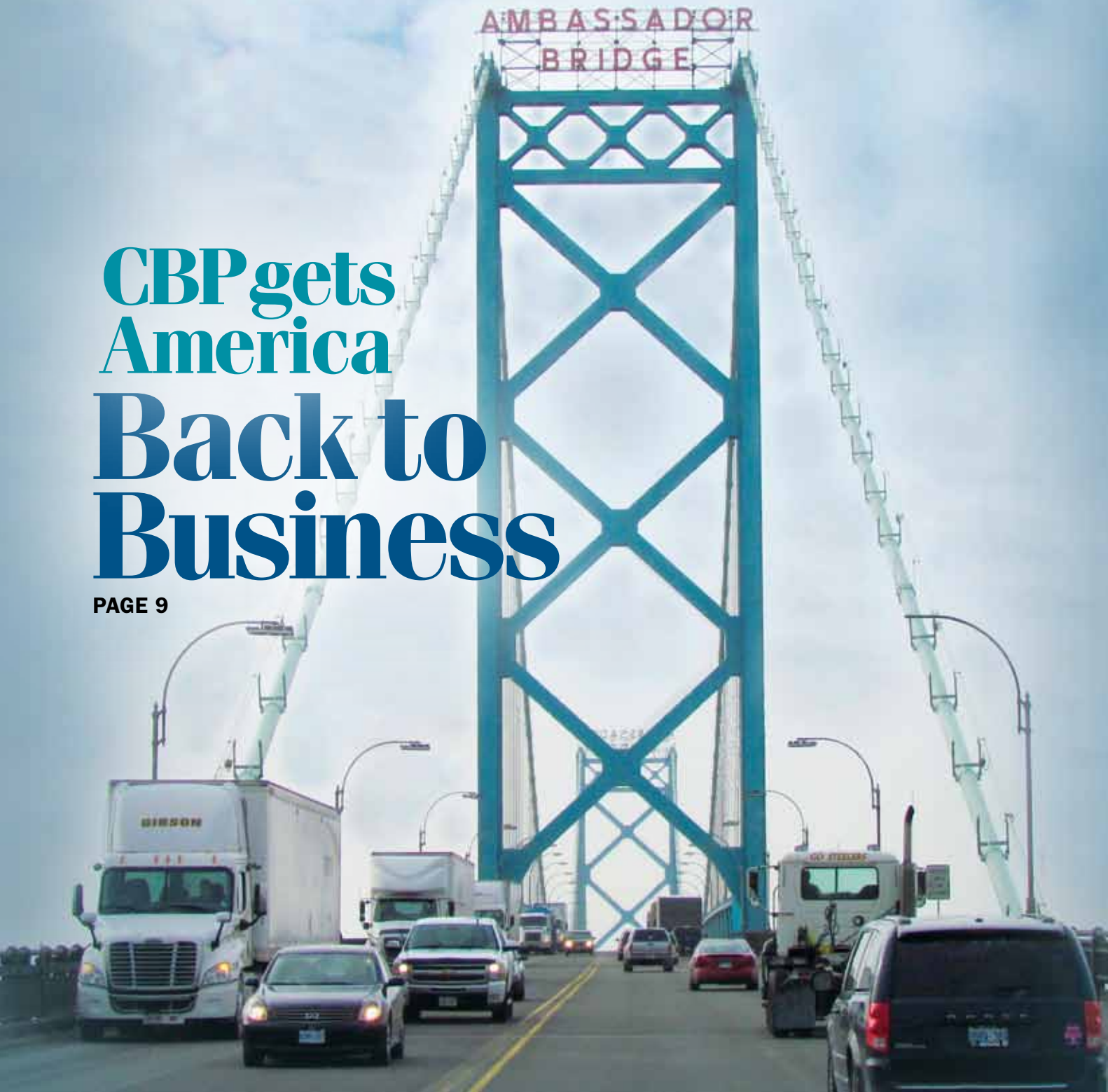


# Frontline

U.S. Customs and Border Protection ★ Vol 6, Issue 1

## CBP gets America Back to Business

PAGE 9



Vol 6, Issue 1

# CONTENTS

## ★ COVER STORY

9

### Business Unusual

When Mother Nature strikes or other major events disrupt normal border operations, CBP's business recovery program keeps traffic flowing and protects the U.S. economy.



## ★ FEATURES

18

### Riding Shotgun in the Arizona Skies

Specially trained Border Patrol agents and CBP officers accompany Air and Marine pilots as supplemental air crew members.



22

### Transformation at Land Border Ports of Entry

CBP's land border ports of entry now benefit from improved technologies and resource optimization.



## ★ DEPARTMENTS

2

CBP In Photos

4

Around the Agency

28

In Focus

34

CBP In The Spotlight

36

CBP History

40

Border Busts

42

Resources

## ★ ON THE COVER

The Ambassador Bridge, connecting Detroit with Windsor, Canada, is North America's busiest commercial international border crossing. During fiscal year 2012, an average of \$136 million of cargo crossed the bridge into the U.S. each day or \$5.7 million of cargo each hour.

Cover photo by Lisa Przybyla

# CELEBRATING THE CAREER OF DAVID V. AGUILAR





# ACTING COMMISSIONER RETIRES AFTER 34 YEARS OF DISTINGUISHED SERVICE



photo by Donna Burton



## Frontline

VOL 6, ISSUE 1

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# Faster, Better, Cheaper

## CBP now posting seizure and forfeiture notices online

**C**ustoms and Border Protection is posting seizure and forfeiture notices online thanks to a new rule that went into effect Jan. 29. The agency said the online postings give the public quicker access to those notices and reduce government costs.

When CBP seizes certain property in violation of law valued at \$500,000 or less, it may forego judicial involvement and proceed administratively. Before property is forfeited, CBP must notify any interested parties and offer them the opportunity to contest the forfeiture.

New forfeiture notices are posted online every Friday morning. CBP publishes notices based on appraised value. For property appraised at more than \$5,000, CBP is required to publish administrative seizure and forfeiture notices for 30 consecutive days on [www.forfeiture.gov](http://www.forfeiture.gov). CBP also must post a notice for 30 consecutive days at the customhouse or sector office near any seizure locations for property appraised at \$5,000 or less and the notice will also appear on [www.forfeiture.gov](http://www.forfeiture.gov).

The change resulted after Paul Behe, a supervisory CBP paralegal specialist based in Cleveland, came up with the idea, which was selected as a finalist for President Barack Obama's 2010 Securing Americans Value and Efficiency Award.

Behe had suggested advertising property seized by CBP—such as counterfeit watches and purses—online instead of in newspapers. This major initiative was led by the Office of Field Operations coordinated with the Office of International Trade and the Office of Information and Technology to modify regulations and the Seized Asset and Case Tracking System, send legal notices and notify the public via newspapers, mailings and postings at the ports of entry and sector offices.

Internet forfeiture postings are listed for 30 days instead of the 21 days formerly



photo by James Tourtelotte

★ Advertising confiscated counterfeit wristwatches online instead of in newspapers will save CBP millions in newspaper advertising dollars.

required for print. Online publishing also saves advertising costs for the federal government and the American taxpayer.

The forfeiture website is administered by the Department of Justice. The site lists pending notices of civil and criminal forfeiture actions in various district courts and federal government agencies.

So far in 2013, counterfeit goods top CBP's list of forfeited items. Coming in second is prohibited items, then vehicles, general merchandise and currency. Prohibited items include dangerous toys, cars that don't meet U.S. safety standards and illegal medications.

"Prohibited items are destroyed by CBP. Usually, we don't give anything back," said Martha Ligus, chief for CBP's Oversight and Uniformity Branch of the Fines, Penalties and Forfeitures Division. "Some of the prohibited items we keep for training purposes. Items within the general merchandise category, such as tennis shoes and the like, are donated to



★ Currency, counterfeit goods and dangerous toys are commonly forfeited items.

*'Prohibited items  
are destroyed by CBP.  
Usually, we don't  
give anything back.'*

—Martha Ligus, CBP Fines,  
Penalties and Forfeitures Division

private charities and elsewhere if such donations are given permission by the intellectual property rights owners. We do sell cars to the general public at auctions or we destroy them depending on the condition of the vehicle." ■

—Jim Burns



# Cashing the Check

**W**ith a penchant for numbers and a keen focus on the bottom line, the Office of Strategic Integration helps U.S. Customs and Border Protection move toward a new organizational model to improve and integrate operations, reduce costs and promote culture change.

Former CBP Deputy Commissioner David V. Aguilar articulated the need for cost savings and improved efficiency when he introduced CBP's Office of Strategic Integration in January 2011 as CBP faced reduced budgets for the first time.

"Doing more with less has long been the mantra of federal agencies facing budgetary challenges," said Office of Strategic Integration Acting Executive Director Charles "Pat" Keith. "But given the size and complexity of our vital homeland security mission, CBP cannot truly weather budgetary shortfalls without an innovative approach to some of our most basic and essential business processes."

Doing things the way they've always been done is a strong force in any organization. CBP's current and forecasted budget reductions have brought a new reality that is working against organizational inertia. CBP's offices of Program Development, Policy and Planning, Administration and others address our budget issues by creating new processes, insights and synergy for CBP. The Office of Strategic Integration, or OSI, is capitalizing on those efforts.

## Strategic Integration 101

Mission support is rich with integration possibilities. Hundreds of mission support personnel throughout CBP perform work that is absolutely essential to CBP's success. OSI found that, in a given location, the mission support tasks of the offices of Field Operations, Border Patrol and Air and Marine are very similar, yet often the offices do not effectively coordinate with



★ The Office of Strategic Integration helps CBP build toward a new organizational model to improve and integrate operations, reduce costs and promote culture change.

each other. If mission support personnel and processes from multiple offices in one geographic location can integrate their work, noteworthy results will follow.

OSI's first responsibility is to guide the integration of mission support work. Integration coordinates mission support tasks and processes across organizational lines to reduce work duplication and eliminate barriers to communications, cooperation and entrepreneurship. More importantly, mission support integration focuses on creating value by enabling frontline organizations to do their jobs better. To create that value, frontline and mission support personnel have to work together. In doing so, mission support moves from being a service provider to a business partner with an increased focus on mission success.

OSI approaches every project using an integration methodology that adheres to industry best practices and capitalizes on CBP's diverse expertise. OSI schedules an aggressive step-by-step plan for each project

in a project charter, which defines project outcomes first. Certain deliverables, such as service agreements and performance metrics, are always included. Keith describes his hallmark goal as "cashing the check," which means showing senior leaders real, quantifiable results through integration.

"These are real dollars that can be redirected toward the frontline mission," said Keith.

Integration results can include: reducing or eliminating work duplication; a more precisely defined set of roles and responsibilities across organizational lines; a flatter organization; greater emphasis on mission-support careers and better career progression; agreed-upon quality standards for mission-support products and services; and a significant increase in the value that mission support brings to the CBP mission. A partnership between mission support and frontline organizations also allows frontline personnel to focus more on their mission, which results in greater frontline capacity without increasing operating costs.

## Proof-of-concept project

CBP Acting Commissioner Thomas S. Winkowski recently approved a proof-of-concept integration project for the Miami area. This project studies how frontline offices deploy their mission-support personnel and designs a way to provide varied integrated mission support products and services across organizational lines. Field Operations, CBP's largest organization in the Miami area, will shepherd the project to completion.

"I am very impressed by two things," said Miami Director of Field Operations Vernon Foret. "First, OSI came to the table with a comprehensive integration

methodology that is complete and ready to go, yet it can be tailored to Miami's unique needs and circumstances. Second, OSI was laser focused on not just understanding our mission support needs, but delivering a complete solution for integrating mission support work across CBP's frontline offices and showing a return investment in terms of improved processes and decreased overall costs. This project is also going to help shape the structure of CBP in the future for more efficient operations, so we're excited to be part of such an important initiative."

Another important benefit to mission support integration: Better geographic

integration reduces the need to pull law enforcement personnel from law enforcement work to perform mission support duties. This increases CBP's frontline capacity and overall homeland security footprint.

Customers, major stakeholders and union partners are closely involved in analyzing and designing integrative solutions.

OSI is an important asset for CBP's senior leadership as the agency quickly evolves to meet its new budgetary reality. ■

—John Wigton

# CBP Employees Aid in Hurricane Sandy Recovery

**W**hen Hurricane Sandy slammed into America's most populated region, the world watched as neighborhoods, towns and cities were torn apart.

The catastrophic storm left New York and New Jersey battered, but the reaction of CBP employees was calm and measured – they knew they had a huge challenge in front

of them and they lined up to face it.

CBP's first priority was accounting for local employees and restoring operations at affected New York and New Jersey ports.

Across the organization, some employees felt a call to do something more. More than 30 CBP personnel deployed with the Department of Homeland Security Surge Capacity Force, or SCF, into the heart of the

destruction. The SCF, created by the Post-Katrina Emergency Management Reform Act, includes employees from agencies throughout DHS who are able and willing to take time away from their jobs to assist the Federal Emergency Management Agency, or FEMA, in disaster areas. Volunteers deployed to New York and New Jersey in November 2012, within a week of Hurricane Sandy's landfall.

photo by Josh Denmark

★ Management and Program Analyst Jackie Bettis from CBP's Office of Information and Technology looks out over Coney Island, N.Y. Volunteers were given FEMA jackets to help survivors identify them when out in the community.



CBP employees had many different motivations to volunteer for SCF. Training Planner and Scheduling Analyst Vanessa Bressler of CBP's Office of Information and Technology was inspired to join because she simply wanted to help people. "At home I am an avid volunteer, being an EMT-B. I've spent nine years in a firehouse and have always enjoyed the positive impact that you can have on someone's life," said Bressler.

Volunteers signed up in advance of Hurricane Sandy and completed online training courses. When the call to deploy came, they attended a two-day course at the National Emergency Training Center in Emmitsburg, Md. Then, the real work began.

News reports had given volunteers an idea of the destruction, but most were still stunned by its scope. "The area was completely devastated. No power; most didn't have water or heat; piles of sand 10 feet tall that had been plowed like snow. I had never seen anything like it," said Financial Program Specialist Kirsten Anderson of CBP's Office of Administration.

Leann Martin, special assistant to the chief of the Border Patrol Academy, traveled from New Mexico to New York to volunteer with SCF. "There was a large vessel that had been washed ashore on a main roadway and was just sitting there. It was truly a sight to see," said Martin, who is accustomed to the sights and sounds of the desert.

Because of limited hotel space, volunteers stayed in the U.S.T. S. Kennedy, a Massachusetts Maritime Academy ship docked in Staten Island, N.Y. There were more than 700 people on the ship in cramped quarters. Onboard the T.S. Kennedy, volunteers slept in bunks stacked three high. The only means of privacy was a small blue curtain.

Kirk W. Hunt, a CBP contracting specialist, grew to love the ship and its eccentricities. "I became fond of the watertight doors, steep stairways and long hallways. The crew made every effort to 'comfort the comforters' by feeding us well and keeping living arrangements secure," said Hunt.

The ship's crew members were not the only ones looking out for the volunteers. CBP colleagues from home also provided

support for their deployed teammates. "I will never forget the tremendous level of support I received from CBP at all levels throughout the organization," said Environmental Protection Specialist Joseph Zidron from the Office of Administration. "Given the stress of the experience, the CBP family stepped up. My supervisor even offered to drive five hours from D.C. to New York in case I needed additional supplies. It was an honor to represent CBP during this experience."

Volunteers were given FEMA jackets to help survivors identify them when out in the community.

Many of the CBP volunteers were assigned to community relations teams. Their role included going door-to-door to provide assistance and gathering information on who needed help. Information Systems Security Officer Joe Nelson from the Office of Information and Technology said that they received a variety of reactions from survivors.

"A lot of the time, they just wanted someone to talk to or to hear their complaints. Neighbors were always looking out for each other. We went to houses where they just wanted to make sure we checked on an elderly couple because they were worried about their safety," said Nelson.

Canvassing neighborhoods included checking on small businesses and schools. Management and Program Analyst Jackie Bettis from the Office of Information and Technology encountered an employee at a school who was distraught because her duplex had flooded. Because the woman didn't own the duplex, she didn't know how to get FEMA assistance. "People are paralyzed because everything is so overwhelming," said Bettis. "Sometimes they just need that push. We were able to give her information on what FEMA could do and what she could do herself. After talking to her I thought, 'This is why I did this.' She made it all worthwhile."



★ Because of limited hotel space, volunteers stayed in cramped berthings aboard the U.S.T.S. Kennedy.

Occupational Safety and Health Manager Ben Carrillo from the Office of Human Resources Management used his knowledge of baseball to connect with one frustrated woman filling out FEMA paperwork.

"She explained that it was too difficult to understand. I noticed she had New York Yankees memorabilia around, so I asked her if she liked baseball. She replied, 'Yes, what does that have to do with it?' I said, 'If you understand the game you know that a batter has three strikes before they call him out, right?' She said 'Yes.' I said, 'Well ... you haven't allowed me to bat until I strike out!' She began to laugh, allowed me to help, and gave me a hug," recalled Carrillo.

Volunteers agreed that despite exhaustion, the experience was valuable. "The surge deployment was the most physically and emotionally challenging experience I have ever had," said Boltson. "When the next 'Sandy' happens, I will volunteer again with the knowledge that one person can make a difference and it is worth the effort."

Hunt will always remember his experience as an SCF volunteer and said, "There were some tough moments to be sure, but I remember the many faces that started to smile, not because I wrote them a check, but because I was able to show them a little care and concern. Is that not what being a public servant is all about?" ■



# WHAT GOOD IS A TIMECARD, WHEN HIS FREEDOM CLOCKED OUT LONG AGO?



Often lured by promises of steady work and a better life, victims are robbed of their freedom, and forced to work in factories, farms, restaurants and small businesses – for little or no money. This is human trafficking, and it's a heinous crime. The Department of Homeland Security's *Blue Campaign* was created to give a unified voice to DHS agencies and their dedicated partners who combat human trafficking. Learn what you can do to help at [dhs.gov/bluecampaign](https://dhs.gov/bluecampaign).



# Business Unusual

*How CBP's business recovery plans protect the U.S. economy*

BY MARCY MASON

Last October, nearly a week before Hurricane Sandy violently struck America's eastern shores, U.S. Customs and Border Protection reached out to the trade community. The agency realized that the storm could disrupt the flow of people and goods at U.S. ports and the effects could be devastating. ►►



“A million people a day arrive in the U.S. through our ports of entry,” said Chris Maston, the executive director of CBP’s field operations. “These people and the goods that arrive at our borders in terms of trade are critical to our economy. We can be economic engines at our ports of entry or we can choke off the flow of goods and people entering the country and be an economic detriment.”

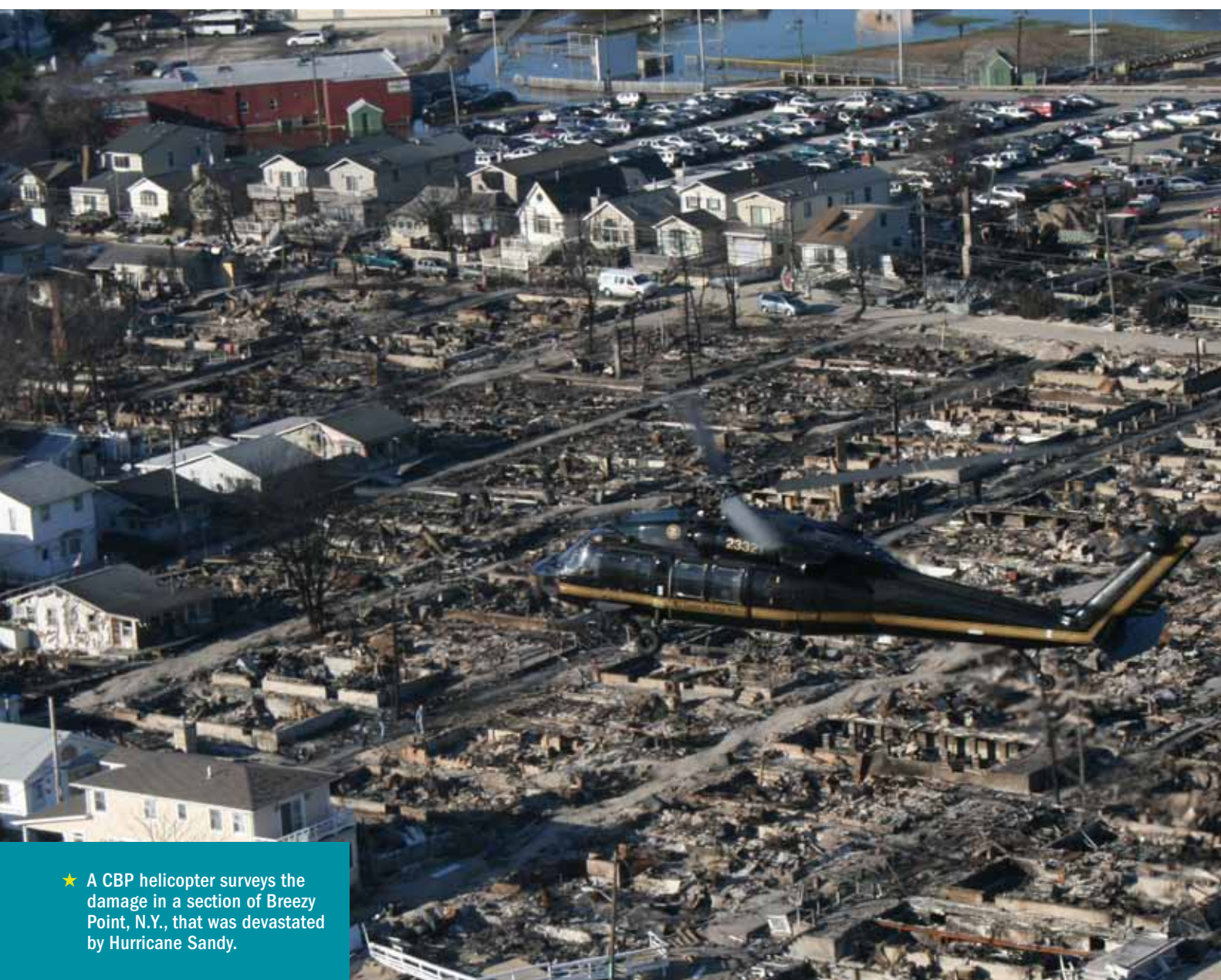
To minimize the storm’s negative impact, CBP sought input from the trade community to formulate a plan. If it became necessary to divert goods from the port of New York/ New Jersey, where forecasts

predicted the storm would hit the hardest, CBP wanted to know at which ports the shippers, brokers and importers preferred to land. The agency knew that these decisions, which industry determines based on financial reasons, could impact the nation’s economic competitiveness.

“We wanted to provide as many options as possible for the trade to consider without creating any kind of bureaucratic nightmare,” said Dan Baldwin, CBP’s executive director of cargo and conveyance security, who suggested that the agency waive the additional paperwork and fees

that would ordinarily be required with a port change. “We understand that the trade needs to get their goods to market. They need to help with the economic stability of the country. The last thing the U.S. needs in a time of crisis is a bureaucratic process that impedes the situation.”

The members of the trade community were highly receptive. “CBP approached us with a spirit of collaboration and basically said, ‘Here are some ideas that we have. Does this sound like a good idea or a bad one?’ And then, they listened and they realized that in some cases it was a great idea and in others it



★ A CBP helicopter surveys the damage in a section of Breezy Point, N.Y., that was devastated by Hurricane Sandy.



***‘We wanted to provide as many options as possible for the trade to consider without creating any kind of bureaucratic nightmare. We understand that the trade needs to get their goods to market. They need to help with the economic stability of the country.’***

—Dan Baldwin, CBP executive director of cargo and conveyance security



photo by Stephen Rudden

wasn't," said Bill Ferguson, the vice president of security services for NYK Line North America Inc., one of the world's largest ocean carrier firms. "It was great that CBP thought enough to have a collaborative ad hoc emergency team come together to work on the issue and openly discuss the pros and cons. I don't recall that ever happening before."

But keeping the U.S. ports open and running smoothly is a serious concern for CBP. After the terrorist attacks on Sept. 11, 2001, security at the borders was so tight, the economic repercussions were crippling for the nation. As a consequence, CBP instituted a business recovery program to minimize economic harm to the U.S. from incidents or events that disrupt normal border operations for an extended period of time.

### **Long delays**

In the days that followed Sept. 11, traffic at the borders came to a near standstill. At the Ambassador Bridge in Detroit, the country's busiest commercial land port where an excess of 5,000 trucks cross the bridge each day, vehicles waited up to 12 hours while customs inspectors, adhering to the heightened level of security, performed extensive searches. "Trucks were backed up for nearly 20 miles and were running out of gas on the highways," said Christopher Perry, the director of CBP's field operations in Detroit.

The long delays had a paralyzing effect, especially on industries that used materials coming from factories outside the U.S. to complete their own manufacturing process. Among those most affected were automobile manufacturers. "There was a major disruption," said Paul Vandeventer, Ford Motor

Company's international trade attorney. "We were operating under severely inhibiting circumstances. Plants may have been open, but we certainly were not operating at normal volume or normal conditions."

Like most of the major automobile manufacturers, Ford didn't have large inventories. "We're entirely reliant on what is called 'just-in-time,'" said Vandeventer. "What that means is that no one factory maintains a big warehouse full of the inventory parts and components that we need to make our products. We rely on a supply chain that is constantly delivering just enough parts and materials to make cars for a day or two rather than maintaining inventories or supplies that could last six months."

Other companies experienced similar problems and it soon became evident that the nation's economy was at stake. "The value of goods just for the automotive industry crossing the border here in Michigan every day is hundreds of millions of dollars," said Vandeventer. "Trucks and trains carrying cargo are going back and forth across the border with Canada literally 24/7."

### **Taking action**

It didn't take long before a CBP legacy agency, the U.S. Customs Service, took action. The agency established a working group to coordinate with Canada on ways to prevent a recurrence of the Sept. 11 congestion.

While they were working on how to resolve the issue, the problem of an operational disruption at the ports resurfaced. Only this time, there was a widespread labor dispute on the West Coast with the longshoremen's union. The effects on the economy were devastating.

“The 10-day lockout impacted all of the West Coast ports,” said Jonathan Gold, vice president of supply chain and customs policy for the National Retail Federation, the world’s largest retail trade association with 9,000 members. “Most economists agree that the lockout in 2002 cost the U.S. economy about a billion dollars a day. It took well over six months for the ports and supply chains to fully recover,” he said. “Anytime you have a disruption at the ports, it impacts the ability for U.S. businesses to be able to compete.”

In an effort to protect the country, CBP partnered with other government agencies to design joint business resumption plans. The agency continued working closely with its Canadian counterpart, the Canada Border Services Agency, CBSA, to put procedures in place in case there was a major disruption with the normal flow of trade or people across the border. A formal plan was signed

in 2007. That same year, in keeping with the SAFE Port Act of 2006, which was legislated to improve U.S. maritime and cargo security, CBP signed a series of protocols with the U.S. Coast Guard. The protocols laid out a process for the agencies to work with industry if an event occurred that disrupted

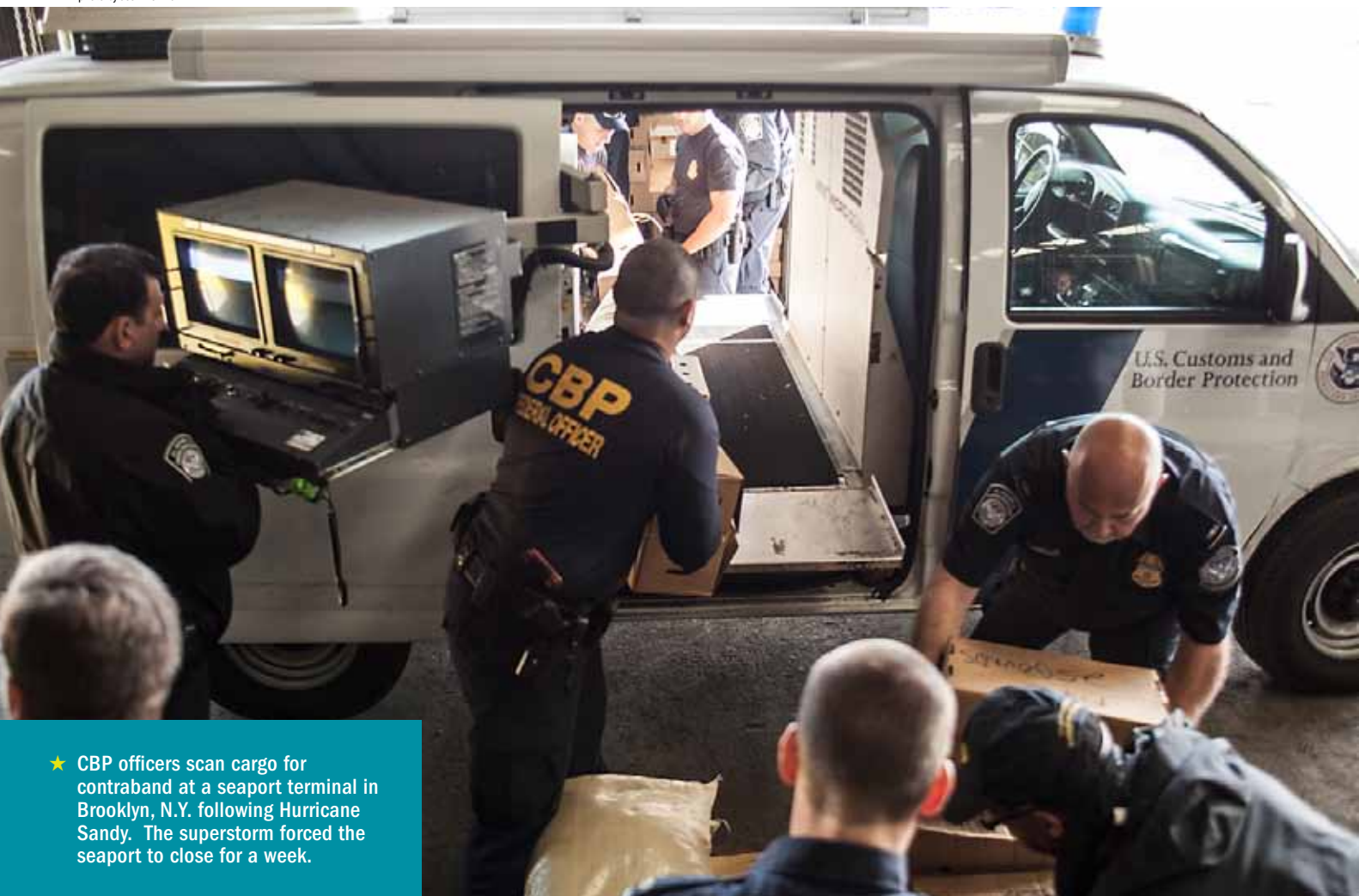
normal operations at the nation’s seaports. Then, in 2008, CBP signed another business recovery agreement with Mexico.

While the agreements were in the development stage, CBP conducted several tabletop exercises using hypothetical emergency situations. “The purpose of the

*‘Anytime you have a disruption at the ports, it impacts the ability for U.S. businesses to be able to compete.’*

—Jonathan Gold, vice president of supply chain and customs policy,  
National Retail Federation

photo by Josh Denmark



★ CBP officers scan cargo for contraband at a seaport terminal in Brooklyn, N.Y. following Hurricane Sandy. The superstorm forced the seaport to close for a week.



sessions was to get input from all of the stakeholders to find out what processes, procedures and information would help them be efficient and effective in dealing with disruption at the border,” said Bob Moore, a supply chain expert who was one of the chief architects of CBP’s business resumption program.

One of the basic outcomes of the exercises was the realization that communication among the stakeholders was critical. It also became clear that even though the events ranged from manmade situations to natural disasters, CBP’s response would be somewhat similar. “First, we make sure that the public and our personnel are safe,” said Dario Lugo, the acting director of the incident management division of CBP’s Joint Operations Directorate, the coordinating body for all of the agency’s offices that respond to a crisis or incident. “Then we secure the area and isolate the issue that is presenting the threat. After the incident is managed, we implement a plan to quickly resume operations at the port.”

## Keeping people safe

For example, on the evening of July 16, 2012, CBP received a call from the Detroit Police Department about a bomb threat on the Ambassador Bridge. “The lead time was incredibly short. We were told that the bomb was going to explode in 10 minutes,” said CBP’s Director of Field Operations in Detroit Christopher Perry. “First, we made sure that the traveling public and our employees were safe. So we stopped and held traffic on both sides of the border until we could assess the situation,” he said. “We cleared the bridge of any remaining people and passengers and then performed security sweeps of the area with our law enforcement partners.”

As part of CBP’s business recovery plan, Perry’s team contacted law enforcement partners in the U.S. and Canada and the bridge operator. “We have to make sure that anyone who works within the border system is aware of the situation, so that all of the agencies can handle their piece of the bomb-threat response,” said Perry. Concurrently, CBP reached out to the trade community using established communication mechanisms and networks. “We let them know what was occurring and what the impact would be,” he said. “We suggested that traffic divert to Port Huron, which is a little over an hour north of

★ CBP Officer Jaime Rivero from the port of Miami lifts cargo to be scanned for contraband at a seaport terminal in Brooklyn, N.Y. Rivero was one of many CBP employees who came from around the country to help reopen the port following Hurricane Sandy.



photo by Josh Denmark

here, until we were able to clear the threat.”

Four hours later, after an extensive sweep of the bridge, the threat was cleared. No device had been found by CBP or the other law enforcement agencies. But informing the trade community was critical. “About 25 percent of the trade with Canada crosses the Ambassador Bridge,” said Perry, noting that during fiscal year 2012, an average of \$136 million of cargo crossed the bridge each day or \$5.7 million of cargo each hour. “Given the importance of that crossing to both the U.S. and Canada, we need to be prepared,” he said.

Members of the trade community were appreciative too. “I was alerted well before the bomb threat was reported in the news,” said Ford Motor Company’s Vandeventer. “I received an email through a phone tree saying, ‘This is an outreach originated by CBP. As an importer in the Michigan area, you should know that the Ambassador Bridge has been closed due to a bomb threat. You should make any kind of arrangements you feel are necessary.’ That was enough. That was huge,” said Vandeventer.

“Instead of the uncertainty that we were confronted with during Sept. 11, our whole supply chain got a heads-up. The bridge was closed and the people who were directly responsible for the logistics and opening of our plants had some advanced knowledge to be able to create some kind of a plan. Unpredictability is the worst thing you can do to a business,” he said.

## Tracking the storm

In the case of Hurricane Sandy, CBP realized early on that the storm looked ominous. “Typically with hurricanes, we start tracking well in advance. Sometimes it hasn’t even developed into a storm yet,” said Helen Sterling, the director of incident management for CBP’s field operations. “We’re constantly looking at the weather to see if anything could potentially impact CBP’s assets worldwide.”

By Oct. 20, Sterling’s team saw that a tropical wave had turned into a tropical depression, and then a powerful tropical storm known as Sandy. On Oct. 23, the storm intensified and tore through the Caribbean. It made landfall in Jamaica, gradually strengthening into a hurricane. For a few days, the storm weakened, but then regained strength as it passed through the Bahamas and approached the U.S.

As Sandy moved northward, Sterling’s team saw that another strong weather system was heading down from Canada. “We were very concerned,” said Enrique Tamayo, a CBP incident management program manager on Sterling’s team. “At this point, we didn’t know if Sandy was going to make landfall in Florida, Georgia, South Carolina or Virginia. So this very large storm, which was impacting the entire Eastern seaboard and keeping ships from coming in, was about to converge with a cold front.”

As the storm progressed, Sterling’s team reached out to the ports. “Once we recognized that the ports could be affected by



★ A radiation portal monitor scans containers for radioactive material. When the storm damaged CBP's radiation inspection equipment, the agency relocated mobile units from other ports, driving some as far as 800 miles nonstop to avoid delays in reopening the New York/New Jersey seaport.



photo by Josh Denmark

the storm, we wanted to make sure that they were preparing,” said Sterling. “It’s a constant communication process with our personnel and the trade community. We’re getting the message out there that this is happening so that everybody understands what’s going on.”

### Constant communication

Sterling’s team set up an Emergency Operations Center at CBP’s Washington, D.C., headquarters to coordinate information. “We’re reaching out to the field to find out their needs, to assess the impact, and then respond with assistance and support,” said Sterling.

However, it was still too soon to tell exactly where the storm would land. “There were several projections, so we were trying to monitor the storm and plan,” said Tamayo. “It looked like everything was aligned to hit New York and the surrounding area, but we were worried that Philadelphia, Baltimore and the Washington, D.C., national capital region would be struck as well.”

Realizing that one or more of the ports might need assistance, the headquarters emergency team arranged for additional CBP officers and equipment to be sent from around the country. The resources were deployed to Harpers Ferry, W. Va., an area that was inland and centrally located to the ports in the storm’s path. As they were needed, the officers and supplies would be sent to help. “There was a small window of opportunity and we pounced on it,” said Sterling. “If we had waited, it would have been too late. The storm became so violent that our emergency assistance team wouldn’t have been able to mobilize and get to New York.”

### A ferocious storm

On Oct. 29, the hurricane hit the New York/New Jersey area with gale-force winds of 80 mph. A full moon added to the storm’s ferocity, increasing the high tides more than 20 percent and amplifying the storm surge with incredible 15-foot waves. A few days

earlier, CBP’s New York Field Office had set up an incident command center in the Newark Airport as part of its preparations. But the storm was so violent, the airports and seaport in the region were closed the following day.

When the hurricane hit, CBP’s radiation inspection equipment was damaged. “Every imported container that enters the U.S. has to be scanned to make sure there’s no radioactive material,” said Frank Russo, the border security coordinator for CBP’s New York Field Office. “Basically, all of our radiation portal monitors were damaged in some way. They’re made to withstand heavy rains and snowstorms. We’ve dealt with that, but the one thing we weren’t prepared for was saltwater. The flooding, which was up to 4 feet high in some areas, really did considerable damage,” he said.

As a consequence, communication was paramount. “We communicated with all of our stakeholders so that they would understand what we were faced with and

what we were prepared to do to resume operations,” said Russo.

CBP resolved the problem quickly. A dozen mobile radiation inspection units were located at other ports. Some of the units were driven as far as 800 miles nonstop so that the reopening of the New York/New Jersey seaport wouldn’t be delayed. Additionally, parts were flown in from Seattle to fix some of the damaged equipment.

“We lost power at our facility for six days,” said David Brady, the vice president of administration for Global Terminals and Container Services, one of the major marine container terminal operators at the port of New York/ New Jersey. “In the 31 years that I’ve been here, we’ve never been closed for a week,” he said.

“CBP put us in a position that there was no delay in our reopening. By taking the actions they did in ordering replacement parts and rounding up all of the portable inspection units from different parts of the country, CBP was actually ready to process cargo ahead of us,” said Brady. “We hadn’t even completed our damage assessment and they had already done theirs. Government typically gets no credit for the good things they do when they respond, and in this instance, they responded much more quickly than industry had.”

## Resuming operations

In order to be able to resume operations, CBP needed to make sure that its employees were able to get back to work. “We have to be there when the containers come off the ships and when the passengers come off the flights. It’s a 24/7 operation,” said Russo. “We had employees who were really devastated by this hurricane. They lost their homes and had to be moved to shelters and hotels. We needed to make sure that these employees were taken care of by giving them generators, finding them shelter, pumping water out of their basements, putting plywood on their roofs, trimming fallen tree branches, or getting them fuel so they could drive to work,” he said.

The power outages compounded the problem. “We had about 8 million power outages in the area,” said Russo. “It was horrible. Parts of Manhattan went completely dark. Having the power out affected a lot of what we do. Accounting for officers was more difficult because of

that. People didn’t have phones working and they couldn’t reach us. We had to actually go out to people’s homes and knock on doors to account for them,” said Russo, who noted that the New York Field Office is responsible for nearly 4,600 employees in the region.

But keeping the ports operating is critical for the U.S. economy. In fiscal year 2012, the port of New York/ New Jersey, the nation’s third largest seaport, collected an estimated \$3.4 billion in duties. Likewise, the airports in the area generate substantial income for the country. At John F. Kennedy International Airport, the largest U.S. international passenger airport, CBP processes an average of 30,000 to 35,000 passengers a day. At times, the numbers climb higher to 45,000 passengers. “Processing passengers is very important to our nation. It affects tourism and it affects business because many of the people who travel to the U.S. are here on business to perform transactions, to close deals and to make deals,” said Russo. “So if these passengers are not able to come here, it hurts the U.S. economy in many ways.”

Both JFK International Airport and Newark Liberty International Airport were reopened on Oct. 31, after being closed for one day. The New York/ New Jersey seaport, which reopened on Nov. 6, was closed for seven days.

## Working with partners

During the hurricane, CBP worked closely with government partners. “We had officers based at the Coast Guard command center, so we received daily updates and knew when the waterways were going to be reopened,” said Russo. “We were able to alert the trade community so that they could plan and get their vessels ready for entry.”

Likewise, the Coast Guard received information from CBP about the trade community’s plans. “CBP was able to convey information to us about the diverted vessels,” said Ryan Owens, chief of the U.S. Coast Guard’s industry outreach branch. “They were able to give us a much more complete picture of what was coming into the ports—how many containers, what kind of containers, were there any hazardous chemicals—that type of information,” he said.

CBP also assisted the Coast Guard in bringing petroleum into the ports. Although the Coast Guard had not fully cleared the waterways to the New York/New Jersey seaport, fuel shortages prompted President Obama to issue an emergency executive order that allowed petroleum products to be shipped into the port. To expedite the shipments, the Department of Homeland Security waived the Jones Act, a law that normally prohibits foreign-flagged vessels

★ Heading to meet a foreign fuel tanker, a CBP officer expedites the delivery of petroleum products into the New York/ New Jersey seaport. In the aftermath of Hurricane Sandy, fuel shortages paralyzed the Northeastern region of the U.S.



photo by Josh Denmark



from transporting U.S. cargo between U.S. ports. CBP officers processed the crew members on the foreign oil tankers to make sure they didn't have criminal backgrounds.

The hurricane also strengthened ties between CBP and its Canadian counterpart, CBSA. The massive power outages required help from the Canadian utility companies. "It's not an event that happens every day, but it's not unusual for both of our countries to assist each other in the case of an emergency," said Sylvain Leclerc, the acting manager of CBSA's emergency management section of the National Border Operations Center Directorate operations branch.

In the case of Hurricane Sandy, the Canadian utility companies wanted the

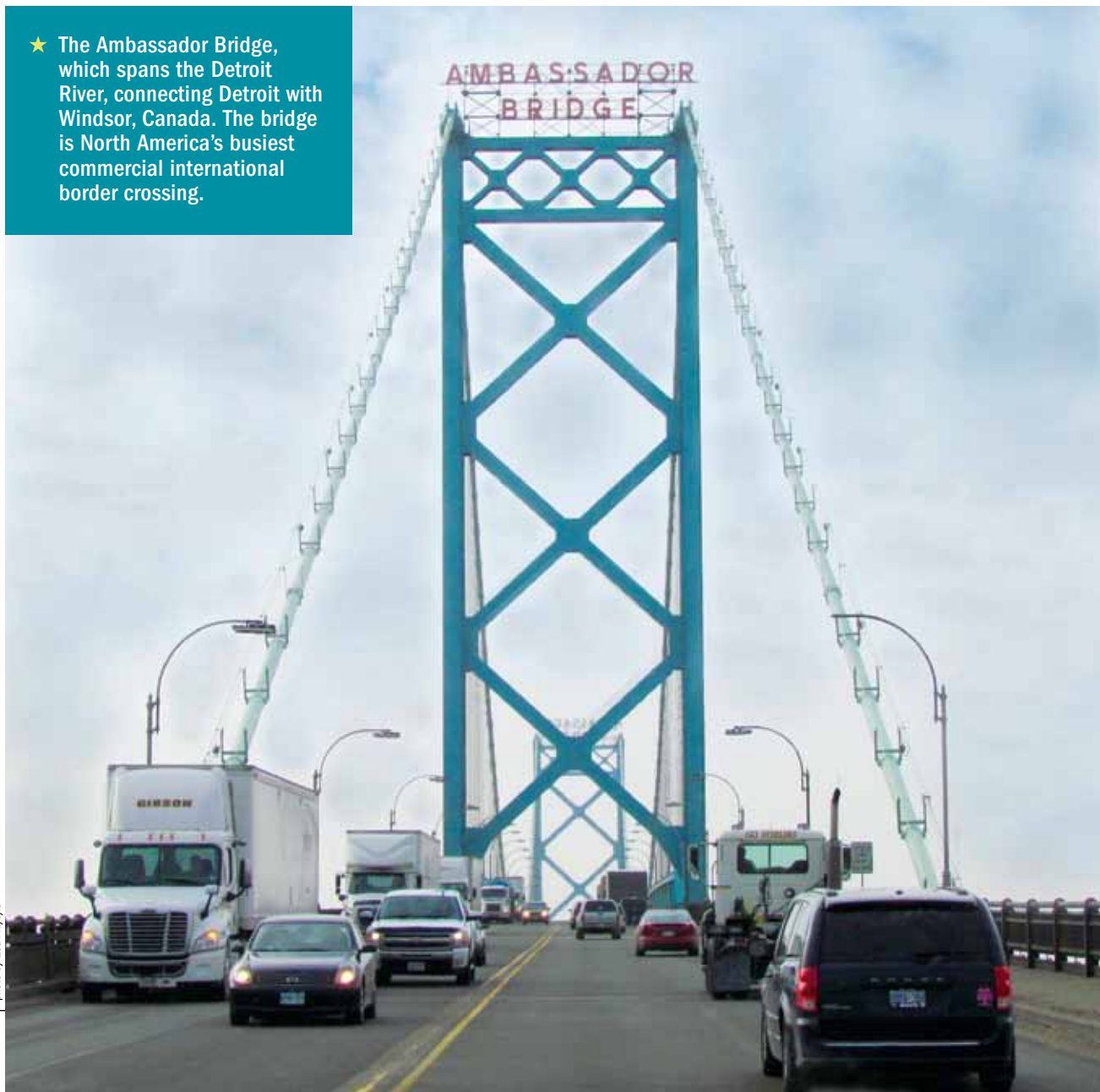
border services agency to make special arrangements so they could enter the U.S. quickly to help. "We basically set up procedures where the two countries helped each other to facilitate the entry of those vehicles," said Leclerc.

Over the course of several days, hundreds of Canadian utility trucks crossed the border from the provinces of Ontario and Quebec to assist the U.S. with its recovery efforts. All went smoothly and there were no traffic jams. "We tried to make it as seamless as possible," said Leclerc, who acknowledged that it worked. The reason, said Leclerc: "It was the communication between Canada and the United States and our cooperation and willingness to work together." ■

During fiscal year 2012,  
an average of **\$136**  
**million of cargo crossed**  
**the bridge into the U.S.**  
**each day** or \$5.7 million  
of cargo each hour.

## Business as Usual

- ★ The Ambassador Bridge, which spans the Detroit River, connecting Detroit with Windsor, Canada. The bridge is North America's busiest commercial international border crossing.





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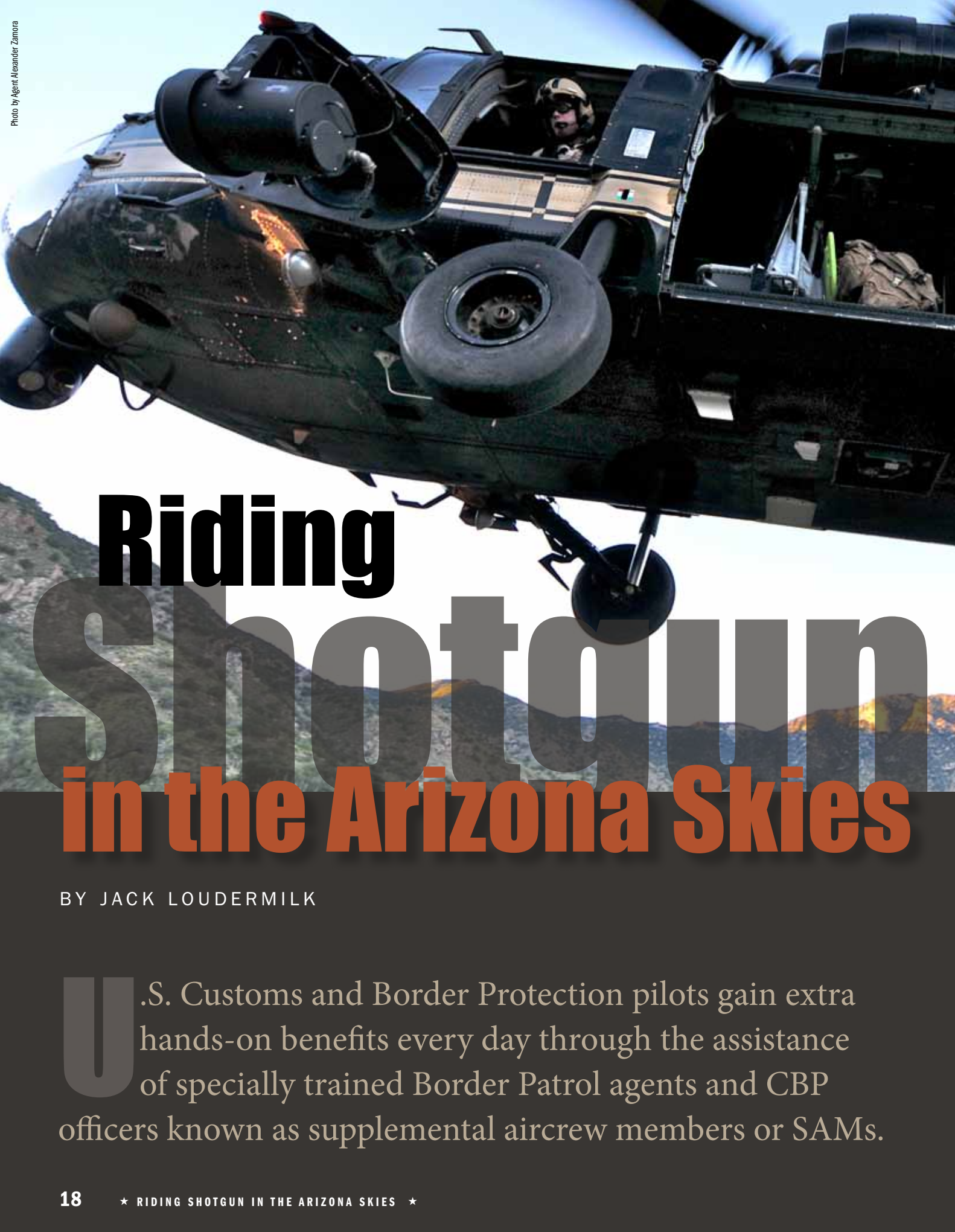
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# Riding Shotgun in the Arizona Skies

BY JACK LOUDERMILK

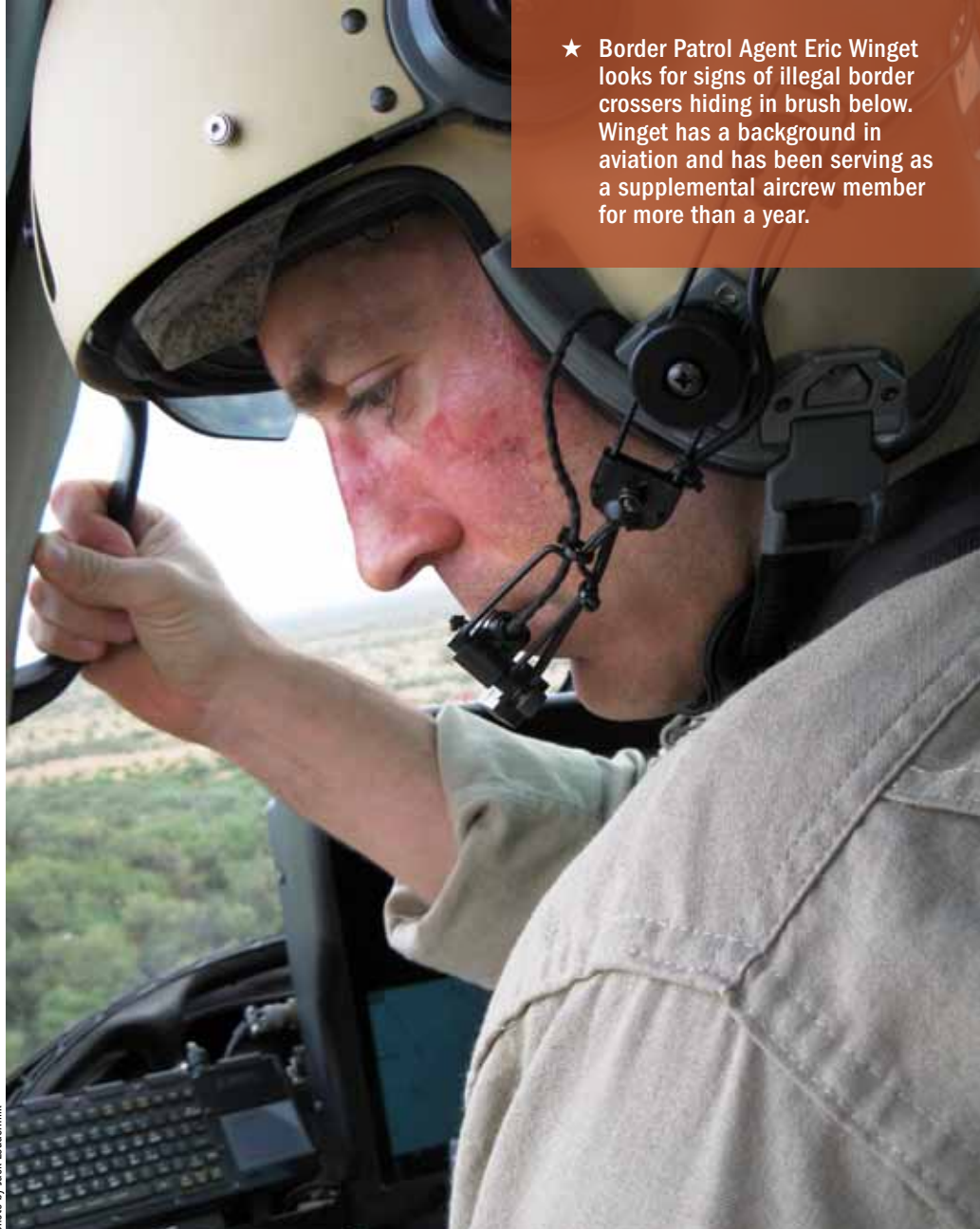
U.S. Customs and Border Protection pilots gain extra hands-on benefits every day through the assistance of specially trained Border Patrol agents and CBP officers known as supplemental aircrew members or SAMs.





- ★ A helicopter comes in for a landing as a crewmember watches out for anything that could interfere with a safe landing.

photo by Jack Loudemilk



- ★ Border Patrol Agent Eric Winget looks for signs of illegal border crossers hiding in brush below. Winget has a background in aviation and has been serving as a supplemental aircrew member for more than a year.

At CBP's Tucson Air Branch, one of the largest in the country, SAMs extend the agency's Office of Air and Marine mission in Arizona's unique environment.

"Tucson Air Branch has approximately 120 personnel assigned," said Joe Dunn, supervisory air interdiction agent. "If we had to put two pilots in each helicopter, we would be flying fewer missions. But having an agent or officer trained to assist in non-flying duties in the helicopter allows us to function with just one pilot per flight because the SAM can input GPS information and operate lights and cameras, all while the pilot focuses on flying."

With seven planes and 21 helicopters,

Tucson Air Branch is the largest air branch in the nation. As a component of the Arizona Joint Field Command, Tucson-based aircraft cover a large, inhospitable area along the 262-mile border with Mexico.

### Supporting CBP's mission

According to Tucson Air Branch Director of Air Operations Mitch Pribble, having SAMs in the air is critical to the success of Tucson Air Branch.

"The SAM program is used by Air and Marine as a force multiplier to increase our capacity to provide air support in Arizona," he said. "The dedication and skill-set these agents bring to our office as SAMs is invaluable."

Rob Piselli, a pilot for the Tucson Air Branch, said it would be hard for him to imagine doing his job effectively without SAMs.

"As a pilot, I know having a SAM in the cockpit is a tremendous help because, more than likely, the SAM is familiar with or has worked on the ground in the area we're flying over," he said. "SAMs know the terrain, what to look for and, if necessary, can exit the helicopter and make an arrest. As a pilot, I can't just get out [of the aircraft] and attempt to apprehend someone."

"The SAM is also an extra set of eyes," Piselli added. "If I do need to land, or if I'm just in a tight spot, I've got someone who can help watch my surroundings to make sure I don't



hit anything. [The SAM] knows how much clearance I need to maneuver and can warn me if I'm getting too close to a tree or fence—whatever is out there. It's especially critical during night flights. If I didn't have a SAM, I wouldn't be able to conduct night flights without another pilot sitting next to me.”

Adrian Long, a supervisory CBP officer who has served in the SAM program for more than a year, explained further, “Having someone in a helicopter able to see what agents can't see on the ground really helps. We can see drive-throughs the agents can't; we can move a lot faster [cover more ground] than the ground units do; and many infiltration routes cross wildlife refuges where no vehicles are allowed. The helicopters can follow aliens' tracks without disturbing the environment.”

Not only do SAMs support the Tucson Air Branch, they support the CBP unmanned aircraft systems in Arizona as well. Nine Border Patrol agents serve on three-year details to provide the UAS program with tactical coordination and prioritization support.

According to Special Operations Supervisor Terence Ford, a Border Patrol liaison to the UAS program, SAMs are a major asset. “SAMs enhance manpower

and bring valuable field-level experience,” he said. “In addition, when not flying, [UAS] pilots learn from SAMs about the environment they fly over daily.”

### Bringing skill and experience

Pilot Rob Piselli said people volunteering for the program are dedicated, want to fly and are often former military with some variation of compatible experience.

Long, for example, first joined the Marine Corps when he was 18 and served as a communications specialist. After completing his enlistment as a Marine, he joined the Army National Guard and served as a military policeman.

“I've been with Field Operations for 15 years, but I had wanted to work with Air and Marine for a long time,” said Long. “I was in Iraq with the National Guard training their MPs when I came home on leave. While I was home, I met an agent who suggested I apply for a SAM slot, so I did. When I returned from my tour in Iraq, I found out I had been accepted into the program.”

Long said he enjoys his time with Air and Marine because of the added diversity of missions and said more people should volunteer and learn what goes into providing aerial support.

“It's not as easy as most people think,” he said. “We don't just fly around waiting for someone to request our support.”

Long said of all the reasons officers and agents should serve at least one tour as a SAM, two of the more important reasons are to learn what helicopter crews can and can't do and how expensive it is to keep a helicopter in the air.

“Serving as a SAM has also taught me to plan missions more effectively and efficiently,” he said. “I think about what makes the most sense economically when planning a mission. Air crews and aircraft are available for missions that ground teams can't handle effectively without air support, but we can't afford to fly missions just as a convenience.”

Eric Winget said he felt the knowledge and skills he learned as a Border Patrol agent could be best put to use as a SAM.

“I became a SAM because I wanted to serve my country, and Customs and Border Protection was the best way I felt I could use my interests and abilities,” he said. “It is very rewarding to be able to use the knowledge and experience the Border Patrol has given me, and to be able to share it with Air and Marine in order to best complete the mission.”

★ Eyes in the sky, knowing what to look for on the ground, help agents find illegal border crossers hiding in the brush along a dried-up wash in Arizona's southern desert.



photo by Alexander Zamora



- ★ Rotors kicking up a cloud of dust and a nearby fence make landing a little tricky, but having an extra set of eyes on board helps the pilot make a safe landing.

### 'It's not a joyride'

Although now implemented in Tucson and El Paso, the SAM program started in Yuma and San Diego as a 30-day detail. It was a popular position and new volunteers were always waiting to participate. According to Dunn, who was in Yuma when the program began, one of the main challenges was frequent turnover.

"It's not a joyride," he said. "It's a job with responsibilities. Volunteers had a lot to learn, but by the time they started feeling comfortable in the helicopter, it was time to rotate and let someone else move in. Thirty days was not enough time to effectively train volunteers and put them to work."

Dunn said the program was discontinued after the founding of CBP in 2003, but he and Supervisory Air Interdiction Agent Dave Gonzales worked hard to get the program reinstituted as a means to increase mission capability.

"It took two years after the program ended in Yuma to get it back up and running," said Dunn. "We eventually got the okay to formalize training and obtained a memorandum of understanding between Air and Marine headquarters and the Office of Border Patrol in D.C."

Due to the length of training, all volunteers are now detailed for 18 months with an option to extend up to three years.

Shortly after the Joint Field Command stood up in February 2011, the Tucson Field Office also joined in with full-time support to the SAM program.

### Coordinating resources works best

Tucson's pilots and SAMs are skilled at aerial sign cutting—spotting footprints and marks where infiltrators attempt to mask their sign. CBP's Air and Marine pilots, as well as their SAMs, are agents and officers trained to make arrests and testify in court. Helicopter crews can, when necessary, land to intervene or call for ground units.

"If the ground unit is too far away," said Piselli, "I will land so my SAM partner can make the arrest. If the ground team is within a mile or two, we'll just circle until they arrive."

Winget said integration is very important to CBP. "Combining and coordinating our resources is the best way to be effective," he said, "and will give the agency the most positive outcome to our mission. The SAM program is a unique opportunity for Border Patrol agents with an aviation background to work directly with the Office of Air and Marine to develop a cohesive relationship between the two."

SAMs are also qualified EMTs. While each Tucson Air Branch helicopter carries a survival pack with extra water and a first-aid

kit, SAMs are first responders with a more complete medical bag and offer an additional lifesaving component during hot summer months. Some of the SAMs also have a Federal Aviation Administration helicopter private license.

Currently, 13 SAMs are detailed to the Tucson Air Branch. They participate in border security patrols, surveillance missions, Air Mobile Unit missions, rescue missions, and call-outs as needed.

Initial training entails completing 20 online courses, with eight end-of-course tests. Additionally, SAMs fly, on average, 20 hours in three separate airframes to qualify.

Qualifying also includes day and night flying, sensor operations, emergency procedures and refueling.

From June 2011 to present, SAMs in Tucson Sector have flown more than 4,500 hours; helped apprehend 9,000 undocumented aliens; seized 90,000 pounds of marijuana; participated in 150 rescues; and seized 120 vehicles.

Pribble said SAMs are "making a positive, lasting impression throughout CBP and will continue to do so. Without this robust program at the Tucson Air Branch," he said, "we would not be able to adequately support the other CBP components and the citizens of Arizona." ■





★ Supervisory CBP Officer Eliseo Cabrera using a GRABBA to scan a driver's license at Brownsville's Gateway International Bridge.

photo by Eddie Perez

# Transformation at Land Border Ports of Entry

BY KATHLEEN FRANKLIN

**C**BP's land border ports of entry now benefit from improved technologies and resource optimization. Mobile technology, pedestrian kiosks and smart phone technology are easing the flow of people and goods across the Southern and Northern borders.

★ Pedestrian Ready Lane kiosks at the Paso Del Norte Bridge in El Paso, Texas, help expedite lawful visitors to the U.S. by scanning a variety of travel documents.



“CBP has the most compelling mission in law enforcement today,” said Kevin K. McAleenan, acting deputy commissioner of CBP. “That’s because we are not just a law enforcement agency; our broad range of authorities and responsibilities also includes a

CBP is embracing advances in technology and automation to help make entry into the U.S. more efficient. During its first decade, CBP significantly improved the travel and trade process through advancements such as the Western Hemisphere Travel Initiative, which began requiring radio frequency identification-enabled documents, known as RFID, for land border entry in June 2009.

Trusted traveler and trusted trader programs have also boosted efficiencies. By mid-February 2013, enrollment in the trusted traveler programs stood at more than 1.1 million people. Enrollment in the Customs-Trade Partnership Against Terrorism trusted trader program had reached nearly 1,100 companies.

CBP also welcomed advances in license plate readers and an array of mobile and non-intrusive inspection technologies that can scan everything from suitcases to shipping containers. These efficiencies have eased the workload of CBP officers and saved millions of dollars. Nevertheless, CBP faces growing volumes in travel and trade, putting additional pressure on frontline officers and spurring CBP’s efforts to meet these challenges.

The United States’ two trading partners with whom it shares land borders—Mexico and Canada—accounted for a total of nearly \$1.2 trillion in U.S. trade in fiscal year 2012. The people and goods that cross these land borders fuel the U.S. economic engine, and U.S. Customs and Border Protection is committed to the vital part that it plays in keeping that engine humming. So it makes sense that CBP Field Operations is transforming the way it does business, modernizing and becoming a more flexible, responsive law enforcement agency.

commitment to facilitating legitimate trade and travel, protecting not only our physical security but our economic security as well.”

In fiscal year 2012, CBP inspected 351.5 million travelers and more than 107 million cars, trucks, buses, trains, vessels and aircraft. CBP officers facilitated travel for more than 233 million people at our land borders, including nearly 95 million privately-owned vehicles and 41 million pedestrians. On the cargo side, CBP facilitated trade by processing more than 10 million truck containers and 3 million rail containers.



“CBP Field Operations is constantly striving to improve the way we do business,” said John Wagner, acting deputy assistant commissioner for CBP’s Office of Field Operations. “We know that being relentlessly self-critical is the best way to transform our operations to better focus resources on our priority missions. We help strengthen and support the economy of the U.S. by ensuring that travel and trade are processed safely, securely and efficiently.”

★ CBP Officer Frederico Ramos, a member of the Anti-Terrorism Contraband Enforcement Team in Brownsville, Texas, uses a mobile, handheld license plate/document reader called the MC75A, which enables CBP officers and Border Patrol agents to inspect people and vehicles in real time.

## High stakes

Trade across U.S. land borders is growing fast and CBP is keeping pace. Mexico, which shares a 1,969-mile border with the U.S. that spans four states, is the biggest exporter in Latin America. More than 80 percent of Mexico’s exports are destined to the U.S.; in 2012, trade between the two nations totaled \$457 billion—an amount that has quadrupled since the beginning of the North American Free Trade Agreement in 1994. Moreover, Mexico is America’s third-largest trade partner: in 2012, the U.S. exported \$200 billion worth of goods to Mexico and imported \$257 billion worth.

Meanwhile, Northern border traffic has returned to levels not seen since 2003. CBP officers on the Northern border processed nearly 66 million bus, truck, and private-vehicle passengers in fiscal year 2012, as well as more than 387,000 pedestrians.

The value of U.S.-Canada trade in fiscal year 2012 totaled \$666 billion. The U.S. and Canada are each other’s largest trading partner; the value of trade across Detroit’s Ambassador Bridge alone, for example, equals the value of all the trade between the U.S. and Japan. In fiscal year 2012, the enterable value of goods arriving at the Northern border by rail and truck totaled \$101 million—up from \$58.8 million in fiscal year 2011.

“New technologies are transforming the way that our CBP officers interact with incoming people and products, as well as with each other,” McAleenan observed. “The right tools make all the difference in preventing terrorists, criminals and contraband from entering the country while enabling legitimate travel and commerce.”

The benefits are being felt in the field. “Technology will always be welcomed by our CBP officers on the frontline,” said Supervisory CBP Officer Eliseo Cabrera



at the Gateway International Bridge in Brownsville, Texas. “New technologies will enable our officers to focus on each traveler’s documents and body language to make a better determination of whether to refer them for a secondary examination or allow them into our country.”

## Facilitating, securing traffic

During fiscal year 2012, CBP deployed a variety of mobile and fixed license plate readers to 40 Southern land border ports of entry and 19 Border Patrol checkpoints. Today, more than 99 percent of inbound vehicle traffic is processed by state-of-the-art license plate and RFID readers, supported by software that provides for improved processing of applications.

RFID uses radio-frequency electromagnetic fields to transfer data from a tag or chip attached to an object (such as an ID card), for automatic identification and tracking. RFID chips are standard in passport cards, permanent resident cards

and border crossing cards issued after 2009. More than 16 million travelers have RFID documents, and more than half of all crossings at Southern border ports of entry are made with an RFID document. RFID systems speed travelers’ transit and integrate intelligence for inbound, checkpoint and outbound operations.

“The RFID readers that allow for faster processing of vehicles during primary inspection have greatly enhanced our ability to accomplish our primary mission while maintaining our country’s security,” said CBP Officer Francisco Mendieta, who works at the Gateway International Bridge in Brownsville.

As an integral part of CBP’s non-intrusive inspection strategy, radiation portal monitors detect radiological and nuclear material in cargo containers and conveyances. CBP has more than 1,400 of these monitors in the field. The agency scans nearly 100 percent of all truck cargo and 100 percent of privately-owned vehicles arriving from Canada and Mexico without disrupting the flow of traffic.





★ Pedestrians arriving in El Paso, Texas are encouraged to use the Secure Electronic Network for Travelers Rapid Inspection (SENTRI) lane at the Paso Del Norte international bridge.

## Remote control

Maintaining brick-and-mortar facilities and assigning uniformed personnel to low-volume crossings have long been recognized as inefficient and costly. In April, CBP opened the nation's first unmanned, computerized crossing on the Mexican border. The crossing links Boquillas del Carmen, Mexico, with Big Bend National Park in Texas. Located more than 100 miles from the nearest port of entry in Presidio, Texas, the Boquillas/Big Bend crossing serves only pedestrians. The crossing itself, which spans a fairly deep spot on the Rio Grande River, is not wide enough to accommodate vehicle traffic.

Previously, pedestrians at the park who wanted to go into Boquillas to eat and shop—and people in Boquillas who wanted to visit the park—had to travel to Presidio. Now, U.S.-bound pedestrians can use kiosks to present RFID-enabled travel documents. The National Park Service expects between 15,000 and 20,000 people to use the border crossing in 2013.

The kiosks are linked electronically to the El Paso port of entry, where CBP officers process the travelers remotely. Information provided is checked via one-way video cameras. After the travelers touch their identification cards to the scanners or swipe the cards at the kiosks, a microchip embedded in the ID triggers a remote database to retrieve biographical records and a photo of the document holder. The officers can confirm that the person in the database is the same person displayed on the camera.

Surveillance cameras monitor the crossing 24/7, even though the crossing closes at night. Border Patrol agents and National Park Service rangers are close enough to respond quickly to a problem or emergency.

## Foot traffic

CBP has also improved how it processes pedestrians. Pedestrian “reengineering” techniques identify travelers in advance using innovative technology, such as automated gates and kiosks that verify documents and biometrics.

These efforts target all phases of pedestrian processing, from the pedestrian's approach towards the primary officer's station all the way through the port of entry's exit gate. The innovations have reduced pedestrian inspection time nationwide by 32 percent.

A dual-gate system lets pedestrians provide documents and fingerprints prior to arrival at a primary CBP officer's work station. The documents and biometric information are verified before the actual face-to-face inspection process begins, saving time for both traveler and officer.

Lanes equipped with the new gates are called pedestrian Ready Lanes. In March, CBP opened a pedestrian Ready Lane at the Gateway International Bridge in Laredo, Texas. The kiosks will accept U.S. passports, trusted traveler cards (SENTRI, FAST, and Global Entry) and newer versions of the legal permanent resident and laser visa/border crossing cards issued after 2008.

At El Paso's Paso Del Norte crossing, three of the 14 primary processing lanes are pedestrian Ready Lanes, which process nearly 40 percent of arrivals during peak hours. Average processing times at the port have improved between 16 to 34 percent, depending on the day of the week.

Similarly, kiosks improve queuing and automate document queries in advance of the traveler's arrival at the primary CBP officer's work station. When a traveler places a scannable document on the kiosk's reader, it initiates law enforcement queries and sends the results to the officer. The officer then presses a “Call Traveler” button on the work station to request that the traveler come forward to the booth for inspection.

“More and more people are attempting to enter the country without duly issued documents, so we need the best and latest



innovative technology like pedestrian Ready Lane kiosks,” said Supervisory CBP Officer Raymond Gonzales, who serves at the Gateway International Bridge in Brownsville.

Pedestrian lanes equipped with kiosks typically process twice as many travelers as general pedestrian lanes. At Otay Mesa, Calif., three of the six lanes are pedestrian Ready Lanes, which process approximately 60 percent of the port’s rush-hour traffic.

These new technologies have not gone unnoticed; last September, CBP’s Pedestrian Engineering Team was recognized as one of the top government innovators for 2012 by Information Week, a leading news source for IT professionals.

## Going mobile

Mobile technology plays an important role in CBP’s business transformation. Mobile devices provide real-time law enforcement query results to officers in any operational environment. The goal is to eventually provide all CBP officers with immediate, easy-to-use mobile capability, particularly in high volume, high-risk locations.

Among the myriad benefits of deploying mobile technology to the frontlines:

- **Enhanced trade** — releasing travelers and cargo immediately upon completion of an inspection/examination increases efficiency, which saves costs for the trade and the public;
- **Increased staff efficiencies and reduced overtime** — releasing travelers and cargo without the need to return to a fixed location enables officers and CBP agriculture specialists to spend more time conducting inspections/examinations;
- **Increased situational awareness** — the availability of real-time information in field environments increases agents’ safety and ability to interdict criminals; and
- **Increased passenger efficiencies** — streamlining passenger processing without compromising security or safety (of both officer and traveler) elevates public confidence in CBP professionalism and effectiveness.

The mobile handheld license plate/document reader (the MC75A), for example, is a vital enforcement tool at the land border. This lightweight, ultraportable device enables CBP officers and Border Patrol agents to

inspect people, vehicles and cargo in real time.

The handheld device is equipped with a document and license-plate reader that allows the user to quickly scan the license plate, swipe the machine-readable zone of a travel document, initiate queries and display the results.

For inbound travelers—whether pedestrians or vehicle passengers—the device can be used in either primary or secondary inspection areas to identify “high risk” travelers and vehicles that may be involved in illicit activities. CBP officers can approach and query travelers before they reach the primary inspection area. This advance notification alerts the officers and further enhances situational awareness.

In the outbound environment, the MC75A handheld device supports the targeting and interdiction of illegal exports, ranging from unreported currency to stolen vehicles to weapons, as well as the interception of fugitives from justice. Officers and agents can securely transmit data to CBP and receive vehicle transaction query results—including targeting information, transaction images, license plate data and alarms.

“Using the handheld, our southbound team and I have had positive results,” said CBP Officer Frederico Ramos, a member of the Anti-Terrorist Contraband Enforcement Team in Brownsville. “We have stopped several wanted fugitives—potentially preventing further crimes in our country and bringing them to justice.”

Another hand-held device—the mobile Automated Targeting System, known as ATSm—delivers real-time tactical targeting data to field personnel via a smartphone.

CBP’s Office of Information and Technology developed the first ATSm for use by CBP officers at foreign Immigration Advisory Program airport locations. This application used existing CBP BlackBerry devices to access ATS data screened by CBP’s National Targeting Center.

ATSm quickly evolved to U.S. land border operations with the introduction of a scanning peripheral that attaches to the smartphone, allowing CBP officers and Border Patrol agents to scan travel documents and access CBP enforcement systems.

CBP enhanced the ATSm with a real-time query device known as Grabba, which connects to a smartphone to allow scanning

of travel documents to gain traveler identification data.

The Grabba can also read fingerprints and radio-frequency identifications. Grabba units have been deployed to El Paso, Laredo, San Diego, Tucson, Buffalo, Detroit, Seattle, Miami and Chicago field offices. Additionally, the Border Patrol has used this technology in the Laredo, Tucson, Blaine, El Centro, El Paso, Miami, Rio Grande Valley and San Diego sectors.

Mobile technology also gets star billing in the cargo environment, thanks to the Enforcement Link to Mobile Operations, known as ELMO.

Previously, when CBP officers and agriculture specialists conducted inspections, the subsequent release of cargo was delayed until field personnel returned to the office site to enter the results into CBP data systems.

ELMOcargo accesses cargo targeting data and permits field personnel to release the cargo at the conclusion of the inspection. ELMOcargo significantly decreases the time an importer has to wait for cargo to be cleared. ELMOcargo made its debut at Port Everglades, Fla.—the nation’s 12<sup>th</sup> busiest container seaport—in 2010.

ELMO also automates processing and inspection of bus and cruise ship passengers and crew and reduces the volume of telephone calls to the National Targeting Center.

Currently, 323 mobile devices support CBP operations. The use of these mobile devices has led directly to more than 1,000 successful CBP enforcement actions, including the identification of subjects of National Crime Information Center warrants and the interdiction of undocumented aliens, narcotics, unreported currency and weapons.

The complexity of CBP’s mission, coupled with growing volumes in travel and trade, makes the use of new, innovative technologies essential to CBP Field Operations’ success on the land border and, indeed, in all operational environments. CBP Field Operations’ business transformation initiatives are game changers for frontline CBP officers who play a vital role in facilitating legitimate travel and trade. ■



SOME PRISON CELLS  
HAVE METAL BARS,  
AND SOME HAVE  
PICKET FENCES.



Human trafficking is a global problem, and it's happening right here on Main Street, USA. Traffickers prey on the vulnerable, using trickery and coercion to imprison their victims into lives of domestic servitude. This is human trafficking, and it's a heinous crime. The Department of Homeland Security's *Blue Campaign* was created to turn the tables on those who sell human dignity for commercial gain. The Blue Campaign gives a unified voice to DHS agencies and their dedicated partners who combat human trafficking. Learn what you can do to help by visiting [dhs.gov/bluecampaign](https://dhs.gov/bluecampaign).



# CBP's Border Security Teams Complete Iraq Mission

## Final of 20 in-country teams returns stateside

**W**hen the wheels of their flight lifted from the tarmac at Baghdad International Airport last February, the members of Customs and Border Protection's Border Security Team 20 knew their departure was historic. Unlike the 19 preceding CBP teams in Iraq, team 20 left no follow-ups or introductions for their CBP successors. The agency's border security training mission in Iraq was complete.

"Not only has CBP changed the way we protect the borders in the United States, but also we've changed the way the world looks at its borders," said CBP Acting Commissioner

Thomas S. Winkowski when the final team returned stateside and debriefed senior agency staff. "And you all played a major part in that."

CBP's training and advisory role in Iraq began in 2004 after the Department of Defense asked CBP to train Iraqis in customs and immigration enforcement. For more than six months in late 2004 and early 2005, CBP personnel trained more than 3,700 Iraq Department of Border Enforcement officers in border security and customs and immigration operations at the International Police Training Center outside Amman, Jordan.

The success of this initial action launched eight years of CBP training and mentoring

of Iraqi border control officials by successive teams of volunteer CBP personnel. The first CBP border security teams, or BSTs, operated near the Iraqi borders with Jordan and Syria. DOD had located forward-operating bases near the border checkpoints, so CBP "based our people there, embedding them with the U.S. military," said John Sullivan, the team lead for reconstruction programs in CBP's Office of International Affairs.

What began with training Iraqi staff at high-threat border crossing points in the field progressed to include "advanced mentoring of senior Iraqi border control officials in Baghdad's Ministry of Interior" said Sullivan.



★ Supervisory CBP Marine Interdiction Agent Frank Valli, second from left, and CBP Officer Kip Schmidt, center, worked the primary vehicle lane with Iraqi Customs Police personnel on the Syria border at the Iraq Rabiya port of entry. The CBP staff served in May 2010 with CBP's Border Security Team 15.



★ Members of CBP's final Border Security Team at the U.S. Embassy in Iraq. From left: Justin Notley, John Paisley, David MacDonald, Cavin Jones and Robert Gilloon.

Prior to fiscal year 2012, DOD funded CBP's work with Iraqi personnel. As the U.S. mission in Iraq transitioned from military to civilian control of law enforcement training, the State Department picked up all funding for CBP's presence in Iraq. Then, after the first six months of fiscal year 2013 and the further drawdown of U.S. involvement in Iraq, the State Department eliminated all funding for its Police Development Program, which closed CBP's mission in Iraq.

### Success stories

Yet the knowledge and skills imparted by all 20 of CBP's border security teams had begun bearing fruit. "You can see them starting to put the practices and procedures into play," said Cavin Jones, CBP supervisory air interdiction agent and BST 20 commander. The Iraq border enforcement department had made its first significant drug bust of Ecstasy pills several months before BST 20's return. The Iraqi police "said publicly that it was because of the training that they received from CBP," said Jones, adding, "Whether it was us directly or indirectly, we contributed to their welfare and their success."

Every BST member from every team has stories that illustrate CBP's contributions to Iraqi security. Border Patrol Assistant Chief John Paisley and his BST 20 training partner, Supervisory CBP Officer Justin Notley, were teaching a very basic drug identification and interdiction course to frontline Iraqi police officers. Paisley related how two women officers in the class appreciated the drug fundamentals. "Through an interpreter we asked them what they thought," said Paisley. "One of the gals said, 'We know nothing about this, we need more of anything about this.'"

"Every bit of training, every bit of information that we gave them, was well received," said Paisley.

The team members acknowledged that their work was erected on the foundation set by the preceding CBP border security teams. Building trusting relationships with the Iraqis took time and all of the BSTs' collective efforts. "We all had to keep it going from team to team to team," said Notley.

Field Operations Supervisor Robert Gilloon and his partner, CBP Officer David MacDonald, trained Iraqi officers primarily at Baghdad Airport. The airport security operations have "come a long way," said

Gilloon. "I was looking at some of the materials left from prior teams and some of the security assessments that the military had done and compared it with our experience." Gilloon said that security had advanced "by leaps and bounds, it's a huge difference, just in my experience walking around, watching their processes.... They've done a pretty good job."

Altogether the BSTs have trained approximately 250 Iraqi officers. The CBP advisors mentored senior officials, evaluated air, sea and land ports of entry operations, taught immigration and customs-related courses, supported non-intrusive cargo inspections, and furthered development of an automated customs-clearance system to increase revenues to the central government.

CBP activities in Iraq supported the CBP strategic goal of intercepting threats away from the physical border by building Iraq's capacity to secure its borders.

Speaking to BST 20 members of the overall Iraq mission and all of the team members who contributed to its success, Winkowski said, "The work that you've done is vital to our national security and the world's security. You have a lot to be proud of." ■

—Susan Holliday

*The work that you've done is **vital to our national security** and the world's security.'*

—CBP Acting Commissioner Thomas S. Winkowski



★ A CBP border security team member coaches Iraqi officers on cargo inspection while clearing a truckload of tomatoes.



# Finding Efficiency Within

**H**iring highly qualified people is one of the most important features of a successful organization, which makes the hiring process a critical business function for U.S. Customs and Border Protection.

In December 2011, CBP's Office of Human Resources Management, or HRM, in collaboration with several program offices began a review of the CBP processes used to attract, evaluate and hire candidates for entry-level frontline law enforcement positions. The objectives of this review were to identify opportunities to reduce hiring costs and achieve operational efficiencies while continuing to ensure the quality of applicants hired.

"My vision in establishing this team was to achieve a balance between the competing goals of efficiency – reducing the costs and time of hiring – and quality recruiting and hiring," said CBP HRM Assistant Commissioner Katherine Coffman. "Essential to this goal is ensuring the

continued integrity of the CBP workforce."

Since its inception, the HRM-led process review team has collaborated with the Office of Internal Affairs, the Office of Chief Counsel, other CBP program offices and external entities to plan, implement, and evaluate potential entry-level frontline hiring process improvements. This included coordination with the CBP Senior Executive Service Candidate Development Program cohort tasked with reviewing aspects of CBP's frontline hiring process as well as officials from the Department of Homeland Security, Office of Personnel Management, and the National Center for Credibility Assessment.

Coffman noted three reasons why it's essential that HRM reengineer the entry-level frontline hiring process: first, to transform the hiring process to a state-of-the-art flexible and nimble strategic recruitment process, reduce the cost and time to hire and produce high-quality applicants; second, to support the needs of applicants and CBP managers; and third, to meet the congressionally mandated

hiring floors and comply with requirements of the Anti-Border Corruption Act, or ABCA, of 2010.

The law required that, beginning no later than January 2013, all applicants for CBP law enforcement positions must pass a polygraph examination before appointment. Meeting this mandate required determining how best to integrate the polygraph examination into the hiring process and address the polygraph's potential impact on the number of applicants required to achieve hiring targets. As part of its effort, the process review team identified baseline metrics and key performance indicators in order to monitor outcomes and assess the impacts of changes to hiring processes and past practices.

## Transforming the frontline hiring process

CBP is transitioning from what Coffman called "industrial age" recruitment practices to state-of-the-art recruitment and assessment



★ Minneapolis Hiring Center Special Assistant Diane Granos, Director Gary Olson, Human Resources Assistant Mary Her, and Supervisory and Management Program Specialist Paul Valdivia discussing opportunities to enhance the CBP entry-level frontline hiring process.

## Hiring at CBP Through the Years

In addition to attrition hiring, in recent years CBP was required to hire large numbers of new agents and officers to meet increased staffing mandates funded by Congress. The table below illustrates agent and officer hiring activity over the last several years, which parallels the increase in frontline staffing and the overall growth of CBP.

FY	Border Patrol agents			CBP officers		
	Applications	Selected	Appointed	Applications	Selected	Appointed
2006	63,660	10,676	1,910	25,679	4,471	1,338
2007	105,032	13,181	4,006	42,318	10,728	2,221
2008	212,455	31,385	4,460	51,652	12,277	2,937
2009	136,288	25,345	4,583	35,517	6,719	2,675
2010	85,734	12,975	1,409	0*	49*	84*
2011	89,536	23,404	1,707	65,604	8,284	581
2012	18,418	10,037	636	52,107	15,412	1,402

\* Due to hiring freeze. Selectees and appointments came from previous year's applicants.

*'My vision in establishing this team **was to achieve a balance** between the competing goals of efficiency—reducing the costs and time of hiring—and quality recruiting and hiring.'*

—Katherine Coffman, CBP assistant commissioner for human resource management



photo by Gary Olson

★ Mission Support Assistant Tim Peterson assessing one of the Minneapolis Hiring Center's Lektriever file storage machines. Fewer of the storage machines will be needed as more CBP applicant records are collected, stored and accessed in an electronic format.

practices to better compete with other law enforcement agencies and reduce our recruitment costs and time to hire.

"This has required moving away from the standard recruitment process of 'posting and praying' – where a vacancy announcement is posted on various websites and we pray that we will be able to recruit quality talent to fill CBP's mission-critical frontline law enforcement positions," said Coffman. "To do this, it was imperative that we upgrade our

methodologies, techniques and information technology infrastructure to reduce the time to hire, reduce the costs of hiring and focus our recruitment strategy to attract high-quality candidates."

HRM has developed a strategic recruitment strategy, streamlined vacancy announcements, transformed its communications with applicants, made the hiring process more understandable for managers and applicants, maintained a rigorous and valid assessment hiring

process, and streamlined the process while still ensuring fair and open competition and selections based on integrity and relative ability.

"Our former recruitment practices were the same old and tired processes," said Coffman. "Our practices were unfriendly to our applicants because of the length of time to hire and the lack of transparency. Our applicants frequently expressed their frustration and confusion about the application processes, the complex



## Current Hiring Process Initiatives

In April 2012, HRM presented CBP senior leaders a report detailing 19 hiring process enhancements identified by the process review team. Many have since been implemented, others are in progress and a few are still being evaluated or piloted. The process enhancements include changes to practices or policy, as well as actions to improve communication with applicants, leverage technology, streamline processes, and enhance internal coordination.

Collectively, the actions taken or expanded upon in fiscal year 2012 contributed to reduce overall hiring costs and the time-to-hire, promote the quality of entry-level hires, provide process efficiencies and enhance internal coordination. In addition, CBP was able to successfully integrate the polygraph examination into the frontline hiring process, accomplishing requirements of the ABCA three months in advance of the date required by the legislation.

During fiscal year 2012, CBP realized an approximate 5.5 percent reduction in the overall cost to hire CBP officers and agents along with a reduction of approximately 4.9 percent in the overall time-to-hire these law enforcement professionals, when compared to fiscal year 2011. Significant process improvements implemented and results realized during this time included:

- **Employing additional tools** — HRM developed and began using a pre-employment modeler to analyze the most cost efficient order for performing the various assessments used to evaluate and screen applicants. This tool allowed HRM to reorder the sequencing of applicant assessment to most efficiently manage processing costs and the time-to-hire.
- **Making the hiring process more understandable and manageable for applicants** — HRM improved frontline entry-level job opportunity announcements to provide prospective applicants with information concerning the hiring process and position requirements they need to make informed decisions concerning their interest, eligibility, and qualification for employment with CBP.
- **Improving communications** — HRM increased efforts to engage and provide information to applicants and selectees through e-mail messages, podcasts and webinars, and soon, SMS texting. These efforts serve to keep candidates aware of their status and engaged in the hiring process, assists applicants prepare for each step in the hiring process, and helps to reduce applicant dropout.
- **Changes in practice** — HRM added a practice test as part of the application process to provide prospective applicants an opportunity to gain an understanding of the written cognitive test they must successfully pass as an applicant. During the 2012 CBP Officer announcement, approximately 31,000 applicants participated in the pre-test and decided not to complete their application. HRM also saw a 5 percent increase in passing scores and a 3.7 percent increase in applicants scoring 90 or better on the cognitive test.
- **Changes in process** — HRM moved applicant submission and transmittal of a number of paper-based forms to an electronic process that improved the response time and reduced HRM's handling and postage costs. This change also allowed HRM to identify and remove applicants earlier in the pre-employment process due to their failure to meet certain position eligibility requirements.
- **Changes in policy** — CBP provided applicants who failed the second physical fitness test an opportunity to take a retest. This resulted in an additional 60 candidates passing the retest who were subsequently hired. Previously, these candidates would have been removed from further consideration.
- **Changes in process** — Internal Affairs moved performance of the polygraph examination to a position earlier in the suitability screening process. This allowed CBP to reduce the number and overall cost of applicant background investigations conducted. Applicants who declined to take or failed the polygraph were no longer considered for employment and not scheduled for a background investigation.



## Ongoing Hiring Process Improvements

- HRM began collecting, uploading, and storing applicant documents electronically, and will eventually map the documents to applicant files within CBP's applicant-processing database, Human Resources Business Engine. This change reduces operational costs associated with administrative processing, document storage and mailing. It also provides workflow efficiencies and reduces risks associated with processing paper documents (mishandling, document loss or damage).
- CBP has secured the Office of Personnel Management approval to collect and transmit applicant fingerprint records electronically, which will reduce the costs and time associated with mailing hard copy fingerprint cards.
- HRM is finalizing a new corporate Recruitment and Marketing Plan which emphasizes an integrated recruitment and outreach approach to be implemented over the next five years.
- HRM and the Office of Diversity and Civil Rights are coordinating on the development and implementation of strategies to attract, recruit and retain diverse pools of applicants for CBP frontline law enforcement positions. These will include advertising targeted toward females and having female agents and officers participate in all events targeted toward the recruitment of women.

application and testing requirements and the lack of communication from HRM regarding the hiring process and the applicant's status."

To recruit for the 2020 workforce, CBP needed to take immediate steps to exploit current technologies to communicate with its job applicants, according to Coffman.

"It is essential that CBP be on the leading edge of recruitment by using social media to find and connect with high-quality candidates. The use of social media as a recruitment tool is relatively new for many federal government agencies. Our applicant pool includes individuals who use popular social platforms, such as Twitter, YouTube, Pinterest, LinkedIn and Flickr, on a daily basis. These networks are now a key source for potential applicants and future employees. Our strategic recruitment strategy includes using social media to give an unprecedented boost to our recruiting capabilities."

## Looking ahead

Current budget and long-term fiscal pressures, the need to remain competitive with other federal agencies and the private sector for high quality entry-level employees, and ongoing efforts to reform federal hiring each require that CBP maintain efficient and cost-effective hiring processes.

The HRM-led process review team will continue its work and strive for the most efficient hiring process possible. This will require increasing applicant yields, according to Cassandra Cuffe-Graves, Executive Director, HR Operations, Programs and Policy.

Applicant yields are "the percentage of applicants who successfully complete all pre-employment assessment and suitability screening processes – while at the same time ensuring CBP's standards are not compromised," said Cuffe-Graves. "Achieving higher applicant yields will reduce overall hiring costs, as fewer applicants will need to be processed to achieve the number of new hires needed."

The quest for efficiency never ends. ■

—by Jason McCammack



# Security, Facilitation through Better Data Quality



★ CBP employees at CBP's National Targeting Center-Cargo. Early receipt of pre-loading cargo data enables CBP to run the information through its targeting database and analyze which shipments pose the highest security risks.

The advance data required by Customs and Border Protection's Air Cargo Advance Screening pilot program, known as ACAS, are strengthening the security of international air cargo shipping through an intelligence-driven, risk management methodology.

The quality of data that industry provides plays a significant role in how efficiently government agencies can identify and mitigate high-risk shipments. With ACAS, the work of CBP, the Transportation Security Administration, and the air cargo industry has established a new level of cooperation through public-private partnerships.

"The ACAS successes in facilitating secure and legitimate trade over the last two years are entirely due to the cooperation and collaboration between the government agencies and the various companies that are participating in the pilot," said Chris Kennally, deputy executive director of CBP Cargo and Conveyance Security.

Both CBP and TSA recognize that in order to satisfy the advance data requirements of ACAS, business processes along the supply chain will need to evolve to meet current security challenges, and that this evolution will not be easy.

"We are committed to working with our industry partners to improve data systems

and the quality of data transmissions," added Kennally. Providing CBP with the best data possible is essential to effectively and efficiently increase the security of the international air cargo supply chain.

CBP has seen across-the-board data quality improvements among current ACAS participants. Improved data quality earlier in the supply chain strengthens CBP and TSA decision-making about high-risk cargo and fosters fewer delays.

Working with CBP to refine data transmissions and systems is a process that takes some time for carriers, but it pays off.

For example, CBP recently found that data coming from one shipping site of an

*‘...getting the best data earlier in the process **streamlines the CBP targeting process** and allows shipments to move through the supply chain.’*

—Deputy Executive Director Chris Kennally,  
CBP cargo and conveyance security

effectiveness and efficiency of ACAS analysis depends on the quality of the data feeding the system. “When carriers work with CBP to upgrade data transmissions and systems, they can deliver goods and services to their clients in an expeditious and secure manner,” Kennally added.

Getting the best quality data through ACAS means CBP and TSA can dramatically improve air cargo security while maintaining speed and predictability for the carriers. ■

—Susan Holliday with Chris Kennally

ACAS partner company suddenly began showing consistent errors.

CBP alerted the company about the error trends, and the company’s internal review discovered that some of its employees had created a workaround to reduce their data-entry time, which harmed the data quality. The quick heads-up from CBP enabled the company to correct the problem right away and continue to realize secure and expedited clearance.

Under customs regulations implementing the Trade Act of 2002, carriers are generally required to provide data on incoming shipments no later than four hours prior to their arrival in the U.S. for long-haul flights. Under the ACAS pilot, carriers voluntarily provide data to CBP prior to loading.

When CBP receives pre-loading cargo data, the agency uses that additional time to run the information through its targeting database and analyze which shipments pose the highest security risks.

“Because the overwhelming majority of shipments represent little or no risk, getting the best data earlier in the process streamlines the CBP targeting process and allows shipments to move through the supply chain,” said Kennally.

Reducing delays is a common goal for business and government, and improving the quality of data transmission goes a long way to making that happen.

Rapid processing is critical to business success in air cargo shipping, and the



★ CBP’s two years of Air Cargo Advance Screening success are due to the agency’s collaboration with private shippers, who directly benefit from expedited cargo clearance.

Photo courtesy FedEx

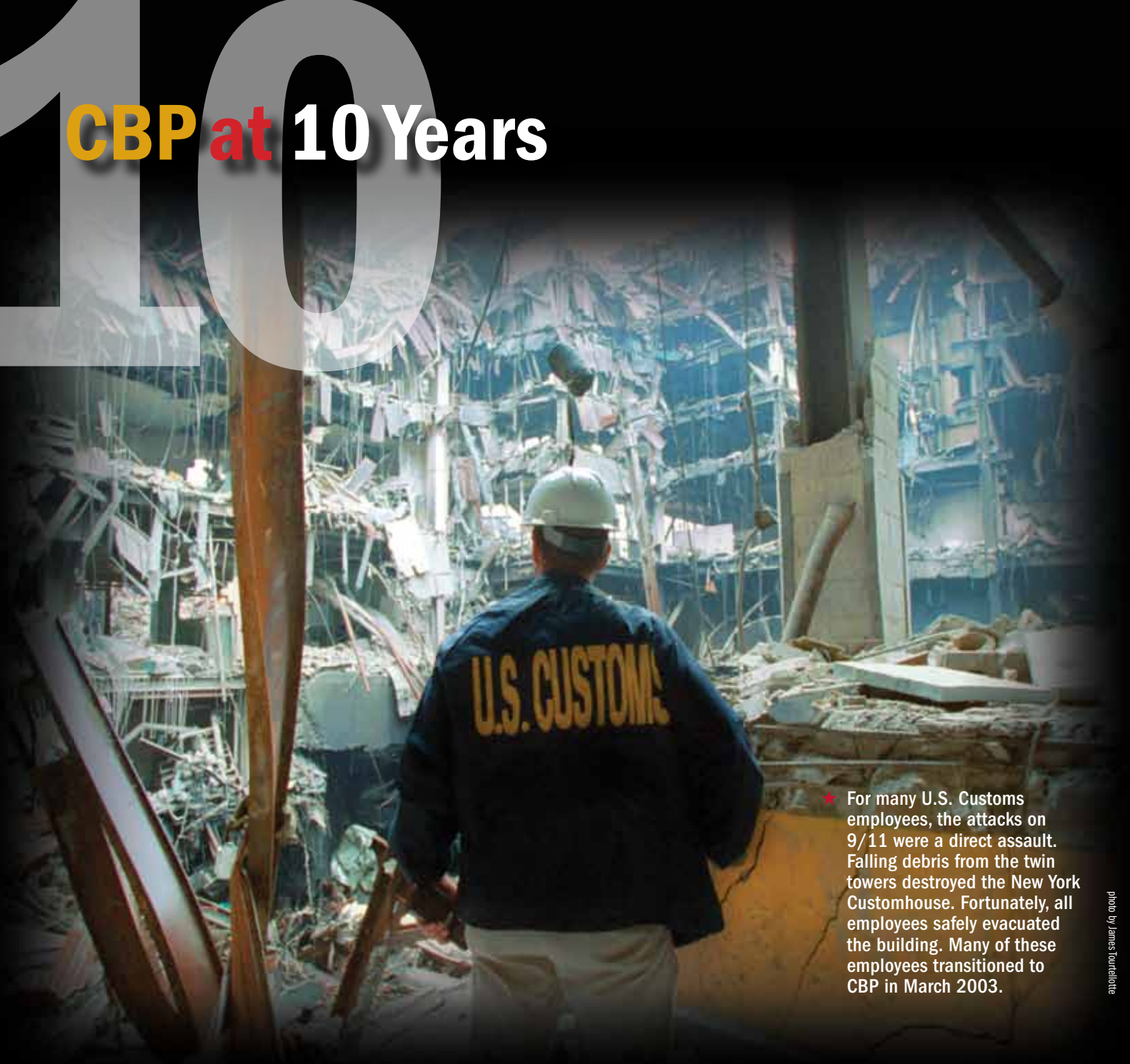


★ Public-private partnerships to improve data quality make the process for shippers more efficient.

photo courtesy Deutsche Post AG



# 10 CBP at 10 Years



★ For many U.S. Customs employees, the attacks on 9/11 were a direct assault. Falling debris from the twin towers destroyed the New York Customhouse. Fortunately, all employees safely evacuated the building. Many of these employees transitioned to CBP in March 2003.

photo by James Tourtelotte

**O**n March 1, 2013, the U.S. Department of Homeland Security and U.S. Customs and Border Protection marked their ten-year anniversary. For organizations born out of the tragedies of the Sept. 11, 2001, attacks, both DHS and CBP have much to reflect on and commemorate in their 10 years of service to the nation. ➤



★ The creation of the Bureau of Customs and Border Protection combined people and organizations from different federal departments. The U.S. Border Patrol honored this transition by presenting its flag to CBP Commissioner Robert Bonner at a change of command ceremony on March 5, 2003.

★ CBP redefines border security by reviewing manifests of passengers and cargo before they reach the border. CBP Commissioner Bonner, right, briefs DHS Secretary Tom Ridge and President George W. Bush on how such review enables CBP to identify potential security risks.

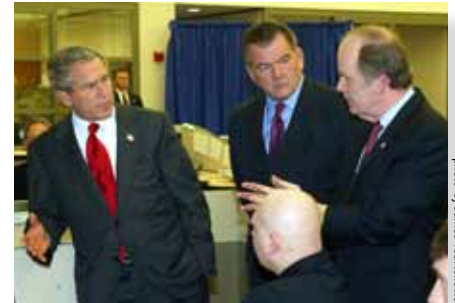


photo by James Tourtelotte

The past decade has been transformative for CBP across its many responsibilities. As the nation's first comprehensive border security agency, CBP's primary focus has been and will remain maintaining the integrity of the nation's boundaries and ports of entry. The blending of security with the activities associated with our ports and borders has driven innovation for CBP, as well as the travel and trade industries.

Before the formation of CBP, security, compliance and facilitation were separate and sometimes conflicting priorities that were conducted by multiple federal and non-federal organizations. From the dawn of CBP, these priorities became not only complementary, but a means to better serve the nation and CBP's direct stakeholders. The result was a totally new paradigm that continues to drive CBP operations and enhance the security of the U.S.

The first step in this process was the development of the Container Security Initiative, which the U.S. Customs Service implemented while plans to create CBP were in process. CSI addressed potential terrorist threats to U.S.-bound maritime containers by beginning security measures at the point of embarkation. Cooperative arrangements, signed with foreign governments in countries with major shipping ports,

enabled joint targeting and examination of cargo before loading potentially dangerous containers onboard ships. By doing so, the U.S. and host countries could mitigate risks as early as possible in the supply chain.

CBP realized additional benefits from the program. By prescreening shipments overseas, CBP could process higher cargo volumes more quickly and cost-effectively. Today, at CSI's 58 sites worldwide, CBP prescreens approximately 80 percent of all U.S. maritime cargo imports with sophisticated non-intrusive inspection equipment and radiation detection technology.

Securing the global supply chain required private sector cooperation. Across the last decade, CBP continued the Customs-Trade Partnership Against Terrorism, or C-TPAT, as its vehicle for private-public trade partnerships. Today, more than

10,000 CBP-certified companies enforce security throughout their supplier networks, provide a profile on their company's security measures, and undergo a risk assessment. Because of these lower-risk and trusted partner companies, CBP can devote more resources to high-risk shipments. In return, C-TPAT participants enjoy fast-track port-of-entry privileges.

For travelers, CBP has employed technology and risk segmentation practices that increase security while minimizing waits at ports of entry. In 2003, under the auspices of the DHS US-VISIT program, CBP provided its ports with biometric technology capable of quickly and reliably establishing a traveler's identity. This technology allowed CBP personnel to scan each visitor's index fingerprint and capture a digital photo. CBP officers could then compare each visitor's

Today, more than **10,000 CBP-certified companies** enforce security throughout their supplier networks, provide a profile on their company's security measures, and undergo a risk assessment.





★ The Border Patrol employs high-tech surveillance with traditional methods to thwart illegal border crossings. Pulling tires clears the ground, like erasing a chalkboard, so that agents may easily track crossers from their freshly made footprints.

biometrics against those in the US-VISIT databases. This process continues today. It uses complex technology to enhance security while expediting the legitimate traveler into the U.S. It also ensures the integrity of the immigration system while protecting the privacy of visitors.

CBP also installed vicinity radio frequency identification technology, known as RFID, to manage traveler verification along land borders. Today more than 18 million individuals have obtained RFID-enabled travel documents that contain an electromagnetic tag that stores data. The data can be read via magnetic fields or radio waves. Vicinity RFID technology allows CBP officers to read an RFID-enabled travel document in advance and to verify identity

and perform automated watch list queries without impeding the flow of traffic.

Building on this technology infrastructure are CBP's trusted traveler programs, which heighten security while minimizing processing time. Trusted traveler programs have been steadily increasing their member rolls and further expediting cross-border traffic due to ever-improving technology, port infrastructure and public outreach. As more trusted travelers move to the expedited lanes, the general lines grow shorter and processing time decreases for everyone.

Of course, CBP's work begins and ends with secure borders. And its work along the boundaries of the nation has been unprecedented in American history.

Before the creation of CBP, only a few fences or barriers delineated the international boundary lines, but offered inadequate deterrents for illegal crossers. Surveillance



photo by Josh Denmark

★ Border fence near Tijuana.



photo by Donna Burton

★ Scanning technology allows CBP to search cargo thoroughly without opening containers. photo by Donna Burton



★ DHS Secretary Janet Napolitano and CBP Deputy Commissioner David Aguilar are briefed on the agriculture inspection process.



photo by Steven Green

★ President Obama hears firsthand about border security procedures from a CBP officer.

and intelligence tools were relatively few and rudimentary. In the last 10 years, CBP has expanded border security into a strategically focused, all-threats, deterrence, detection and interdiction corps. CBP has doubled the number of Border Patrol agents who guard the nation's boundaries. CBP also has built the roads, fences, border barriers and other infrastructure that support comprehensive border security activities.

To achieve comprehensive border security, CBP has developed a robust air and marine monitoring capability. The marine and air assets work on a range of counternarcotics and counterterrorism missions. With this and other advanced technology, CBP detects and tracks possible terrorist activity and movements of contraband and undocumented aliens.

Through this work, the nation's borders and the American communities around them have never been more secure, but there is much more to be done. And as

CBP advances into its second decade, the nation will see a fully integrated approach to international security, trade and travel that makes the world safer and drives overall efficiencies of CBP's operations. ■

—David D. McKinney, Ph.D.  
Chief Historian



★ At land ports of entry, acceptable identification is combined with technology that transmits data to CBP officers before individuals arrive at the inspection point, thereby expediting border processing while increasing security.



★ New border technology.



# BURDER BUSTS



photo by Jaime Ruiz

## CBP Officers Seize Counterfeit Handbags

**Los Angeles** – CBP officers and import specialists from the Los Angeles/Long Beach seaport seized 1,500 high-fashion leather handbags bearing counterfeit Hermès trademarks. Had the goods been genuine, the seized

handbags would

have an estimated manufacturer's suggested retail price of \$14.1 million. CBP officers seized the merchandise, which arrived from China in two shipments, on Feb. 12 and Feb. 26.



## Contraband Queso—Hold the Cheese

**Santa Teresa, N.M.** – CBP officers working at the Santa Teresa port of entry seized 230 pounds of cheese. The contraband queso was confiscated when the quantity

was deemed a commercial import. "Individuals can import personal quantities of cheese – something in the 10-pound range," said CBP Santa Teresa Port Director Joanne Thale-Lembo. "This shipment certainly exceeded that quantity and was therefore seized and destroyed."

## CBP Officers Discover Destructive Beetles in Celery Shipment

**Baltimore** – CBP agriculture specialists discovered khapra beetles in a heavily infested shipment of celery seed from India.

They did not find any live insects, but immediately collected specimens of the dead insects and sealed the container.





## Smugglers' Jeep No Match for Border Fence

**Yuma, Ariz.** – Alert U.S. Border Patrol agents from Yuma Sector stopped two would-be drug smugglers who were attempting to drive their Jeep into Arizona from Mexico. They were partially over the fence when the Jeep got stuck at the top of a makeshift ramp.

The two suspects fled into Mexico just as agents patrolling the Imperial Sand Dunes area arrived at the scene. U.S. Border Patrol seized both the Jeep and ramp equipment after removing the car from the approximately 14-foot-high fence.

## Border Patrol Seizes 16 Pounds of Methamphetamine

**San Diego** – U.S. Border Patrol agents working at the Interstate 5 checkpoint in San Clemente, Calif., seized more than 16 pounds of meth with an estimated street value of \$326,800 in three separate incidents on Feb. 28, 2013.



## You Can Hide, But You Can't Run Drugs

**Tucson, Ariz.** – Tucson Sector Border Patrol agents arrested a suspected drug smuggler and seized nearly 1,500 pounds of marijuana concealed in false compartments. The agents, working at the State Route 83 checkpoint, arrested a U.S. citizen after a canine team alerted to the vehicle, prompting a secondary inspection. Agents

discovered 444 wrapped bricks concealed in various compartments throughout the pickup truck.



## Cutting Sign Nabs Drug Smugglers

**Del Rio, Texas** – Border Patrol agents throughout Del Rio Sector seized 849 pounds of marijuana worth an estimated \$680,640 in several independent incidents between Jan. 18 and Jan. 30. In all of the seizures, Border Patrol agents encountered foot sign along known narcotics-smuggling trails. While walking the trails, agents found 15 military-style duffel bags filled with marijuana.





# RESOURCES

## NEED ANSWERS?

CBP has more than 600 answers to your most frequently asked questions, as well as a few that aren't so common. Please use this page to research the information you need. If you do not find it, or have additional questions, contact CBP.

<https://help.cbp.gov> or call (877) 227-5511 or (202) 325-8000.

## U.S. PORTS OF ENTRY

Locate a Port of Entry – Air, Land, or Sea.

[www.cbp.gov/xp/cgov/toolbox/contacts/ports/](http://www.cbp.gov/xp/cgov/toolbox/contacts/ports/)

## TRAVEL INFORMATION

CBP provides helpful information about the entry process, travel program and more for U.S. citizens and international visitors.

[www.cbp.gov/travel](http://www.cbp.gov/travel)

### Trusted Traveler Programs

For expedited travel for air and land border crossing, enroll in one of the following programs.

- Air travel – [www.globalentry.gov](http://www.globalentry.gov)
- Northern land border crossing – [www.cbp.gov/nexus](http://www.cbp.gov/nexus)
- Southern land border crossing – [www.cbp.gov/sentri](http://www.cbp.gov/sentri)

### For international Visa Waiver Travelers

Electronic System for Travel Authorization

<https://esta.cbp.dhs.gov>

## TRADE INFORMATION

CBP provides information and resources to the trade community about basic importing and exporting, cargo security and more.

[www.cbp.gov/trade](http://www.cbp.gov/trade)

## CAREERS WITH CBP

If you are interested in a career with CBP, check out the “Careers” website for more information.

[www.cbp.gov/careers](http://www.cbp.gov/careers)

## HELPFUL WEBSITES:

U.S. Department of Homeland Security – [www.dhs.gov](http://www.dhs.gov)

DHS TRIP – [www.dhs.gov/trip](http://www.dhs.gov/trip)

U.S. Customs and Border Protection – [www.cbp.gov](http://www.cbp.gov)

Transportation Security Administration – [www.tsa.gov](http://www.tsa.gov)

Federal Emergency Management Agency – [www.fema.gov](http://www.fema.gov)

U.S. Citizenship and Immigration Services

- I-551, Permanent Resident Card (“Green Card”) – [www.uscis.gov](http://www.uscis.gov)

U.S. Immigration and Customs Enforcement – [www.ice.gov](http://www.ice.gov)

United States Coast Guard – [www.uscg.mil](http://www.uscg.mil)

U.S. State Department

- Passports – [www.travel.state.gov/passport](http://www.travel.state.gov/passport)
- Visas – [www.travel.state.gov/visa](http://www.travel.state.gov/visa)
- Visa Waiver Program – [www.travel.state.gov/visa](http://www.travel.state.gov/visa)
- Cultural property – [www.exchanges.state.gov/culprop](http://www.exchanges.state.gov/culprop)

United States Department of Agriculture/APHIS

- Traveler Information – [www.aphis.usda.gov/travel](http://www.aphis.usda.gov/travel)
- Importing Agricultural Items – [www.aphis.usda.gov/import\\_export](http://www.aphis.usda.gov/import_export)