified applicants in a short period of time. The Tiger Teams are composed of Border Patrol agents and Human Resources staff that research available data on employment, population density, proximity to the border, military deployments, etc., for targeted outreach.

Borrowing a term from the law enforcement community, the Tiger Teams conducted large-scale "takedown" events in large metropolitan locations such as Chicago, Miami, El Paso and Tucson. These events are advertised, marketed and measured. The Tiger Teams work with Office of Public Affairs, Office of Equal Employment Opportunity and Office of Information

and to reach veterans returning from overseas deployments. This group was especially important as veterans comprise approximately 21 percent of Border Patrol agents and 23 percent of CBP's workforce overall. CBP conducted recruiting events at military installations both inside and outside the continental United States, particularly on bases where units were returning from deployments to Iraq and Afghanistan and the military leadership was receptive to CBP's desire to provide employment opportunities to them.

As a result of its outreach efforts, CBP has had repeated exposure in both the printed and online Military Times describing the career of a Border Patrol agent and listing recruiting events. Additionally, National Recruitment has worked with the Department of Defense to promote our recruitment information on the Armed Forces Pentagon Channel and through their "Blog Talk" radio. These

SAFETY FIRST

CBP Joins Comprehensive Effort to Ensure Imported Goods Are Safe, Reliable

By Eric Blum

TRADE IS THE LIFEBLOOD OF THE GROWING GLOBAL

economy. But tainted pet food, fake pharmaceuticals, Salmonella-infected vegetables, even phony athletic shoes threaten to derail this new economic train before it ever reaches cruising speed.



Photo by: James Tourtelotte

“The bottom line is that the consumer must be confident that imported goods are safe and trustworthy”

—Dan Baldwin
Assistant Commissioner for
Office of International Trade

This plan has yielded initial successes, according to a report from the working group, as it claims strong enforcement actions have been taken, agreements with key trading partners have been signed, bilateral and multilateral discussions have occurred, critical information on safety and best practices have been shared, and a process to improve safety practices, both inside and outside of government, has begun.

SMARTER ABOUT WHAT WE DO

“While we have strong food and product safety standards, we need to do more to ensure that American families have confidence in what they find on their store shelves,” said President George W. Bush. “They have a right to expect the food they eat, or the medicine they take, or the toys they buy for their children to be safe.”

The enormity of goods arriving in the United States. make this a daunting challenge. Last fiscal year saw more than \$2 trillion in imported goods, arriving in 31.5 million separate entries, initiated by more than 356,000 importers enter the United States. at more than 300 different ports of entry. And in just seven years these numbers are expected to triple.

“The federal government cannot and should not attempt to physically inspect

every product entering the United States,” wrote Health and Human Services Secretary Michael O. Leavitt, chair of the interagency import safety working group. “Doing so would not only bring international trade to a standstill, but would also distract limited resources from those imported goods that pose the greatest risk. Instead, we have to be smarter about what we do.”

WHAT IT MEANS FOR CBP

Although as regulatory agencies, the Consumer Product Safety Commission, Food and Drug Administration, Department of Agriculture and Department of Commerce all play significant roles, a great deal of the responsibility for implementing solutions lies with CBP.

The working group and its roadmap already have had impacts on CBP’s trade office and its national import personnel. There is a new Import Safety and Interagency Requirements office at headquarters, and its director, Cathy Saucedo, participated in the import safety working group.

“The work plan will stretch CBP’s area of responsibility,” Saucedo said. “Some things will be quite familiar, such as greater collaboration with FDA and CPSC, because we already do that and will work to do it better.” Others may be more challenging and long-term, Saucedo said, such as third party certifications, targeting advancements and development of communication mechanisms.

“But we are very comfortable with the results of the working group and with advancing the initiatives we have a lead role on,” Saucedo added. “It is very similar to CBP’s response to terrorism—layered, risk- and intelligence-based, and dependent on our ability to collaborate and communicate with others.”

The plan primarily identifies paths to improvements, assigns responsibilities and provides a philosophical umbrella that provides logic and realism to the process. “I am very pleased that the trade community has embraced these concepts,” Saucedo said. “Without their support progress would be difficult.”

The bottom line is that entities working in the trade arena, from

RECOMMENDATIONS OF THE ACTION PLAN ON IMPORT SAFETY

1. Create new and strengthen existing safety standards.
2. Verify compliance of foreign producers with U.S. safety and security standards through certification.
3. Promote Good Importer Practices.
4. Strengthen penalties and take strong enforcement actions to ensure accountability.
5. Make product safety an important principle of our diplomatic relationships with foreign countries and increase the profile of relevant foreign assistance activities.
6. Harmonize federal government procedures and requirements for processing import shipments.
7. Complete a single-window interface for the intra-agency, interagency and private-sector exchange of import data.
8. Create an interactive import-safety information network.
9. Expand laboratory capacity and develop rapid test methods for swift identification of hazards.
10. Strengthen protection of intellectual property rights to enhance consumer safety.
11. Maximize the effectiveness of product recalls.
12. Maximize federal-state collaboration.
13. Expedite consumer notification of product recalls.
14. Expand the use of electronic track-and-trace technologies.

“The bottom line is that the consumer must be confident that imported goods are safe and trustworthy,” said Dan Baldwin, CBP’s assistant commissioner for trade. “There are a lot of federal agencies with different responsibilities concerning trade, and it is clear that we must pool our resources and expertise, including with the private sector, to ensure that imported products are safe and legitimate. The bottom line is that the consumer needs to be confident that CBP and our partners are doing all we can to protect America from goods that pose an imminent danger.

Baldwin’s office for more than a year has been involved in a federal-wide effort ordered by the President to devise a plan

to accomplish this. The result is *Protecting American Consumers Every Step of the Way: A Strategic Framework for Continual Improvement in Import Safety and Action Plan for Import Safety, a Roadmap for Continual Improvement*. Products of the combined input of 12 federal departments and agencies, the plan looks to CBP for many of the answers.

“The good news is that this process endorses many of the trade priorities and programs that CBP has developed,” Baldwin said. “Our charge is to collaborate more effectively with our federal partners and our importers, to hit in the pocketbook those that fail to comply, and to make our actions and standards at ports of entry more open and accessible.”

international trade specialists, to import specialists and CBP officers at ports, as well as importers doing self assessments, are on notice that import safety is a priority mission and that the American public is counting on their effective performance.

PREVENTION, INTERVENTION AND RAPID RESPONSE

The basics of working smarter, according to the findings of the group, are prevention, particularly working with foreign governments and the private sector to build safety into the manufacturing and distribution process; intervention when risks are identified so that unsafe products are seized and destroyed; and rapid response when harm has occurred.

CBP is designated the interagency lead in three broad recommendations: common mission, interoperability and information gathering. Specifically CBP will play a leadership role in:

- Developing a voluntary certification program based on risk for foreign producers of certain products;
- Creating incentives for foreign firms to participate in voluntary certification programs and for importers to purchase only from certified firms;
- Developing a plan to ensure that information regarding certified firms and importers is easily accessible;

- Developing good importer practices to ensure that imported products meet U.S. safety standards;
- Partnering with the importing community to foster the creation of voluntary certification programs for importers;
- Strengthening existing CBP mitigation guidelines and increasing the maximum penalties against importers who repeatedly import products in violation of U.S. law;
- Increasing dollar amount of bonds importers pay to reflect inflationary increases and risk;
- Harmonizing federal procedures and requirements for processing import shipments;
- Completing a single-window interface for the exchange of import data within the government and with the private sector;
- Creating an interactive import safety information network; and
- Enhancing field laboratory capacity for testing and working collaboratively with the public and private sectors to develop analytic tools for enhanced rapid screening of larger volumes of import samples.

REACHING OUT TO THE WORLD

In late September Saucedo and a member from CBP’s trade regulatory audit office joined representatives of CPSC and J.C. Penny officials in a tour of manufacturing

and exporting facilities in Vietnam in an effort to widen each entity’s understanding of import safety issues. “This was a historic first-ever joint visit with CPSC to a foreign location to monitor these trade issues,” Saucedo said.

Anne Maricich, director of regulatory audit oversight for CBP’s western United States region, also attended the trip. The core work of regulatory audit is to conduct in-depth reviews of importers and their systems to ensure accurate and complete information for merchandise imported into the United States. These reviews allow CBP to ensure compliance by the trade community in a wide array of import safety and security policies.

The team toured several Vietnamese sites with an eye toward assessing the manufacturing and export processes, particularly oversight and control of products leaving for the U.S. Among the products viewed was child’s sleepwear. The team was interested in seeing testing to meet anti-flammability standards.

Representatives from J.C. Penny and CPSC were particularly interested in visiting third-party product testing labs. CPSC is establishing independent testing of children’s toys before they are exported.

Maricich called the experience in Vietnam an affirmation of some of the relationships that have been built in recent years between CBP and the trade community.

“One of CBP’s greatest successes in the import safety arena is our existing partnerships with key private industry program members,” Maricich said. She specified the Committee on Commercial Operations that advises CBP on impacts of trade policy and procedures; the Customs-Trade Partnership Against Terrorism, a voluntary government-business initiative to strengthen the international supply chain; and the Importer Self-Assessment Program that cooperatively works to improve trade compliance to support the Customs-Trade Partnership Against Terrorism.

The group also observed protocols and mechanisms for product recalls should the need arise.

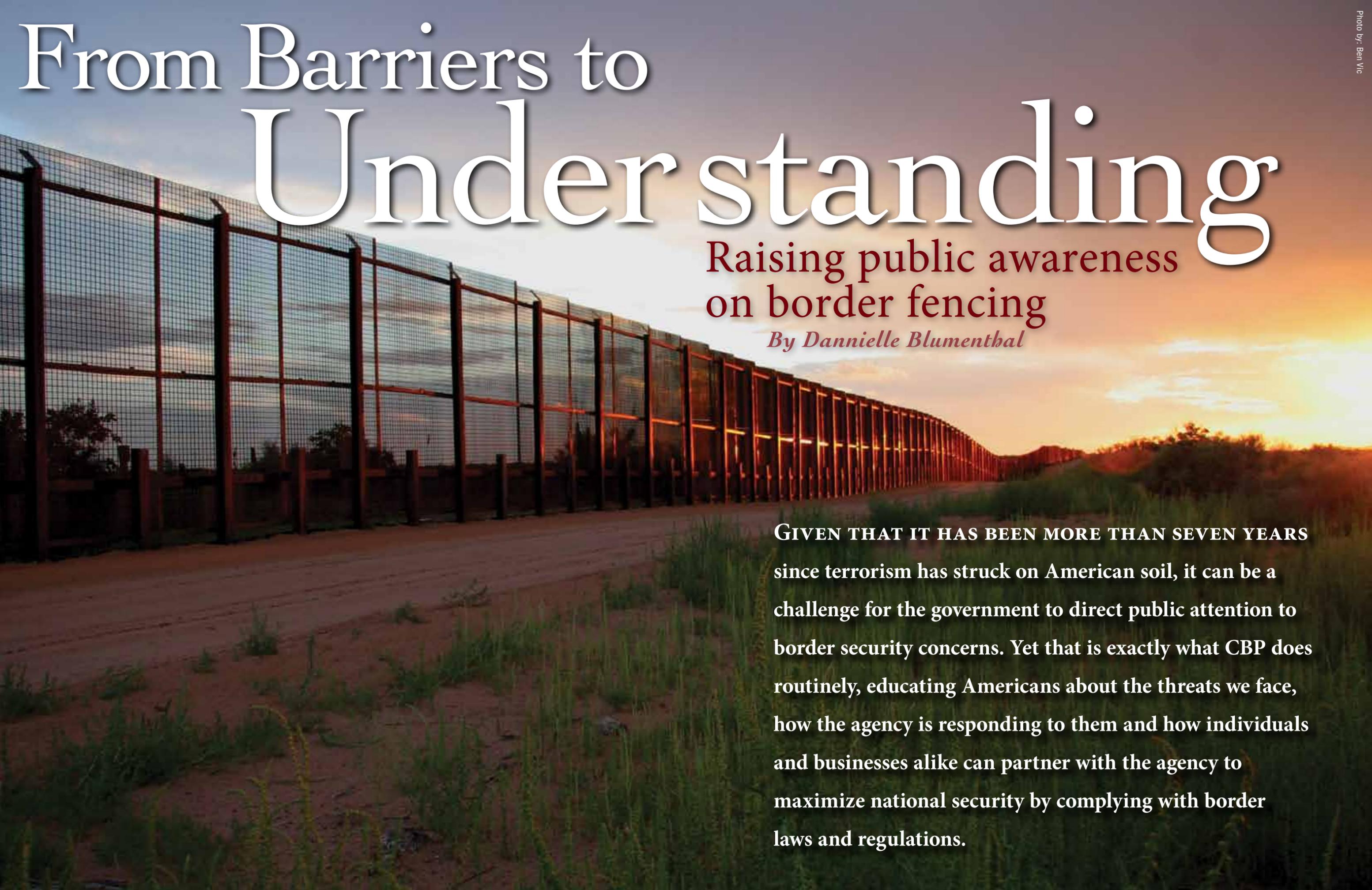
“It was a great experience where we were able to share best practices from all perspectives, and was a valuable step forward for CBP’s understanding of the wide array of global tools available for ensuring import safety,” Saucedo said. ■



★ Trade regulations ensure that products, such as the medication above, adhere to proper safety standards and do no harm to U.S. consumers.



★ CBP Field Operations agriculture specialists examine contents of passengers luggage for pests or diseases.

A long border fence stretching across a field at sunset. The fence is made of metal mesh and runs parallel to a dirt path. The sky is a mix of orange, yellow, and blue, with the sun low on the horizon. The foreground has some green grass and a dirt path.

From Barriers to Understanding

Raising public awareness
on border fencing

By Dannielle Blumenthal

GIVEN THAT IT HAS BEEN MORE THAN SEVEN YEARS since terrorism has struck on American soil, it can be a challenge for the government to direct public attention to border security concerns. Yet that is exactly what CBP does routinely, educating Americans about the threats we face, how the agency is responding to them and how individuals and businesses alike can partner with the agency to maximize national security by complying with border laws and regulations.



★ Border fence and barriers, such as this Normandy vehicle fence, help reduce illegal crossings.

“When completed at the end of the year, they will serve both [the] functions of **border security** and **flood control**. It’s a great example of where we are able to dovetail what we need with what the **community needs**.”

—Department of Homeland Security (DHS) Secretary Michael Chertoff

AS ONE OF MANY SUCH INITIATIVES, CBP has made a concerted effort to reach out to local border communities and other interested parties about the need for physical barriers along our nation’s perimeter, a border security method funded by Congress and designed to reduce illegal crossing. (The Border Patrol has contacted almost 600 different landowners and conducted over 200 meetings and briefings regarding the fence project.)

The results so far have been mixed. Some interest groups, including landowners and environmentalists, have argued before the media and the courts against parts of the 670 miles of physical fence, the pedestrian and vehicle barriers that are being built along the southern border. This opposition has manifested even though the Border Patrol has been relying on border fencing for nearly two decades.

On a broader level, an Associated Press-Ipsos poll of 1,000 adults nationwide conducted in March 2008 found that the public at large is evenly divided (49 percent for, 48 percent against, 3 percent unsure)

about whether fence building is a good idea. Several similar polls conducted in 2006 and 2007 yielded comparable results, with the exception of one that leaned heavily against the fencing concept.

At a series of public meetings held in southern border areas and by monitoring the media and informal feedback, CBP has listened to and learned much about the concerns of the public about the fence, and has sought to correct any misperceptions by the public. For example, the barrier has been called “racist” and “a message of hostility” that could ultimately hurt the United States’ economy by damaging trade relations with Mexico. However, the reality is that the barrier is not a coast-to-coast wall but rather a physical fence interspersed with natural barriers such as mountains. It does not interfere with legal commerce. In areas where no physical fence is being installed, surveillance cameras and seismic and infrared surveillance devices will play the part of the fence, alerting Border Patrol agents when someone tries to cross illegally.

Further, the agency is using other infrastructure-based deterrents such as patrol roads, lighting and vehicle barriers -- and hiring thousands of new frontline personnel for an integrated border security solution.

Other general objections to the fences include the notion that they are too expensive, that illegal border crossers will find another way to get around them and that they will interfere with trade. But from CBP’s perspective, this attitude amounts to defeatism. To a Border Patrol agent in the field, barriers are a critical aid to border security. Not only do they deter would-be crossers, causing them either to stay in Mexico or to turn back once they see the barrier, but they also provide an advantage to the finite number of field personnel who are faced with the daunting task of spotting and stopping numerous people from crossing illegally each day. These barriers buy agents the critical time needed to respond to illegal entries and make an apprehension prior to



★ Border Patrol agents regularly drive the fence line looking for people crossing the U.S./Mexico border illegally and for crossers in need of medical help.

the entrant’s escape, particularly in populated areas.

For environmentalists, the issue is primarily that the physical barrier may run through wildlife habitats and national parks, to them an unacceptable sacrifice. (Indeed, a number of laws have been waived to enable construction of the fence.) In response, CBP makes the case that such environmental concerns are offset by barrier design. For example, much of the fencing has “critter holes” built into it to facilitate the cross-border migration of a variety of wildlife. Where additional risks have been identified, they are being mitigated in cooperation with other federal agencies, such as the Department of the Interior’s U.S. Fish and Wildlife Service.

Landowners also have a variety of complaints about the physical barrier, the most notable that it will cut them off from sources of irrigation water, run through historic lands

and leave them stranded on the “Mexican side” of the border fence. CBP has addressed all of these concerns. For example, landowners worried about property access have been consulted on construction details such as access for farm equipment, gates and locking mechanisms. Where religious or historical concerns exist, fencing is not being built. Instead the agency is using “floating fence,” which consist of jersey barriers that lie on the ground with fencing built onto them. Where fencing divides property, the situation is being examined on a case-by-case basis.

Overall, CBP is doing everything it can to work with affected areas to minimize any impact from the fence, as long as border security is not at risk. For example, the agency is integrating the fence into levees along the Rio Grande in Hidalgo County, Texas, thus eliminating the need for a section of fence that could have stranded dozens of homes.

“When completed, these new levee barriers will serve both [the] functions of border security and flood control,” Department of Homeland Security (DHS) Secretary Michael Chertoff states. “It’s a great example of where we have been able to dovetail what we need with what the community needs.”

At the end of the day, the decision about whether to build border fencing is not in the hands of CBP alone. Rather, the project was congressionally mandated to DHS, which subsequently entrusted it to CBP, which in turn asked the Office of Border Patrol to spearhead the effort. Agency personnel are doing everything they can to ensure that the fence, together with extensive technology and infrastructure improvements and increased personnel, will indeed reduce the number of illegal aliens coming across the border and deter potential terrorists as well. ■

“UNRIVALED”

By Dannielle Blumenthal
and Elysa Cross

Part two of a two-part series

Additional thoughts from the deputy commissioner on CBP's future

Part 2 of Frontline's interview with Deputy Commissioner Jayson P. Ahern, in which he reviews his most treasured accomplishments, describes some of the biggest challenges he's faced over the course of his career, and shares some thoughts on the future of the agency.

Photo by: James Tourtellotte

★ Deputy Commissioner Ahern speaks at a Mission Appreciation event held at the Port of Brooklyn for CBP's N.Y. employees



PROUDEST ACCOMPLISHMENT

Looking over his entire career, Ahern can list one accomplishment he is most proud of: attaining the deputy position in this organization, the most senior career position in the organization. “That was a very proud moment,” he says. “But I take a look back over each job I actually held over the last 31 years, knowing that I didn’t skip any boxes to get to this point. It was 10 moves, multiple positions, a lot of training, a lot of foreign assignments, a lot of time committed to the job and away from home that prepared me for the job.” He adds, “I would also be remiss if I didn’t mention the never-wavering support I have received from my wife and two sons over the years.”

BIGGEST CHALLENGES

Asked to describe some challenges he’s encountered and how he’s overcome them, Ahern says, “It’s always making sure that you never accept the status quo and you also try to push the organization and yourself appropriately forward without getting people or the organization to a breaking point.” That’s a fine balance that most leaders have to achieve, he says. “You need to be aggressive, you need to be assertive, you need to push people and challenge the practices that we have in place in the field, or the policies and programs that we have—you need to push to the point where it’s appropriate without having people turn and not respond to that kind of initiative.”

Ahern also says that today’s challenges “are not necessarily individual challenges unique to me or other people in senior positions.” Rather, “it’s finding that right balance of what we need to do to secure the homeland, facilitate legitimate travel and legitimate trade [and] balance people’s rights, and making at the same time the right decisions on security protocols and operational measures [and] the introduction of intelligence and information technology—these are balances we need to strike as we go forward.”

COMMISSIONER BASHAM MEMORIES

Ahern has many memories of current and former commissioners, most vividly of the current commissioner, W. Ralph Basham, because “the memories are living experiences every hour of every day, working together with a person like

Commissioner Basham. He is a seasoned leader, a well-balanced individual and just a great person. I admire him tremendously. The leadership he provides is such a steady hand for this organization.” He adds that “the people who work in this organization should feel very proud to have a person like Ralph Basham as their commissioner. He is passionate about the mission and is unwavering in his support for each and every person in this agency.”

WHAT IT TAKES TO LEAD

“Everyone should be their own style of leader,” says Ahern. “I wouldn’t necessarily say I’m one to emulate.” But he is a big fan of preparation, no matter what one’s style. “I knew many years ago that I aspired to go into the most senior-level position as I could in the organization,” he says, “and I felt that with years of preparation and years of experience, you can reach your personal goal. And my personal goal was to be exactly where I am, so I feel pleased to have achieved that.”

Ahern says that all leaders need to develop other leaders, “to give the same opportunities to people that are out there today.” In fact, he says, “we’re trying to do that with some of the selections for the senior positions we have in the organization today; they may go to people who are not quite ready, but we know they have the capability.” People afforded that benefit to him, and he believes it’s appropriate to provide that for others as well.

A MESSAGE TO THE PUBLIC AND TO EMPLOYEES

Ahern has several messages he would like to send, both to the public and to employees. “The public,” he says, “doesn’t have a good enough appreciation and understanding of what the mission of Customs and Border Protection is. And we need to make sure that the public gets an appreciation for the work that people in this organization do for this country every day.” Accordingly, he often mentions in his public presentations that no agency in the

“The public doesn’t have a good enough appreciation and understanding of what the mission of Customs and Border Protection is. And we need to make sure that the public gets an appreciation for the work that people in this organization do for this country every day.”



★ Deputy Commissioner Jayson Ahern signs a joint agreement with the government of the Netherlands to integrate Global Entry with the Dutch Privium program.

Photo by: Gerry Nino



★ Deputy Commissioner Ahern speaks on the importance of diversity at CBP’s 2008 African American History Month event.

Photo by: Gerry Nino

federal service, or in government or in the law enforcement community, has a greater responsibility for protecting the homeland than does Customs and Border Protection.

Internally, Ahern’s message to frontline personnel is that “they should have great appreciation for what they’ve accomplished, going through the most substantial reorganization in recent history and maintaining the level of professionalism they do. . . the contributions they [make] to the security of this country are just unrivaled by anybody else in government.”

THE FUTURE

Where does Ahern see CBP going in a few years and how will it get there? Although CBP needs to stay the course, says Ahern, at the same time “we can never go ahead and be comfortable with the strategy we have in place, that each one of the elements is as robust as they need to be.” CBP needs to make sure that it continues to enhance each element, make it more effective and continue to build upon the strategy. This means that

CBP should “not be schizophrenic, if you will, and change every time there’s a new piece of legislation or new mandate put upon us. We need to find ways to integrate that into our planning process.”

Ahern says that “one of the challenges is going to be, as we face the next year, with a change of administration, to find out what kind of direction a new administration is going to place upon us.” In response, he thinks it is key for CBP over the next year to continue to solidify its role as the border security agency of this country, and to make sure that it can deliver the strategy to the new administration, “so that they don’t have to think of one for us.” CBP needs to make sure that its strategy is in place, and he thinks it is, “and we’ll continue to refine it between now and January of 2009.”

Looking beyond that, he says, CBP “needs to continue to play a prevalent if not a larger role on the global front.” CBP has assets placed all around the world through its various programs, and needs to build on that as well. “When you take a look at it,” he

AHERN HONORED AS ‘EXEMPLARY GUARDIAN OF OUR COUNTRY’

Homeland Security Secretary Michael Chertoff in November honored CBP Deputy Commissioner Jayson P. Ahern with his highest employee honor, the Secretary’s Gold Medal Award.

Chertoff said that throughout his 32-year career, which started with an entry-level position with U.S. Customs, Ahern has been “a consummate professional and an exemplary guardian of our country.”

The award culminated Chertoff’s last employee recognition ceremony for the Department of Homeland Security, where 93 CBP employees were honored for innovation and excellence of service.

Deputy Commissioner Ahern has been “a respected colleague and close advisor to me and to Commissioner [W. Ralph] Basham, [and] he has been an integral part of the DHS leadership team since the department began” Chertoff said during the ceremony.

Chertoff commended Ahern for his long and successful career, citing his leadership role in forming the post-9/11 national security focus of CBP and its global anti-terrorism efforts.

says, “terror is global, commerce is global. Those two are inextricably linked, and we need to make sure we continue to start our strategies as deep in the global supply chain as we possibly can, with travel, trade, with intelligence, with information—that’s key for us as we go forward.” ■



Q&A

With Michael Kostelnik

“ANYTIME YOU HAVE AN OPPORTUNITY TO CREATE AN AIR FORCE AND a maritime organization and focus them toward a new mission in a time of unprecedented change where there really isn’t a playbook ...that’s a very rewarding endeavor.” —Michael Kostelnik, Assistant Commissioner of Air and Marine



Photo by: James Tourtelotte

“We’ve been going through an extraordinary time of change.”

Q. Is it accurate to say that Air and Marine’s operations seem quite different from the other entities of CBP?

A. We are actually more like the Air Force, the Army, the Navy and the Marines. These are large, operational, long-tenured entities in DOD [Department of Defense]. We do everything that they do—we have to procure new systems, we have to test and field them. We operate them on a wide variety of mission sets.

In some ways we’re more like the special forces activities of those entities. We fly mostly at night. We’re in these austere places around the border. We’re flying, looking with infrared and night vision goggles. We’re uniquely armed and the aircraft are uniquely modified.

We’re a unique entity that is fundamental in the war on terror overseas and fundamental in the war on terrorists as it plays out in the continental United States as well.

Q. What have been the great challenges integrating A&M within CBP?

A. If you look at the Air and Marine side, as an organization we are less than three years old. We’ve been going through an extraordinary time of change where we’ve had to merge

totally different cultures. One focused on narcotics. One focused primarily on immigration. Both of them are still doing elements of that but today they are focused on a new mission of anti-terrorism. We still do illicit immigration and we still do illicit narcotics as well as all of the other kinds of missions supporting other federal agencies.

This is a very broad mission. So here you’ve got a new organization doing a dramatically new mission forced together in a merger, and then over the last three years we’ve had to create from scratch this air and marine force. We had to define the organization, define the uniforms, establish all our branding from day one and all of the internal activities and policies—how we train and deploy and how we get prepared to deal with this emergent mission in terms of acquisition capabilities, the program management capabilities, budget, funding, vision, all of these things required by a new mission set for a new mission.

Q. How do you prepare for success in the air and marine environments into the future?

A. The future is unknown. We are slowly making this adjustment to change from a legacy of narcotics

interdiction and illegal immigration. Anti-terrorism is our primary mission. So you have to ask yourself if you are in the business of air and marine, what should we be doing to deal with that future. No one knows perfectly.

So at our beginning as part of our fundamental plan while we looked at what would be our vision for recapitalizing the existing fleet, as part of that vision we postured what we should be doing for the long term and I’ve acted accordingly. Two and a half years ago we had 16 A-model Black Hawks and my predecessors were considering at that time getting rid of those aircraft because they were costly, getting old. Well I think that probably would have been a good decision if narcotics and illegal immigration were our only issue, but as I looked forward, I would rather hypothesize worst case scenarios.

So we started a program this year to take the same 16 Black Hawks and upgrade those to the latest L-model Army configuration on the contract with the Army. So we will ensure that we will have a heavy-duty aircraft with gun mounts if needed that have combat armor to protect our agents in the field.

Plus, this last year with the Army contract, we bought three new Army M-model helicopters. This is the newest Army Black Hawk with everything on it including armor and we then plan to procure those aircraft in small

numbers each year to augment the fleet because this is a work horse and it can do all the missions, the legacy missions plus some future missions that a commercial aircraft can’t do.

Our biggest investment probably has been in the area of unmanned aircraft. We don’t necessarily need to have that to do the legacy missions. This aircraft does things that nothing that we have on our inventory, manned or unmanned, can do. She’ll fly for 35 hours un-refueled.

Q. You sound proud of the accomplishments to date.

A. Well, anytime you have an opportunity to create an air force and a maritime organization toward a new mission in a time of unprecedented change where there really isn’t a playbook, that’s a very rewarding endeavor. There is a lot of uncertainty that presents a lot of challenge. I’ve spent 32 years in the Air Force in a lot of challenging jobs. I’ve been around the U.S. Space Program in NASA, probably the highest risk enterprise on the face of the earth.

But, on the other side of challenge is opportunity and as important as all the things I’ve talked about, all the airplanes and boats and weapons, they’re all static things. Without the people to operate them they’re meaningless. ■

UNMANNED AIRCRAFT SHOWS ITS STRENGTH



Photo by: Gerry Nino

★ Air and Marine use the long-endurance, high-altitude Predator B series UAS stationed at Libby Army Airfield in Sierra Vista, Ariz. to assist the Border Patrol with border security.

This spring, CBP and the U.S. Coast Guard flew a maritime variation of the Predator B unmanned aircraft system (UAS) in the Gulf of Mexico and the Florida Straits. The flights demonstrated how the variant of the Predator B UAS, which is normally used over land, could be integrated with maritime operations.

The Predator B is an extraordinarily useful tool for CBP. Without needing the support that onboard pilots do, it has the flexibility and endurance to fly long surveillance missions—up to 30 hours each—while gathering intelligence and providing ground and water support for the agency's crewed air and marine assets. UASs such as the Predator B are also well-suited to flying in hostile environments where lives potentially are at risk.

"The capabilities of the Predator B aircraft we currently have deployed across the Southwest border are unmatched by any manned aircraft in the Air and Marine inventory. We fly more than 270 manned aircraft of 22 different types and there is not a single manned aircraft that has the sensor capability or flight endurance of the Predator B," says Assistant Commissioner Michael C. Kostelnik.

The maritime variant of the Predator B used in the demonstration was on loan from the U.S. Air Force. It was equipped with maritime surveillance radar and sensors that use electro-optical and infrared technology. This radar and sensor package provides the ability to detect and track vessels at night, when suspects are most likely to attempt to enter the United States.

To date, CBP Predator Bs have flown more than 1,500 flight hours and contributed to the seizure of more than 15,000 pounds of marijuana and the apprehension of more than 4,000 illegal aliens.

On the strength of these successes, CBP Air and Marine is moving the program forward, expanding UAS operations to the northern border with flights out of Grand Forks Air Force Base, North Dakota.

"Over the next several years, we will continue to grow our operational expertise, enhance mission oversight, train our own agent pilots and develop a maritime variant for coastal, Great Lakes and transit zone missions," says Kostelnik. ■

TAKING CARE OF BUSINESS

Office of International Trade marks second anniversary

To understand the scope of CBP's Office of International Trade (OT), simply go shopping anywhere in America: Over half the merchandise available here now comes from abroad. In 2007 that meant \$2 trillion worth of imports. OT is responsible for the CBP programs that ensure these imports are legal—while keeping legitimate trade flowing freely.

OT celebrated its second anniversary on October 1, 2008. Although its status as a unified CBP office is new, it oversees one of the oldest of federal responsibilities—collecting the proper customs revenue. Historically, these funds financed the creation and expansion of the United States.

INTEGRATING RESPONSIBILITIES

In the past, OT's responsibilities were administered by three separate offices in the agency. In the years immediately following the 9/11 attacks, when preventing another terrorist strike became paramount and anti-terrorism concerns prevailed, the focus had shifted toward security. The emphasis was on such things as "pushing out our borders" (companies were required to submit import data much sooner, as mandated by the Trade Act of 2002) and improved supply chain security through such programs as the Customs-Trade Partnership Against Terrorism (C-TPAT), a public-private partnership in which companies adopt security best practices in exchange for reduced inspections.

ACHIEVING BALANCE

Today, CBP is no less focused on anti-terrorism than it was in the past, but since taking office in June 2006, Commissioner W. Ralph Basham has emphasized the need to find the right balance between security and trade facilitation. Concerned that some people might overlook the second part of the dual CBP mission—"Securing our borders while facilitating legitimate trade and travel"—the Commissioner established OT shortly

after taking office, with Dan Baldwin as the assistant commissioner. Baldwin stated, "The creation of OT unifies trade policy within a single CBP office. Our goal is to ensure that the trade side of CBP's dual mission speaks with one strong voice."

WIDE-RANGING ROLE

OT's responsibilities include overseeing and streamlining commercial importing requirements; monitoring trade to ensure enforcement of our trade laws, regulations and international trade agreements nationwide without slowing legitimate trade; taking enforcement action to stop illegitimate trade practices; driving the modernization of CBP's trade processes; and partnering with the trade community and other government agencies to increase compliance while protecting the U.S. economy.

The office sets CBP trade policy internally and externally through CBP regulations directives, handbooks, administrative messages, and the intranet and Internet. OT also creates the CBP Trade Strategy, a national plan to accomplish the challenging trade mission as trade volume and complexity continue to escalate.

Further, as "business owner" for the trade process work addressed by the Automated Commercial Environment (ACE), the commercial trade processing system being developed by CBP to facilitate legitimate trade and strengthen border security, OT is responsible for prioritizing the development and rollout of the ACE trade functions. OT works very closely with the Office of Information Technology and the Trade Support Network (a CBP-created association comprising trade associations, importers, exporters, brokers, carriers and more) to modernize CBP's business processes and to harmonize the new ACE requirements.

Within OT, there are four key components: Regulations and Rulings; Regulatory Audit; Commercial Targeting

★ Imported trade products at a U.S. seaport.

and Enforcement; and Trade Policy and Programs. Given the technical complexity of trade issues, OT employs a wide variety of CBP professionals, ranging from attorneys, statisticians, analysts and regulatory auditors, to international trade specialists in headquarters and the field.

SETTING PRIORITIES

Given the volume of United States imports, attempting to verify the compliance of each transaction would truly be "mission impossible." Instead, the scrutiny imports receive is prioritized strategically according to the potential impact of noncompliance.

As Brenda Smith, OT's executive director for Trade Policy and Programs, explains, "We are organized around seven Priority Trade Issues (PTIs), which drive how we target and focus our trade resources. PTIs are at the core of our risk management approach to our mission. We constantly assess what may be at stake and how we can better enforce the trade laws of the United States."

The current PTIs, which are reviewed periodically, include intellectual property rights; antidumping and countervailing duties; textiles and wearing apparel; revenue; agriculture; penalties; and import safety.

A VISION OF SECURE PROSPERITY

OT is directly supporting CBP's mission, helping to lead the way to a more secure America now and in the future. As Assistant Commissioner Baldwin says, "In today's world we all benefit from legitimate global trade. Our vision for the Office of International Trade is to facilitate that through modern tools and business practices as well as strong partnerships. It is satisfying to know that our efforts directly affect the health, safety and the economy of the American people." ■

CONTAINER SECURITY PROGRAM CONTINUES FORWARD MOVEMENT



★ Containers that could pose a risk for terrorists are screened and inspected at foreign ports prior to being loaded onto ships destined for the United States.

After six years of expansion and growth, the Container Security Initiative (CSI) continues to secure and facilitate the movement of legitimate containerized maritime trade.

CSI ensures that all containers that could pose a potential risk for terrorism are identified and inspected at foreign ports before they are loaded onto a U.S.-bound vessel. CBP officers now operate 58 CSI ports in 32 countries and screen 86 percent of the maritime cargo destined for the United States for terrorists or terrorist weapons.

A UNIFIED TEAM

Since 2002, with countries that have signed a Declaration of Principles with CBP, CSI has fostered international cooperation with CBP officers, intelligence specialists and Immigration and Customs Enforcement agents all working collaboratively in foreign seaports. In a host nation's CSI port(s), these Department of Homeland Security (DHS) representatives work jointly with their foreign counterparts to identify high-risk containers that pose a potential risk for terrorism before the cargo is loaded on a vessel bound for the United States. Any high-risk containers are then further screened,

often with large-scale X-ray and gamma ray machines and radiation detection devices, to ensure that the evaluation is done rapidly without slowing down the movement of trade. (U.S. Immigration and Customs Enforcement agents work on enforcement cases generated by the program.)

Recently, CSI's cooperative efforts have led to seizures of narcotics, rifles and illegal immigrants and notification to other countries of cargo containing information related to possible terrorist activities. Dynamic CSI teams working side-by-side with host nation personnel were crucial to these operations. ■

NOT-so-weird science

Agency experts test commodities to ensure imports are legitimate, safe

Scientific investigation is among the lesser-known activities that CBP performs every day, and one area in which the agency's laboratory excels is the analysis of commodities for trade violations.

Just to give a few examples, CBP scientists may be asked by the agency's import specialists to test for the presence of beef, pork and chicken in imported foods suspected to be mislabeled and potentially hazardous to health. Or there may be a need for the identification of a species of imported fish to determine and enforce classification, anti-dumping and countervailing issues (in which the producer is being subsidized by a foreign government, giving the commodity an unfair price advantage). Such concerns have

led agency scientists to investigate the use of genetic methodology in country-of-origin issues to determine the geographic location of commodities such as crayfish, honey, pistachios and warm-water shrimp.

In addition to working with DNA, lab personnel have analyzed for proteins, most notably the identification of human growth hormone in submitted samples, work done with the assistance of a local university. Another project entailed the analyses of milk protein powders, which culminated in a publication in the *Journal of Agriculture and Food Chemistry*. Other food commodities that have been examined on the lab bench include pasta, vegetable dumplings and soup mixes. ■



Photo by: James Tourtellotte

★ CBP scientists analyze commodities for trade violations

BIRDS IN THE FAMILY

Frequently when field operations agriculture specialists inspect baggage or cargo, they meet with something unusual or unique. For example, CBP agriculture specialists at John F. Kennedy International Airport in New York were inspecting the checked baggage of three travelers from China when they found birds in the luggage. As a precautionary measure, the

agriculture specialists donned personal protective equipment to protect against any possible avian diseases before they removed 10 pet birds from the family's luggage (nine of the birds were alive). Although the birds did not appear to pose a health threat, they were turned over to the U.S. Department of Agriculture's Veterinary Services in Newburgh, N.Y. ■



Photo by: James Tourtellotte



QUICK THINKING, CPR SAVES LIVES

They were four victims of someone's disregard for life and the law. Without hesitation, Houston Intercontinental baggage control Supervisory CBP Officer Leticia Alcazar rushed over and started administering CPR to the apparently lifeless body of one of the victims. She quickly began to blow puffs of air into a little nose. To her great surprise and delight, the little face and mouth gasped for air and moved. Alcazar yelled out, "He moved—he's alive!" The "victims"

she was able to save were two of four turtles that had been left to die in a checked and lost bag for two long days.

The turtles were found when CBP officers and agriculture specialists at the Houston Intercontinental Airport were clearing luggage from various airline flights. While X-raying the baggage, the officers came across a particularly dense bag from Guatemala. During the inspection of the bag, CBP Officer Carol Salazar opened a plastic container and found four turtles,

two of which were dead. CBP Officers Carlos Malave and Robert Spooner, along with CBP Agriculture Specialists Ginger Herrell and Alexander Williams, assisted Alcazar in saving the two living turtles. Alcazar reflected back on the moment she saw the turtles and stated, "I felt that air was what they needed." The two turtles that did not withstand the trip in the container were kept as evidence for the U.S. Fish and Wildlife Service. (The turtles were inadmissible under the Lacey Act.) ■

BorderBusts

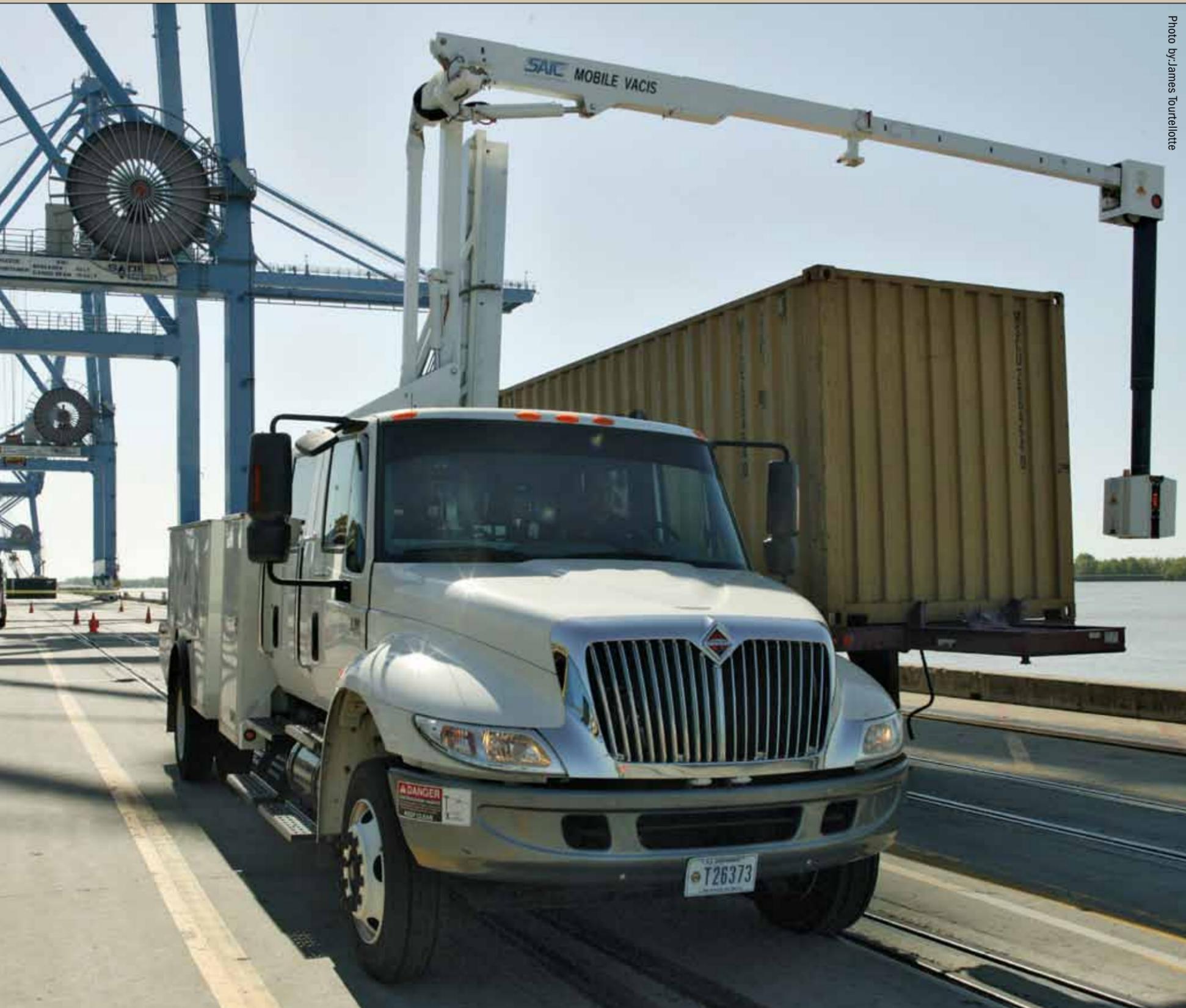


Photo by: James Tourtellotte

NOT LIQUOR, LIQUID

A 29-year-old passenger arriving at the Luis Muoz Marin International Airport in San Juan, Puerto Rico, from St. Lucia was detained when CBP officers found liquid cocaine concealed as liquor. During the secondary examination, the officers found three bottles of what seemed to be liquor among his belongings. When the content of one of the bottles was tested, it reacted positive for cocaine. A total of 2.7 liters of cocaine were seized and the passenger was arrested. “CBP officers are trained to pay attention to details during the inspection process,” says Area Port Director Maria Palmer. “In this case, our officers were able to determine that contraband was concealed in what seemed to be ordinary bottles of liquor.”



DRUGS ON THE SIDE

A U.S. citizen en route to Baltimore from Trinidad was arrested when CBP officers at Bush Intercontinental Airport in Houston found 4.8 kilos of cocaine hidden in the side frames of her suitcases. An X-ray of her luggage showed changes to the structure of the suitcases. When CBP officers physically examined them, they discovered the cocaine, with a street value of more than \$180,000. This traveler was turned over to the Houston Police Department on drug charges in connection with the find.



A TON IN TUCSON

Tucson Sector Border Patrol agents, working with a canine team, seized a tractor-trailer and arrested the driver after finding almost a ton of marijuana. It started when a naturalized U.S. citizen from El Salvador approached the inspection area of an Arizona checkpoint in a Freightliner XL tractor pulling a trailer. In the inspection area, a Border Patrol canine alerted to the possibility that humans or other contraband might be hidden within the trailer. The tractor and trailer were referred to the secondary inspection area for further investigation. When BP agents inspected the contents of the trailer, they discovered several bundles of marijuana covered in laundry soap and concealed among cardboard. The bundles weighed approximately 1,780 pounds and had an estimated value of \$712,000. The driver, marijuana and tractor-trailer were turned over to the U.S. Drug Enforcement Administration.



POT ON TV

Anti-terrorism operations at the Bridge of the Americas border crossing in El Paso, Texas, yielded an unexpected find when CBP officers intercepted 60 pounds of marijuana. The significance of the seizure wasn't the amount of marijuana seized but the concealment method used—a 36-inch television. It was discovered when a burgundy 1989 Toyota Camry arrived at the primary inspection lane, and the CBP officer at the booth became suspicious when the driver appeared nervous. A CBP drug detection dog named Chip alerted to a television and CBP officers discovered 61 bundles of marijuana hidden inside. The driver, a Mexican citizen, was arrested by Immigration and Customs Enforcement special agents for importation of a controlled substance.



You asked... CBP answers

Do I need a customs broker to clear my goods through CBP?

There is no legal requirement for you to hire a customs broker to clear your goods. However, many importers opt to do so for the convenience. Customs brokers are licensed by CBP to conduct CBP business on behalf of importers. They take the burden of filling out paperwork and obtaining a CBP bond off of the importer's hands.

Some importations—such as the importation of textile items for resale—can be particularly complex because of quota or other special requirements governing the importation of the product.

The importer is always ultimately responsible for knowing CBP requirements and for ensuring its importation complies with all federal rules and regulations, but using a customs broker can save you from making costly mistakes.

If you choose to file your own customs entry, please read our brochure,

“U.S. Import Requirements” (available at the CBP.gov Web site), for a brief overview of what is involved.

If your goods are being imported via an express courier, the courier automatically uses customs brokers to clear your goods on your behalf. If you have any concerns about their charges for this service, please contact the courier company directly. Customs brokers charge for their services, so you may want to contact a few to discuss rates.

A list of customs brokers can be found on the CBP.gov Web site under the Ports section by clicking on the port you intend to import through.

If I am traveling with monetary instruments, currency, checks, etc., do I have to pay duty?

CBP does not collect duty on currency. However, travelers leaving or entering the United States are required to report

monetary instruments (i.e., currency or checks) valued at \$10,000 or more on a “Report of International Transportation of Currency or Monetary Instruments,” which is known as FinCEN form 105. You can obtain the form in advance by downloading it from http://www.fincen.gov/fin105_cmir.pdf, or a CBP officer can give it to you upon your departure or return to the United States. Failure to declare currency in amounts equal to or greater than \$10,000 can result in its seizure. Information on the FinCEN 105 is provided to the Internal Revenue Service, which determines whether the importation of monies constitutes income subject to taxation. (The requirement to import currency on a FinCEN 105 does not apply to imports of gold bullion.) ■

EXPEDITED ENTRY PROGRAMS WORK



According to surveys conducted by the Canada Border Services Agency (CBSA), 96 percent of NEXUS users and 89 percent of Free and Secure Trade (FAST) users are satisfied overall with their trusted traveler programs. Both are joint initiatives between CBSA and CBP to facilitate quick and secure entry into Canada and the United States for low-risk travelers and commercial goods.

NEXUS members avoid wait times at border crossings by using dedicated lanes when driving or kiosks when flying, or by calling CBP officers in advance when

arriving by water. About 201,327 Canadians and Americans have a NEXUS card, which is accepted as an alternative to a passport for American citizens. NEXUS members who participated in the survey reported saving an average of 30 minutes at land crossings.

Similar to the NEXUS program, the FAST program provides dedicated lanes and expedited clearance to truckers at the U.S./Canada and U.S./Mexico border. Currently, FAST has about 93,841 members. FAST members reported saving an average of 27 minutes when entering the United States and 18 minutes when entering Canada. ■

Entry form goes online

Visa Waiver Program travelers apply for authorization online



Entering the United States is becoming a simpler, more straightforward process with the introduction of a new, online registration system for Visa Waiver Program (VWP) travelers to fill out before embarking on their travels.

The system, known as the Department of Homeland Security's Electronic System for Travel Authorization (ESTA), is essentially the traditional I-94W form in a Web-based format. It becomes a requirement for all VWP travelers on 12 January 2009.

For now, travelers will still need to fill out the paper form on the plane or ship as well, but that requirement will eventually be phased out.

The primary benefit of this system for travelers is the opportunity to find out early on if there are any issues that would result in their being denied entry. They can then address those issues with the U.S. consulate in advance of travel. This is far less stressful and potentially less costly than waiting to get to the United States to find out that there is a problem. (Of course, the U.S. Customs and Border Protection officer will always make a final decision about admissibility once the traveler actually gets to the country.)

The new system helps travelers in a variety of ways. By filling out the form electronically, they don't have to count on officers being able to read their

handwriting accurately, don't have to worry about the form getting lost, and don't have to remember to pull it out of their passport and return it upon leaving the States (that last part has caused many people problems when they've tried to re-enter). Perhaps most important, they can enjoy the peace of mind that comes from knowing the other passengers on their plane or ship have been prescreened for security risks as well.

CBP is not putting its form online entirely for customer service reasons, of course—the agency is fulfilling the requirements of a United States law, aimed at reducing security risks, passed after the attacks of 9/11. And the Customs form 6059B is still paper-based. But the entry process automation is a sign of improvement and follows the best practices standard set by Australia with their “ETA” system.

The new automated system is free to use, at least for now, and it is easy to fill out as well. All travelers have to do is go to the secure Web site and answer the questions in English. If not approved instantly, they can check back in 72 hours, or contact the United States consulate if travel authorization is completely denied.

Once permission is received, travelers can forget about filling out the online form for another two years, unless their passport expires earlier. Optional is to go into the system before any follow-up trip

To get authorized to visit the United States.

1. Go to <https://esta.cbp.dhs.gov>.
2. Answer the questions in English, or have a trustworthy third party complete it.
3. Check the information that has been entered to make sure it is accurate. Provide or update the travel information requested. If not all the details are available yet, the system can be updated later.
4. Receive a determination right away. If the answer is yes, be sure to retain the approval number. If notified that the application is “pending,” check back in 72 hours. If denied, contact United States consulate for assistance.

to the United States during the two-year period, to update it with new arrival and first night's stay data—lessening any discrepancies that can lead to additional questioning upon entering the country.

Travelers who want to know if they are eligible to visit the U.S. can start using the system right away; it began accepting voluntary applications on August 1, 2008 and is available in 16 languages. ■

REQUIREMENT effective November 17, 2008

New Expansion VWP Countries*

Czech Republic
Estonia
Hungary
Latvia
Lithuania
Slovakia
South Korea

REQUIREMENT effective January 12, 2009

Established VWP Countries*

Andorra	France	Luxembourg	Singapore
Australia	Germany	Monaco	Slovenia
Austria	Iceland	The Netherlands	Spain
Belgium	Ireland	New Zealand	Sweden
Brunei	Italy	Norway	Switzerland
Denmark	Japan	Portugal	United Kingdom
Finland	Liechtenstein	San Marino	

★ ★ ★ UNITED STATES Requirement for Visa Waiver Program Travelers ★ ★ ★

Don't Delay



Get your **ESTA** today



Apply online at <https://esta.cbp.dhs.gov>

Go online at www.cbp.gov/esta to learn more about travel requirements to the U.S.

An ESTA travel authorization is required for Visa Waiver Program travelers to board an air or sea carrier to the United States.

ESTA, an Internet system for advance authorization to travel to the United States under the Visa Waiver Program (VWP) is available in multiple languages, and is **free, fast and easy**.

<http://esta.cbp.dhs.gov> is the official U.S. government Web site for ESTA travel authorization

READY FOR ANYTHING

Federal agencies join for disaster preparedness exercise

A terrorist attack swoops down on the Pacific Northwest, while at the same time a Category 4 hurricane makes landfall on the mid-Atlantic coast. The combined threat requires an immediate response aimed at keeping the federal, state and local governments operational in the Washington, D.C., metropolitan area.

Fortunately, this scenario never happened. But it was very real—at least for a couple of days in May—for CBP headquarters participants in the business continuity portion of the National Level Exercise 2-08/Eagle Horizon Exercise sponsored by the Federal Emergency Management Agency and the U.S. Northern Command.

In response to federal continuity guidelines, the exercise successfully tested CBP participants' resiliency in all areas of business continuity of operations (COOP), including activation and relocation procedures, alternate site capabilities and devolution and reconstitution of operations. Commissioner W. Ralph Basham, Deputy Commissioner Jayson Ahern and all the



★ CBP field operations officers and Border Patrol agents work together to bring aid to victims of disasters

assistant commissioners, supported by numerous CBP personnel, were highly engaged in the exercise, gathering at one site to participate.

Veronica M. Glass, CBP's COOP program manager, oversees all aspects of the

agency's business continuity readiness. She says, "I believe the exercise showed that the true resiliency of any organization depends more on the people than on technology. Although technology is crucial in support of the mission, the people are behind it and must make sure that it is delivered accurately and completely." For example, says Glass, communication is people-driven, and accurate communication during an emergency is critical, starting from the initial internal alert notification message and continuing all the way through to providing key updates to the public. Or take training: If key personnel aren't trained to assume command in a crisis, all the advanced systems in the world won't help.

Overall, according to Glass, the key takeaway from the exercise was that business continuity requires a shift in thinking "from viewing emergencies as a one-time potential situation to seeing business continuity built into the daily functionality of the mission," requiring all executives and employees to handle events as they unfold and to remain in a state of preparedness. ■

Driving inland smugglers *OUT*

Once smugglers make it over the border and into the United States, many of them think they're home free. But enforcement operations such as Uniforce are challenging that perception. Initiated in January 2008 and conducted for a period of two weeks in Jackson, Miss., Uniforce brought together the Border Patrol and other federal, state and local law enforcement personnel for the purpose of catching alien smugglers who had successfully traveled nearly 1,000 miles inland from the southern border.

This year's Operation Uniforce was no "flash in the pan" operation. One of an ongoing series under the Uniforce name, it was conducted with several predetermined goals. Some of these goals are disrupting and dismantling smuggling organizations by identifying smuggling routes into the interior,

apprehending smugglers that may otherwise go undetected and gathering intelligence.

Uniforce operations allow Border Patrol agents the opportunity to "connect the dots" between the smuggler's point of origin and destination points in the interior of the United States. Smuggled aliens are interviewed via teleconference by agents from their entry locations so that the agents can pinpoint their exact entry location. This helps the Border Patrol better deploy assets in areas where they are most needed, thereby directly supporting the National Border Patrol Strategy while applying a layered defense or a "defense in depth" posture.

In this operation, 404 illegal aliens were apprehended, including two aliens from special interest countries in the Middle East and one homicide suspect. One kilogram of cocaine worth almost \$80,000, as well as

\$7,052 in United States currency, was seized.

New Orleans Sector Chief Patrol Agent Manuel Padilla Jr. says, "Uniforce promotes and accelerates the unification of the Department of Homeland Security as an organization and establishes a foundation for ongoing interagency coordination."

Partners in Operation Uniforce include the U.S. Border Patrol, CBP Office of Air and Marine, Immigration and Customs Enforcement, Federal Bureau of Investigation, Mississippi Highway Patrol, Mississippi Police Department, Mississippi Department of Transportation, Rankin County Sheriff's Office, Madison County Sheriff's Office, Hines County Sheriff's Office and the Gulf Coast High Intensity Drug Trafficking Area task force. This multiagency partnership has representatives from local, state and federal agencies. ■



Shoes play starring role

CBP, ICE and charity team up

and Customs Enforcement (ICE) to donate 10,000 pairs of seized counterfeit shoes to Samaritan's Feet—a nonprofit charity that donates shoes to impoverished people worldwide—after receiving permission from the trademark holder to donate rather than destroy them.

Shoes are urgently needed by the poor, says Samaritan's Feet. In a factsheet available on its Web site, the organization asserts that “more than 50 percent of the world's children's population would never be able to afford a pair of shoes,” and “ringworm and other infectious and deadly diseases are a natural way of life for children due to shoelessness.”

Most of us don't think about our shoes every day, but those who don't have them, face potentially severe health risks ranging from disease to death. So CBP was pleased to partner with U.S. Immigration

The seizure was the result of the combined efforts of CBP, which enforces intellectual property rights (IPR) laws at the border, and ICE, which investigates criminal activity.

In fiscal year 2007, CBP made more than 13,600 IPR seizures worth approximately \$197 million in domestic value, exceeding the value of last year's by 27 percent. According to a CBP news release published on January 29, 2008, the top commodity seized was footwear, with a domestic value of \$77.7 million, which accounted for 40 percent of the entire value of goods seized. The agency continues to rack up footwear seizures, with two notable recent major interceptions: one with a value of \$22 million on May 9, and another worth \$1 million on May 27. ■

HELPING

Holland America give back

CBP makes donation program a reality

Residents of Washington State who could use a helping hand are now getting one. They are the beneficiaries of a pilot program, “Ship to Shelter,” that facilitates the donation by Holland America Cruise Line of valuable reusable goods to shelters and homeless programs from ships sailing out of the city.

CBP played a critical role in launching the program, helping the foreign-flagged cruise line understand what it could and could not donate under the Jones Act. The somewhat complex law prohibits non-U.S. ships from moving goods from port to port in the United States, as Holland America does, unless the goods are laden outside the country or are placed onboard the ship

within the United States for the care and comfort of passengers.

The program represents a partnership between Holland America, the Port of Seattle, Cruise Terminals of America, nonprofit hunger relief agency Northwest Harvest and CBP. Donated items such as toiletries, towels, linens, dishes, cookware, silverware, televisions and mattresses from the ships are distributed to shelters and homeless programs throughout Washington state.

Holland America's president and chief executive officer, the aptly named Stein Kruse, thanked CBP Assistant Port Director for Trade Jerry Malmo for helping “cut through the bureaucratic red tape” to make this valuable program possible. In response, Malmo stated, “Sometimes the laws we

enforce can be confusing. We are committed to supporting everyone who wants information about how to comply.”

Port of Seattle officials are excited about the program and want to see it grow. “We hope to apply this program to other cruise ships in our port and extend it to our port partners across the country,” says Tay Yoshitani, chief executive officer, Port of Seattle.

Northwest Harvest Executive Director Shelley Rotondo adds, “There is an incredible need for basic toiletry items in the homeless community, especially in our women's shelters. We often take the availability of these items on a daily basis for granted. The Ship to Shelter program will help fulfill this need for many.” ■

Canine Capers

In Spokane, training “goes to the dogs”

In July 2005, Spokane Sector Chief Border Patrol Agent approached Border Patrol Agent Brent Smith with a simple request: “Make our canine unit the best in the Border Patrol.”

And as the Spokane Sector canine coordinator, that's what Smith did. He expanded the program, ensuring that all of the Spokane Sector canine teams were trained in human “track and trail.” On December 9, 2007, Smith was selected as the first sector supervisory canine coordinator in the Border Patrol. Here, he describes the canine program in Spokane.

What changes has the Spokane Sector Canine Unit experienced recently?

Over the past few months, we have expanded from 14 canine teams to 20 canine teams, which are assigned to all seven primary stations throughout the sector.

Your unit has been very busy and very effective in the past eight months. What are some of the more notable cases you've been involved in?

From October through January, the canine unit assisted in seizures totaling almost \$13 million, including the largest Ecstasy seizure in Border Patrol history. We were also involved in locating a lost hunter along the border; apprehending three



★ Spokane Sector Canine and his handler inspect an aircraft near Colville, Washington.

narcotics and concealed humans. They use the hunt and air scent drives to locate mostly stationary people or narcotics. In “track and trail,” the dog is trained to alert to and follow odors that are left by a person when he or she moves through an area. The canine is conditioned to recognize the combined and inconsistent odors that a person emits and creates.

How often does the unit train to stay proficient?

Handlers currently undergo eight hours of detection maintenance training every two weeks and eight hours of track-and-trail maintenance training monthly.

You mentioned that you have offered training to other sectors.

In September we held a canine track-and-trail class in Spokane with handlers and detection instructors attending from the Del Rio and San Diego sectors. Once detection instructors become certified in track and trail, they can conduct these courses when they return to their sector. Del Rio has already held two track-and-trail courses for its handlers, using what its instructors learned while attending our course. Swanton, El Centro, Blaine and Tucson sectors have also expressed interest in sending handlers or detection instructors to our future courses.

Koreans after they attempted to flee; and tracking down weapons and other evidence of two armed suspects who had fired at deputies and were on the run.

Your unit set a new standard in the Border Patrol with the unique capability of human “track and trail.” Can you explain exactly how this ability sets your canines apart from the rest of the Border Patrol canines?

All Border Patrol detection canines are certified in the detection of

KEEP it moving

CBP's new trade processing system, the Automated Commercial Environment (ACE), is a big hit with importers, customs brokers and cargo carriers.

For Lorne McIntosh, corporate manager of customs compliance for Canadian carrier company Quik X Group, the compliance with ACE e-manifest requirements has provided a better understanding of CBP rules and regulations. It is now easier for the Quik X Group to comply with U.S. laws that require advance submission of a truck manifest, and the feature has also lowered the amount of time the company's trucks spend at the border. McIntosh says that the investment Quik X Group made preparing for e-manifests, prior to the CBP mandatory policy, has resulted in reduced border delays and fewer penalties for noncompliance.

The ACE feature enables account holders to better comply with CBP standards as well as their internal company policies. Eric Dalby, a global trade specialist for the apparel importer Kellwood Company, says that ACE reports make it easier to monitor internal company trade regulations compliance and

avoid potential CBP penalties. Dalby uses the ACE Secure Data Portal reporting feature to run reports that enable him to conduct in-house audits and ensure conformity with CBP standards. In addition, he uses the ACE portal discrepancy reports to look for internal errors and determine if multiple errors are associated with a single customs broker, an importer-of-record number or a port of entry.

Customs Broker Cindy Allen, vice president of corporate international customs and director of compliance for Argents Air Express, Ltd., uses reports and other ACE features to ensure high compliance ratings for her clients by comparing CBP transactional data with the data in Argents' internal systems. The company is then able to immediately investigate any discrepancies between its data and what CBP has on file. Early detection can resolve potential issues before they negatively impact a client's compliance rating.

ACE is an important tool that members of the trade community and CBP account managers can use together, according to panel member Cynthia Whittenburg, CBP national account manager. Whittenburg



encourages her clients to sign up for ACE access because an ACE account provides them with immediate insight into account activity. With ACE, Whittenburg says she can immediately see a company's organizational structure, which helps to determine if low compliance ratings are associated with one aspect of an account.

Prior to ACE, access to CBP transactional data was delayed because of the time it took to manually compile information on behalf of the account holder. Now, account holders can log into the Web-based ACE portal, view CBP data and easily evaluate compliance with trade laws. ACE allows account holders and CBP account managers to monitor account activity and work together to ensure the highest rate of compliance. ■



SUPPORTING SAFE SKIES

The grass was not the only green thing at the 17th annual Cargo Network Services (CNS) Partnership Conference this year, held at the PGA National Resort in West Palm Beach, Fla. CNS, an International Air Transport Association (IATA) company that serves the interests of the U.S. air cargo industry, made this year's conference carbon-neutral, in support of IATA's zero-emissions initiative.

At the conference, Commissioner W. Ralph Basham spoke to more than 400 air cargo industry representatives about another key issue on the minds of the industry and CBP: supply chain security. The air cargo industry is charged to implement a 9/11

bill mandate to screen 100 percent of cargo traveling on passenger planes. Underscoring that partnership is key to facing our ongoing challenges, Basham said. "I am proud of what we have accomplished together, and I readily acknowledge that our strategy would not have been possible without our good partners in the government, in the private sector and overseas, and without the dedicated and hardworking men and women of CBP"

Basham also praised IATA's e-Freight initiative, which aims to increase automation within the industry, saying that "improved automation by trade partners only improves the quality and timeliness of the information that we need to do our jobs." ■



PACKING A PUNCH

With pest-infested wood packaging materials a continuing presence at U.S. ports of entry, CBP is reminding importers to avoid potential losses by making sure that the material used to transport their shipments is treated and marked in compliance with International Standard for Phytosanitary Measures No. 15 (ISPM 15) before it leaves the country of origin.

Aside from the risk that wood pests pose to the nation's agricultural system, the potential loss of time and money to importers who don't comply is significant, warns the agency, as CBP may reject shipments that are infested or accompanied by uncertified wood packaging. If importers try to send the shipment back to the

point of origin for proper treatment and certification, reshipment can take months. Alternatively, if the importer attempts to export the infested shipment to another country, it may be rejected, as many other nations share CBP's import standards in this area. Finally, if the importer abandons the shipment altogether, financial penalties result. All of these scenarios can lead to factory shutdowns, late production penalties and loss of business.

In addition, says CBP, importers must be careful to avoid fraudulent wood packaging material certifiers, who may stamp the wood as treated without actually making sure that the pests inside have been eradicated. Importers are responsible for the state of the wood regardless of whether its certification is false. ■



NEW Trade Initiatives Announced

Annual symposium highlights strategy, ISA pilot



Photo by: James Fourtelotte

The Office of International Trade (OT) released a new trade strategy for the first time publicly to the trade community during the recent 2008 CBP annual Trade Symposium in Washington, D.C.

The strategy outlines CBP's strategic five-year vision for its trade programs to facilitate trade and ensure compliance with trade laws.

CBP and the Consumer Product Safety Commission (CPSC) also announced the expansion of the CBP Importer Self-Assessment (ISA) program to include a product safety component for the first time. J.C. Penney is the first importer to be accepted into the product safety pilot program.

The general sessions emphasized CBP's work to secure global trade in the post 9-11 environment.

This year's conference participants had the opportunity to hear from CBP program managers as well as our private sector partners in breakout sessions focused on importer self-assessment, intellectual property rights, importer security filing, the new trade strategy, the President's import safety working group, TSA's 100 percent air cargo screening and certified

cargo screening program, prevention of agriculture related remedial actions, C-TPAT security best practices and lessons learned, and upcoming ACE changes.

J.C. PENNEY TAKES THE LEAD

J.C. Penney is the first company to be accepted into the Importer Self Assessment – Product Safety (ISA-PS) pilot. ISA-PS is a voluntary program requiring importers to maintain a high level of product safety compliance.

In addition to the benefits offered to ISA members, importers will receive multiple benefits ranging from front of the line testing, reduction of testing, access to CPSC training and more.

To participate in the ISA-PS pilot a company must:

- Be an active member in the ISA program and comply with all ISA requirements.
- Comply with all applicable CBP and CPSC laws and regulations.
- Request an application via email to: isa@dhs.gov mailbox.
- Demonstrate controls for managing and monitoring product safety

compliance through a completed questionnaire package, and domestic and foreign site visits.

- Submit an ISA-S Memorandum of Understanding and Questionnaire, approved by CBP and CPSC. ■

TRADE STRATEGY FY 2009 – 2013

Strategic Vision

"A multilayered risk management approach to ensure legitimate trade is facilitated across U.S. borders."

Goals

- Facilitate legitimate trade and ensure compliance
- Enforce trade laws and collect accurate revenue
- Advance national and economic security
- Intensify modernization of CBP's trade processes

Living between Worlds

How one employee's Senegalese roots reach up to support the mission

When a team from CBP's Office of International Affairs and Trade Relations arrived in Dakar, Senegal, recently to present a targeting and risk management course to local customs officials, it was a homecoming for one of the instructors, Hachim Ndiaye.

Ndiaye, a CBP officer and the son of a Senegalese diplomat, lived in Dakar as a young boy. His widowed mother currently lives in Dakar, so Ndiaye, in addition to participating in the training, brought his colleagues home to meet her and other family members.

Ndiaye's homecoming is symbolic of the link between CBP's mission of securing our borders and International Affairs' international portfolio, which calls for working with strategic partners to secure their borders while facilitating legitimate trade and travel. CBP's international work would not be as effective without the skills and perspective of trainers like Ndiaye.

In addition to the United States, Germany and Senegal, Ndiaye has lived in Lebanon, the Congo and Brazil. He speaks Spanish and Portuguese as well as French, English and Senegal's two languages, Wolof and Pulaar.

After attending college in Brazil, Ndiaye returned to the United States in 1990, became a legal permanent resident and served in the U.S. Army for three years. Then he became a U.S. citizen and joined then-U.S. Customs as an inspector

at Laredo, Texas, in 1999. From Laredo he was transferred to John F. Kennedy International Airport in New York, and then to Washington, D.C.

Since joining International Affairs two years ago, Ndiaye has been conducting

diplomacy, and Ndiaye's presence on a training team can eliminate the need for translation. "Often a lot gets lost in translation and if you have the ability to understand the native language without translation, it makes a huge difference," he says.

Through International Affairs, CBP's global reach is extensive. CBP stations permanent



customs and law enforcement training through the International Law Enforcement Academies located in Europe, Asia and Africa. When International Affairs began conducting capacity-building training in Senegal, he was detailed to participate because of his language skills and Senegalese heritage.

But his skills help International Affairs in many places besides Senegal. Ndiaye has also represented CBP as an advisor in Senegal; Morocco; Le Havre, France; Mozambique; Guatemala; and El Salvador.

Language is important in training as well as in

representatives in key countries where CBP's interests warrant and sends teams of trainers all over the world—including to Iraq, where the Defense Department has enlisted CBP in helping the Iraqi government build a professional border patrol capability.

In Senegal, the CBP team is offering capacity-building training. This modernization effort is directly tied to the World Customs Organization, whose members are committed to adopting uniform standards for handling international shipments. Countries with ample resources, like the United States, help countries

without sufficient resources, such as Senegal, modernize their customs capability in order to increase the security of all shipping worldwide.

The targeting and risk management course offered by Ndiaye and others in Senegal focuses on training customs officials in methods that can be used to identify potentially risky shippers and cargo so that shipments can be examined carefully before they leave port.

The theory behind capacity building—as well as International Affairs' other international efforts—is that the United States will be safer if countries around the world adopt up-to-date procedures for examining cargo and passengers that move across international borders.

"CBP's mission is very proactive," says Ndiaye. It is also practical. A professional customs capability will enable countries to collect those revenues that are associated with border crossing. "Without security, they cannot collect revenue."

It also can't hurt to have a native speaker involved, someone who knows the culture. "I can adjust to other cultures more easily than someone who never lived outside the United States," Ndiaye says.

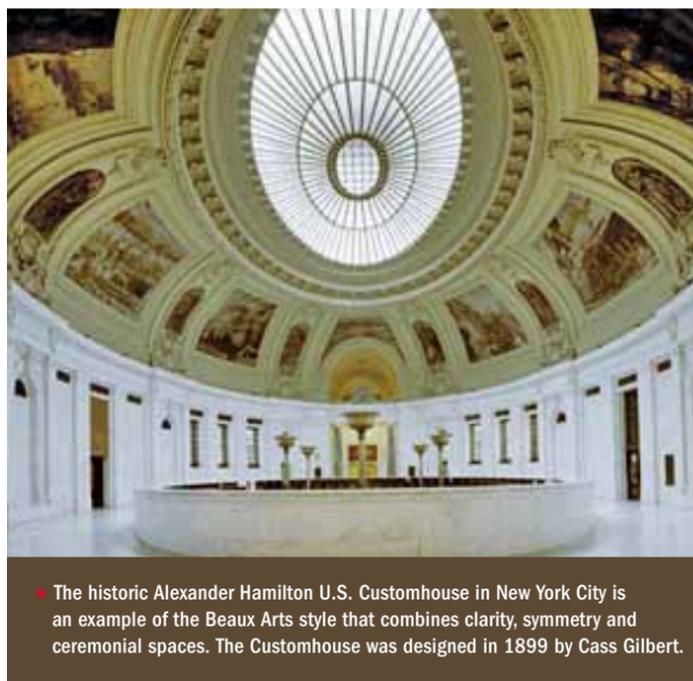
He is also something of a celebrity in Senegal. In a meeting in Washington, D.C., the current budget minister personally singled out Ndiaye, who remembers that "he was very proud to meet me. I consider myself privileged to be a part of CBP and an American." ■

TAKING the prize

Governmental coordination agency recognizes CBP

Did you know that nearly 90 percent of all federal employees work outside the nation's capital? Well, it's true. And coordinating the efforts of these employees is a national priority. So in 1961, a presidential directive established regional Federal Executive Boards (FEBs) just for this purpose. Five decades later, in May of this year, CBP employees in New York were honored by their area FEB for their efforts, which were frequently carried out on an interagency basis. The Alien Smuggling Interdiction Unit at John F. Kennedy (JFK) International Airport, including CBP Officers Jose Jarama, Trajuanna Kerns,

Stephen Teveloff and Frank Umowski; Public Affairs Officer Janet Rapaport; U.S. Customs retiree Robert Fischler, was honored, along with the General Services Administration and the Smithsonian, for their historical efforts on behalf of the New York Customhouse; Joanne Calastro, a CBP team leader at JFK Airport, was honored for her efforts targeting passengers who may be attempting to smuggle narcotics into the United States; and CBP Deputy Chief Peter DiRocco, a member of the FBI-led Operation Shining Light, was congratulated for an investigation of individuals based in Guyana and New York plotting a terrorist attack on JFK Airport. ■



■ The historic Alexander Hamilton U.S. Customhouse in New York City is an example of the Beaux Arts style that combines clarity, symmetry and ceremonial spaces. The Customhouse was designed in 1899 by Cass Gilbert.

Heart to Heart

Agency leaders travel cross-country to thank employees for their daily efforts

Employee satisfaction is a top priority for CBP Commissioner W. Ralph Basham and Deputy Commissioner Jayson P. Ahern, so when they learned that the results of the 2006 Federal Human Capital Survey were less than optimal, they wasted no time in responding. Their journey ultimately took them across the nation for a "Mission Appreciation Campaign" tour, to personally thank myriad CBP personnel for their commitment to service and unwavering dedication.

"I welcome the opportunity to come to the field and see the frontline in action, because it recharges my batteries, and I always come away with a renewed appreciation for the dedication and professionalism that our employees bring to our mission," says Basham.

Employees, for their part, appreciated the opportunity to interact directly with CBP leaders. "I truly enjoyed this

ceremony," says Gayle Bowman, manager of the Equal Employment Opportunity office at the Federal Law Enforcement Training Center. "We were privileged to ask the commissioner spontaneous questions, which he answered directly and without pretense. He was genuinely warm and welcoming to the concerns that were presented to him."

The campaign offered a prime opportunity for the various CBP components to convene. For example, Deputy Commissioner Ahern spoke in Long Beach, Calif., before representatives of Field Operations, Border Patrol, Air and Marine, Laboratory and Scientific Services, Internal Affairs, Chief Counsel, Information and Technology and International Trade. "I'm here to thank you and let you know that your expertise and daily contributions, regardless of the position you hold, are valued and appreciated," he said. ■

FIVE YEARS AND GOING

"It is our responsibility to make sure that the CBP employees out there recognize the importance, the criticality of what they are doing, and that they remain focused on that mission, protecting this country against all threats, and as the secretary has said many times, keeping bad people and bad things out. That is the challenge, not to let down our guard, not to turn our back."

CBP Commissioner W. Ralph Basham, in a joint address with Department of Homeland Security Secretary Michael Chertoff, on the occasion of CBP's fifth anniversary

OUTSTANDING ACTIONS

Commissioner recognizes top performers



As CBP celebrates its five-year anniversary, Commissioner W. Ralph Basham stressed in an award ceremony this spring how far the agency has come since its inception and the many achievements that have been made with the help of dedicated and hard-working employees. "We've done more in five years than even we thought

possible," he said, "and what an amazing five years it has been."

Among the awardees was Border Patrol Agent Tony Miranda, who received the Meritorious Service Award for Valor for entering a burning building to help rescue occupants. Also recognized was CBP Agriculture Specialist Linda Holse, who received the Top Blue Eagle Award for intercepting infested mangoes from Haiti on two separate occasions, preventing potentially devastating effects to U.S. agriculture.

One of the law enforcement officer awards this year was presented to CBP Officers Oliver P. Tavizon, Rafael G. Garcia and Michael M. Munguia for their successful Operation No Return, a two-month surveillance of a human smuggling operation that concluded with the capture of six alien smugglers and four material witnesses. ■

Computerworld kudos

This June, the Department of Homeland Security and CBP received the prestigious Computerworld Magazine Honors Program's 21st Century Achievement Award for continuing development of the Automated Commercial Environment (ACE), the new commercial trade processing system that enhances border security and expedites legitimate trade.

Computerworld's Honors Program recognizes the world's foremost information technology companies and organizations, whose information technology initiatives promote positive social, economic and educational change.

CBP currently processes trucks at the nation's 99 land border ports and receives nearly 100 percent of all commercial truck

manifests electronically via ACE. Electronic manifests expedite truck processing at the border while enabling CBP officers to prescreen trucks and shipments and dedicate more time to inspecting suspicious cargo without delaying the border crossings of legitimate carriers.

In addition, more than 350 employees from other federal agencies (including the Food and Drug Administration, the Food Safety Inspection Service and the Consumer Product Safety Commission) can view international trade data through ACE to prevent harmful, counterfeit and unauthorized products from reaching U.S. consumers. ■

The Border Patrol's historic secret

In an area where glaciers shape much of the rugged terrain, a remote cabin built by Border Patrol agents more than 60 years ago still sits in the Wolverine Basin in northwest Montana.

In 1944, Border Patrol Inspectors Frank Combs, Walter Carpenter, Charlie Sutherland and Orval, Roy, Lloyd and Dale West (four brothers) built the cabin to serve as a midway shelter for Border Patrol inspectors patrolling on horseback the 143 miles between Roosville, Mont., and Waterton Park, Alberta, Canada.

According to Lloyd West, it took more than a month to construct the cabin. Logs were cut from areas next to the building site and skidded in by horses; other materials were acquired throughout the region and also packed in by horse.

Initially, the cabin was fully furnished and always stocked with the necessities. The men had installed, among other things, two stoves, a sink, cupboards, dishes, utensils, a table, crosscut saws, axes, gas lanterns, first-aid kits and plenty of food. The finishing touch was a sign on the outside of the door that read "Property of the U.S. Treasury Department, U.S. Border Patrol."

With the invention of the car and new technology, the Border Patrol stopped patrolling the area on horseback and therefore no longer stopped at the Wolverine Cabin. Combs paid the special-use fees until he died, then the property reverted back to the control of the U.S. Forest Service.

Even though the Border Patrol had stopped using the cabin, anyone and everyone traveling through the area was allowed to occupy the space. It became a custom for guests to chop a supply of wood, clean up, make repairs and leave any nonperishable food before departing. For years, the cabin remained in excellent condition as hikers, hunters, outfitters and other travelers would stop in for a night or two, enjoy the wilderness and prepare it for the next group, not knowing who or when that might be.



More time passed and rules and regulations about occupying the area changed and became more stringent; no one seemed to care what happened to the cabin and it began deteriorating. Some members of local communities tried to maintain it, but it seemed as though the history and uniqueness of the cabin was being lost along the way.

Then in 1994, a snowmobile trail crew headed to Wolverine Cabin to replace the shutters, and a complete reconstruction of the cabin ensued. The crew and some members of the community replaced the roof and floor, removing pounds of garbage and debris, and turned it back into what it was meant for—a place of shelter and warmth for people who need it.

Wolverine Cabin is now eligible to be placed on the National Register of Historic Places. In August 2005, the Forest Service reconstructed Wolverine Cabin under the direction of employees skilled in the preservation of historic structures.

Today, the cabin is open year-round to anyone—free of rent—and is a popular

destination for hikers and snowmobilers. To this day, no roads lead to the cabin; it is accessible only by snowmobile, by foot or, of course, on horseback. ■

Editor's note: This article is excerpted from "Wolverine Cabin" (2005), an article by U.S. Forest Service Archaeologist Nancy Anderson.

RAJARSE

es cosa de

HOMBRES.

Antes de cruzar pa'l otro lado recuerda:
De valientes y machotes están llenos los panteones.

CBP
Outreach
Campaign

NO MAS CRUCES
EN LA FRONTERA

MAKES CROSSING THE BORDER HOME FROM THAT SKI TRIP,
feel like the bunny slope.



You'd never tackle fresh powder without the right equipment, so why do it when you cross the border back home? Now, thanks to the Western Hemisphere Travel Initiative, the process of crossing back into the U.S. from Canada, Mexico, and the Caribbean, by land and sea, will soon be easier. The June 1, 2009 deadline for the new document requirements is quickly approaching, so make sure you get your documents in time. Acquiring the right document will streamline the process and help secure our borders. To learn more, visit www.GetYouHome.gov.



U.S. Customs and
Border Protection

www.GetYouHome.gov

Let's Get You Home.

