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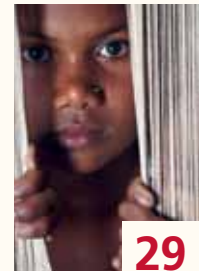
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★ ON THE COVER

CBP Officer Jose Armando Fuentes from the Port of St. Louis, Mo., is featured on the cover. The photo was taken as the Al Waleed border crossing point while Officer Fuentes was assigned to Iraq for CBP in 2008.

SECRETARY NAPOLITANO SWEARS



- ★ Homeland Security Secretary Janet Napolitano and Deputy Secretary Jane Holl Lute came to CBP headquarters to swear in David V. Aguilar as acting commissioner and Thomas S. Winkowski as acting deputy commissioner. Also during the event, outgoing CBP Commissioner Alan D. Bersin was recognized.



IN NEW CBP LEADERS

The new year brought two new leaders to CBP as David V. Aguilar was sworn in as acting commissioner and Thomas S. Winkowski as acting deputy commissioner.

Homeland Security Secretary Janet Napolitano conducted the ceremony made possible when the former commissioner, Alan D. Bersin, accepted the position of deputy secretary and chief diplomatic officer for DHS.

Aguilar steps up from deputy commissioner and Winkowski from assistant commissioner for field operations. Both are in an acting capacity.

In his remarks, Aguilar said that his CBP team will continue to build on the foundation that has been set. "Our job is complex," he said to the men and women of CBP. "It is tough; it is very demanding, but I know your mettle—I know what you're made of."

Napolitano told the Dec. 30 gathering that she was pleased that two experienced veterans were taking the helm. The majority of Aguilar's career has been spent with the Border Patrol, where he rose to national chief. Winkowski's career has been spent with the former U.S. Customs Service and now with CBP's field operations office.

Bersin saluted and thanked the many people with whom he worked during his tenure as commissioner. "I really love this job, and I really love this agency," he said. "They've made me a more capable leader and a better manager. I'll miss them very much."



Frontline

VOL 5, ISSUE 1

SECRETARY OF HOMELAND SECURITY
Janet Napolitano

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U.S. CUSTOMS AND BORDER PROTECTION**
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CBP's Minneapolis Hiring Center **Saluted for Veterans Support**

First federal organization to receive Yellow Ribbon designation



★ Photos and letters from employees on reserve duty are posted on the Yellow Ribbon bulletin board at the CBP Minneapolis Hiring Center.

Like many soldiers returning from war, Brandon Woody, a human resources specialist at the CBP Minneapolis Hiring Center, was a bit apprehensive about going back to his civilian workplace after serving in Afghanistan for more than a year. Woody, a battalion officer in the U.S. Army Reserve, had been deployed to the Logar Province near the border of Pakistan.

“It’s hard to adjust going from a really stressful and tense situation where your adrenaline is rushing all the time to sitting in an office environment,” said Woody. “It has a big impact when you go from two extremes.”

Woody, who had only been in the job for a year before leaving to do his service, had other concerns. “I had changed teams and had a new supervisor when I came back,” he said. “I hadn’t built a relationship

with that supervisor in the past, so I was a little nervous.”

But Woody’s fears soon vanished. When he returned to the hiring center, he was greeted enthusiastically by his new supervisor and his peers. “I was a little surprised. It was almost like a welcome home celebration,” he said. “My supervisor bought bagels and everyone thanked me for my service. That was a very gracious thing for them to do.”

It was also typical of the kind of support that CBP's Minneapolis Hiring Center, which was honored late last year as the first federal entity to receive the state of Minnesota's Yellow Ribbon designation, gives to military veterans and their families.

The Yellow Ribbon Recognition Program, the only program of its kind in the nation, was formed in 2008 after the Minnesota Department of Military Affairs realized that the state's mandatory reintegration training program, designed to help National Guard and reserve members transition back into civilian life, wasn't sufficient. "When Minnesota started its reintegration training, it did a great job of providing classes for service members and their families to help them identify all of the resources that were available, but it didn't take us long to realize that transitional problems didn't end at exactly 60 days or 90 days, the length of the training," said Annette Kuyper, the director of military outreach for the state of Minnesota.

Working with the governor's office, the Department of Military Affairs created a Yellow Ribbon recognition program that reached out to Minnesota communities for their commitment to support service members, veterans, and military families. "It was working so well, we took that same concept to companies," said Kuyper.

That, too, was successful. Scores of Minnesota companies such as Target, 3M, Best Buy, and Cub Foods as well as academic institutions and other organizations fulfilled the necessary requirements and earned the Yellow Ribbon Company designation.

In August 2010, shortly after Gary Olson joined CBP as the director of the Minneapolis Hiring Center, he contacted Kuyper to see if a federal agency could be part of the Yellow Ribbon program too. "We were aware that we were doing a lot of things to support veterans and the hiring of veterans," said Olson, who had served in the Minnesota National Guard for 30 years and retired as a full colonel in November 2010. "I wanted to have a formalized program that captures all of

the things that we do here at the hiring center as it relates to veterans."

Olson also wanted the hiring center to be certified because of its national reach. "We're hiring from Maine to the Marianas Islands from Alaska to Puerto Rico, so we touch every state, territory and the District of Columbia as it relates to hiring," he said, explaining that the Minneapolis center primarily hires entry level law enforcement and non-entry level positions for the agency's Border Patrol, Field Operations, and Air and Marine offices.

"If we can bring this kind of focus for hiring and taking care of veterans, this can be a toehold for other federal entities to

adopt similar types of programs to help their veterans, members of the guard and reserve who are employees of these agencies, and their families while they go off to do our nation's business overseas," said Olson.

According to Kuyper, the need for support is growing. "As more and more of our service members are coming home, these programs are becoming increasingly more important," she said. "In Minnesota, we have more than 3,000 soldiers who will be returning in May of 2012 from Iraq. We're hoping that other government agencies will be inspired by CBP's commitment and do the same."

'It's hard to adjust going from a really stressful and tense situation where your adrenaline is rushing all the time to sitting in an office environment...'

—Brandon Woody



★ After serving in Afghanistan, Brandon Woody, a human resources specialist at CBP's Minneapolis Hiring Center, was able to transition more easily into the workplace because of the assistance he received from his supervisor, Jacquie Smith.



- ★ After CBP's Minneapolis Hiring Center received the state of Minnesota's Yellow Ribbon designation, members of the Yellow Ribbon Steering Committee gather with Maj. Gen. David J. Elicerio, left, and Minnesota Secretary of State Mark Ritchie, center right.
- ★ Gary Olson, director of the Minneapolis Hiring Center, speaks at a special Yellow Ribbon ceremony honoring the center.

For Woody, having a mentor enabled him to regain his footing. “It was a crawl, walk, run type of mentality. My mentor trained me and then let me find myself in my new position. If I said that I couldn’t complete something, she would take it away and give it to someone else. She didn’t try to swamp me right away,” he said. “The hiring center was trying to set me up for success rather than failure. They were concerned about my needs.”

CBP’s hiring center received its designation last November at a special proclamation ceremony officiated by the Minnesota Secretary of State Mark Ritchie and Maj. Gen. David J. Elicerio, commander of the 34th Infantry Division of Minnesota Army National Guard. During the ceremony, Ritchie presented CBP with a certificate signed by Minnesota Gov. Mark Dayton. The ceremony also recognized the 25 veterans who are members of the hiring center’s staff. Two of the individuals are currently serving overseas.

One of them, Sandy Anderson, a human resources assistant and the mother of three, was deployed at the end of September to serve in the U.S. Air Force Reserve on Operation Enduring Freedom.

“The support from the people in the office is overwhelming. I did not realize the support that is actually there,” said Anderson. “They exchanged names and numbers with my family members so that they are able to contact them to see how things are going or if my family needs anything,” she said. “I miss my family and my friends, but with the help and support I have back at home I do not have to stress. I can achieve over 100 percent of what I have to do here to succeed in my mission.” ■

— Marcy Mason

For more than a year, the Minneapolis Hiring Center worked diligently to meet the Yellow Ribbon recognition requirements. A key element of the center’s program is keeping a connection with employees when they go off to war to serve the country and then helping them adjust to the workplace after they complete their tours of duty.

“When they come back, we assign mentors to help them get back into the civilian workforce,” said Olson. “When they go off to war, most members of the military live a very regimented life. They are told

when to get up, what their mission is going to be, their days are very scripted,” he said. “They’re on adrenaline, especially if they’re in a combat unit. They’re making life and death choices pretty much on an hourly basis. Then when they come home, they are basically back into making decisions about things we take for granted such as what time they want to go to bed or what they want to eat. We wanted to make sure that there’s somebody there who can coach them and be their sounding board—to provide that safety net,” said Olson.

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The Easy Way to the USA



★ Supervisory CBP Officer Adrian Long provides handgun training to a U.S. military officer in Iraq.

photo by Charles Csavossy

★ Border Patrol Agent John P. Mansell helps train an Iraqi border guard during a CBP Border Support Team mission in 2008.



A Powerful PRESENCE

CBP teams build on six years of success in Iraq

BY JAY MAYFIELD



★ Supervisory CBP Officers James Dayhoff, left, and Hector Noriega confer with an Iraqi customs officer while processing outbound trucks at the Rabbia port of entry in 2005.

For the past six years, U.S. Customs and Border Protection personnel have been on the ground in Iraq for every twist and turn in that country's rebirth and recovery, and in America's role in that process.

CBP's mission in Iraq began in 2005 at the request of the Department of Defense. At the time, U.S. troops were working with the still-new Iraqi government to create a national security structure that could handle the challenges the nation would face in the years to come. When it came to border security issues, though, the military needed a level of expertise that only CBP could provide. In response, CBP created the Border Support Team program.

As the most significant shift yet in America's work in Iraq takes place with the departure of the military, though, CBP is serving as a vital bridge between past and future in helping the people of Iraq come into their own as a modern, functioning democracy.

Rough duty

In the early days of CBP's work in Iraq, BST members lived and worked alongside their military counterparts in Iraq's vast borderlands. They provided training to U.S. military units and direct, one-on-one training to Iraqi customs police and border guards.

"We tried to bring the military up to speed in the way we did things back home at the ports of entry," said Supervisory CBP Officer Adrian Long, who has served on four different BSTs, describing his first deployment on BST 6. "We also trained them in Border Patrol techniques like cutting sign, doing drags, setting up checkpoints and patrols."

The work was incredibly dangerous. Firefights with insurgents were a regular occurrence, as were long days spent marching from one remote border fort to another in the oppressive heat and blowing sandstorms that characterize the Iraqi climate.

For the members of those early teams, though, the work was still rewarding in spite of the danger.

"When I first got out here, it was rough, it really was... You really didn't know: 'Am I dying today? Am I going to be killed?'" said Long, who last fall finished a 14-month deployment as a member of BST 16 and BST 17. "When you started working with Iraqis, though, and the gratitude they would show, you got this feeling of 'I am here for a purpose, I am actually effecting change. I'm actually doing something good.'"

Over time, CBP's mission evolved with that of the military in Iraq, and while team members would still travel with U.S. forces to ports of entry around the country, the partnership moved into more strategic roles as well. Working alongside the military's Ports of Entry Directorate Transition Team, the CBP personnel helped Iraqi customs and border officials grow their new agencies in the most effective ways possible. In many ways, the CBP teams served as advisers not only for Iraqis but also for the U.S. military officials as they worked to set benchmarks for success.

"There was a need to bring in the particular expertise for the job that the military just did not have," said Army Brig. Gen. Michael R. Smith, who commanded the unit. "CBP was an integral part of the teams that were created."

'We're seeing results'

As the U.S. mission in Iraq has evolved, CBP's role has evolved with it, shifting focus from training individuals to the work of advising the leaders in the Iraqi Ministry of Interior on how they can create and sustain modern training and management techniques. But recent team members note that the work being done today is part of a continuum that started with BST 1.

"It's about all the teams that have been here," said Chief CBP Officer David Sturm, commander of BST 17, which returned from Iraq in September. "We are in a position

that where, looking back, we can reap the benefits of the previous teams. They worked hard, and at this point we have gained an advantage from all of their work."

With each team that came to Iraq, CBP's role shifted slightly away from providing direct training to frontline Iraqi personnel and more toward advising leaders in the two major Iraqi government offices that work in areas where CBP has expertise: the Directorate of Border Enforcement and the Ports of Entry Directorate. But even as BST members moved into that higher-level advising role, they continued conducting training in the topic areas where they possessed highly specialized knowledge that simply does not yet exist within Iraq.

At Baghdad International Airport, CBP trainers have conducted a multitude of programs as part of a government-wide effort to bring the airport into compliance with International Civil Air Organization certification guidelines. ICAO certification is a must for the large majority of international air carriers to consider flying to an airport.

Working in close partnership with officials from the Department of Transportation, CBP officials have helped train airport security personnel in the effective use of nonintrusive inspection equipment like X-ray machines, both for passengers arriving internationally in the traditional customs role, and also for departing passengers in the role played by the Transportation Security Administration in the U.S.

Beyond general certification training, however, CBP personnel at the airport in Baghdad have also put their highly specialized expertise to work in developing and conducting training programs for Iraqi government officials, airport and airline employees in how to recognize fraudulent documents and imposters, as well as basic



★ Supervisory CBP Officers Erick Osteen, center, and Eric LaRoche, left, meet with members of the military ports transition team.

Photo by Jay Mayfield

*‘There was a need to bring in the **particular expertise** for the job that the military just did not have.’*

—Army Brig. Gen. Michael R. Smith

behavioral analysis. The team members from BST 17 alone trained more than 420 people during their time in country, and within a week of arrival BST 18 members already had training sessions scheduled.

“They can’t get this training anywhere else, and that made us feel really good,” said Supervisory CBP Officer Rudy Frank, a BST 17 member. “The younger generation of Iraqi personnel in particular is smart and willing to learn, willing to work. We saw them taking ownership. They don’t remember the old way of doing things, they make it their own way.”

The airport environment is unique in a number of ways for CBP personnel, in that it has seen a smaller U.S. military presence

for quite some time, and places team members in more direct contact with large numbers of Iraqis.

“Working here with a limited military presence, we were in many ways the face of the embassy,” said CBP Officer Mike Fowlkes, who was stationed with Frank at the airport. “We provided a good model of how to work with the facets of the Iraqi government, and we are seeing results.”

Ready for anything

At the Border Patrol’s Special Operations Group facility in El Paso, Texas, members of CBP’s Iraq-bound teams get a heavy dose of what all those involved acknowledge is a worst-case scenario in an

environment that bears a striking similarity to the Iraqi desert.

The weeks of preparation in advance of the trip tax the team members both mentally and physically. From becoming acquainted with new weapons and extremely heavy body armor to exercises designed to condition them to the heat they will face, the training is designed to push them to their limits.

“I went through basic rifle training in the Navy, I was on a SWAT team for five years, and this training has been the best I have ever had,” said Phil Stanford, an alternate member of BST 18 who is scheduled to be part of the BST 19 team in 2012.

In addition to their time in El Paso, the teams take part in specialized State

Photo by Frank Valli



★ A Border Support Team member surveys the area outside an Iraqi border fort.

Department training courses focused on the unique environment and culture of Iraq. Over the course of both elements of the training, the teams spend nearly every day with each other—sharing not only training, but meals, study and more.

For BST 18 Commander Doug Harrison, a Border Patrol associate chief, his team forged both high levels of individual skills and the ability to operate as a seamless unit, despite their different backgrounds and roles.

“The training we received is above and beyond anything I have seen,” he said. Indeed, a common theme in the training process is that exposing the team members to difficult, if unlikely, scenarios better prepares them for the state of mind required once on the ground in Iraq.

“When it comes to this mission,” said Sturm, “you have to be patient, flexible and fluid.”

Standing together

The hub of CBP’s work in Iraq is in the massive U.S. Embassy complex, in a space that would be indistinguishable from an office in the agency’s Ronald Reagan Building headquarters at first glance—other than the concrete bunkers visible outside every window. Employees work in cubicles, handling phone calls, going to meetings and conducting the business of the American government.

On closer examination, though, a visitor notices that other than the shape of a shoulder patch, there’s little that distinguishes a CBP officer from a Border Patrol agent or an air and marine interdiction agent here. In this most remote of outposts, thousands of miles from Laredo, Miami or Seattle, the CBP team moves and operates as one, bringing their unique backgrounds together to accomplish the mission before them.

“While we may joke about the friendly rivalries between our offices back home, the close partnerships we have with each other are key to our success,” said Harrison. “In many ways, the challenges the Iraqis face in building a comprehensive border agency mirror what we faced back home in creating CBP.”

The tight partnerships exist within the larger DHS contingent working in Iraq as well. In particular, CBP teams in Iraq have developed a close working relationship with the team from the U.S. Coast Guard deployed to the country. The guardsmen’s role has focused on the southern part of Iraq, where the nation shares a maritime border with Iran and where waterway security around the seaports at Umm Qasr and the nation’s offshore oil platforms is critical to the nation’s burgeoning international trade.

‘I Felt I Had An Obligation’



Photo by Henry Rogers

Calling Sue Al-Atar a linguist is almost comically underplaying her role in the work of CBP Border Support Teams in Iraq. For the past five years, she has been a linguist, yes, but also a cultural guide, diplomatic counselor and surrogate mother.

Al-Atar was born in Baghdad, and emigrated with her husband to the U.S. in 1978 on a student visa. When Saddam Hussein seized power in Iraq in 1979 and as his regime grew more brutal and oppressive, she and her husband became asylum seekers. In 1985, she became a U.S. citizen.

Her husband passed away a few years ago, and in 2005 she heard about translation opportunities for Arabic speakers in Iraq. As a Baghdad native, she could speak the right dialect, and she was hired quickly. Sue closed the bridal shop she owned in Cary, N.C., and left for her homeland for the first time in more than 25 years.

She describes the feeling, once she returned, of setting foot in the ornate palaces Hussein built for himself that had been converted to offices for U.S. personnel.

“I wept when I saw what he was doing while his people starved,” she said. “I had to be helped up the stairs, I was crying so much.”

While she may have been hired primarily as a translator, Al-Atar has become much more than that. CBP team members have come and gone through the years, but Al-Atar has been there. She’s been there for meetings with generals and political leaders, many of whom instantly recognize her accent as local. The relationships and trust she has built with those leaders have benefited every CBP team member since.

“It would be nearly impossible to have the successes we’ve had without Sue,” said BST 17 Commander David Sturm.

Beyond her work, Al-Atar has also served as a cultural ambassador of sorts for the team members and others she’s worked with through the years. She would make Iraqi meals in her kitchen to provide a taste of her homeland and served as a guide (and sometimes negotiator) at the shops run by locals on the military bases.

In spite of the danger of working in a war zone, Al-Atar has kept at it through changes in location, changes in team members, changes in strategy and more. For Al-Atar, her work in Iraq is far more than a job; it’s a way to bring together her love for Iraq with her identity as an American.

“I felt I had an obligation,” she said, “to be the bridge between my adopted mother and my biological mother. That is why I came here, that is my duty and what I am called to do.”

—Jay Mayfield

‘Once the Sand Gets in Your Blood, You Will Never Be the Same’

The experience of spending six to nine months in Iraq is trying for even the hardest of CBP personnel, and most Border Support Team members make the trip just once.

Supervisory CBP Officer Adrian Long is the exception to that rule. Most recently he served on BST 16, and stayed on in Baghdad as part of BST 17’s deployment, which ended in September of 2011.

“The old saying is, ‘Once the sand gets in your blood, you will never be the same,’ and it’s true. I feel the sand has gotten in my blood, and I can never imagine not ever coming back here,” said Long, whose first deployment to Iraq with CBP was on BST 6 in 2006. He returned as a member of BST 11 in 2008, and then with BST 16 and 17 in July 2010.

It was during that most recent deployment, which spanned 14 months, that Long made his mark on the people of the U.S. Embassy in Baghdad, where he was stationed. It started with helping fellow team member Myrna Irizarry lead English classes for the Peruvian contractors who serve as security guards for the embassy compound.

Long continued the classes after Irizarry returned home, and quickly earned the nickname “Profe”—short for professor—among the guards, who would keep notebooks and write down unfamiliar words to ask Long about when they would see him at the chow hall or the gates. Long was able to help the guards understand the subtleties of English in a way that made them better able to do their work.

Beyond his teaching, Long immersed himself fully in the unique way of life that exists in the city-within-a-city that is the embassy. He joined the church choir and taught fitness classes. To get the full sense of Long’s impact on the community, though, one needs only to walk down the street with him.

“It’s such a small community, but people really don’t go out of their way to meet people,” he said. “So I make it a point to say hello to everyone I cross paths with, and most people are very receptive and sometimes surprised.”

When he departed Iraq, it was easy to see the lives he had touched, with whom he had built, in his words, “a sense of family.” From the staff who managed the logistics of helicopter movements to the members of the karaoke club, people’s last goodbyes with Long reflected a strong personal connection.

While he hopes to return to Iraq with CBP, Long also hopes to come back one day in the future outside the realm of rebuilding.

“I would love to be able to come back here as a tourist, I very much would like to come back here and see Baghdad back to its glory days, and see Iraq be the strong nation it once was and will be again,” said Long. “It can be achieved, the citizens of Iraq are strong people, they are hardy people, and this is a minor setback for them historically. They will get through this.”

—Jay Mayfield

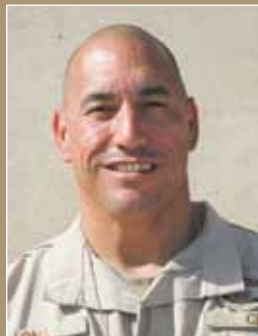


photo by Kerry Rogers

Coast Guard Cmdr. Brendan Kettner notes that having other DHS representatives in country is a significant advantage.

“We are all part of the larger DHS team,” said Kettner, who serves as the Coast Guard’s officer in charge of the port advisory coordination element in Iraq. “With each of us having such a small footprint, it’s great to have sister agencies working alongside you to provide support and broaden your perspective.”

That same viewpoint is shared by other U.S. government agencies in Iraq, which is home to the largest assortment of U.S. government agencies working side by side outside the borders of the U.S. Even agencies that may not normally interact closely with CBP back home have developed relationships born of shared needs.

“It really does take a team, and the relationships you build in a team, to make an undertaking like this work,” said Kathryn Vernon, the Department of Transportation attaché in Iraq, who has worked closely with CBP teams working on improvements to the Baghdad airport. “The level of interaction here is a model for how interagency cooperation should work.”

Moving forward

The evolution will be even more pronounced as the military’s role in Iraq has ended and the State Department has taken over U.S. interests in the country. CBP’s teams are part of an effort known as the Police Development Program, or PDP, managed by the Department of State’s Bureau of International Narcotics and Law Enforcement, or INL. PDP is focused on providing Iraqi leadership with the tools necessary to create world-class law enforcement training and infrastructure. That means that CBP team members will serve as high-level advisers to their counterparts in the Iraqi government.

Ambassador Michele J. Sison, the assistant chief of mission for law enforcement and rule of law assistance for the U.S. Embassy in Baghdad, emphasizes the value in CBP’s continuing presence in Iraq and in the transition to a role as advisers for the Iraqi government—particularly in light of the fact that CBP personnel have been on the ground in some of the most remote areas of the Iraqi border.



★ The training conducted for BST members at BORTAC headquarters in El Paso covers a full array of possible situations agents and officers might face.

photo by Michael J. Hardy

“For the teams now to bring back what has been documented, what has been witnessed by the CBP teams who have been here previously, is important,” said Sison.

In addition, CBP’s experience in creating a unified border agency is expected to prove useful as the Iraqi government moves toward a more lasting structure.

“Iraq is its own country, its own people, and it will devise its own solutions,” said Kevin O’Reilly, director of the INL bureau’s presence in Iraq. “The experiences we’ve gone through

are proving very influential as the Iraqi people look at foreign government models and work through how they will solve their own challenges.”

One of the largest tasks facing the PDP and the CBP team members who are part of the effort is helping cultivate the notion that the various elements of law enforcement—from border management to the criminal legal system and even effective management of jails and prisons—must work hand in hand to secure the nation.

Phil Lynch is an attorney with the U.S. Department of Justice who worked extensively with CBP in Iraq on efforts to establish a comprehensive judicial system under which the rule of law could exist and take root in the country, and he noted that efforts to modernize border security were key to the process.

“It wasn’t just about internal security,” said Lynch. “If you can’t control your borders, it doesn’t matter if you can control your cities.”

‘When it comes to this mission, you have to be patient, flexible and fluid.’

—BST 17 Commander David Sturm

★ CBP and U.S. military personnel working in Irbil developed close partnerships with their Iraqi colleagues.





★ Army Lt. Col. Nathan Trussoni, left, and BST-17 Commander David Sturm, right, conduct an acceptance review of new non-intrusive inspection equipment that will be used at the Waleed port of entry on the Iraq-Jordan border.

photo by Jay Mayfield

*‘In many ways, the **challenges the Iraqis face** in building a comprehensive border agency mirror what we faced back home in creating CBP.’*

—BST 18 Commander Doug Harrison

What may seem fundamental lessons, though, are not easily learned in a nation that is recovering not only from the immediate challenges of war, but also from decades of tyranny and mismanagement under a brutal dictator. Like any advisory role, the sharing of information from U.S. to Iraqi officials ultimately must be built on trust to be effective. In many ways, the relationships built by CBP team members through the years with Iraqi colleagues are proving critical as that advisory role becomes more prominent.

One Iraqi leader in particular has formed a close partnership with members of the CBP teams in Iraq: Maj. Gen. Mohsen Abdul Hassan. Mohsen heads the Iraqi Department of

Border Enforcement and has worked directly with CBP teams for a number of years. As he has moved up through the ranks in the Iraqi Ministry of Interior, the close relationships he has built with team members have led directly to a better institutional relationship between his organization and U.S. representatives in Iraq.

“People count,” said O’Reilly. “When you talk to the senior leadership of border enforcement here in this country, they talk very passionately and very articulately about how they were influenced in a positive way by the CBP teams, who have put their hearts into these tasks and have done so at some risk to their own safety and personal welfare.”

★ Marine Interdiction Agent Frank Valli, left, walks with an Iraqi counterpart near Kish.

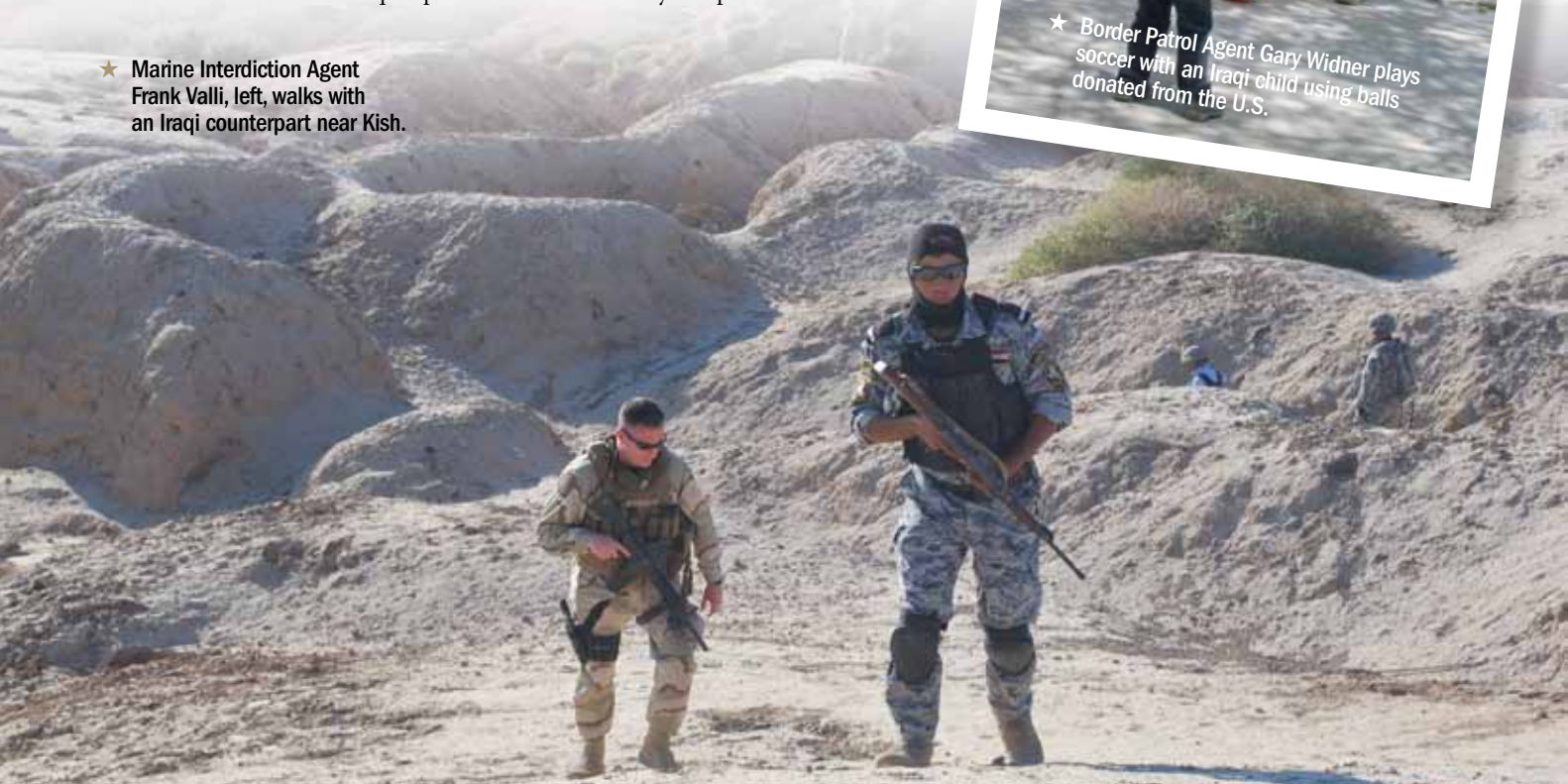


photo by Frank Valli



★ Border Patrol Agent Gary Widner plays soccer with an Iraqi child using balls donated from the U.S.

In this way, despite the incredible changes taking place there, the core of CBP team members' work in Iraq stays the same: developing relationships, sharing information and working to help the Iraqi people create for themselves a secure and stable nation.

"People matter," continued O'Reilly, "and people from CBP, from DHS and from the U.S. government are going to continue to matter in this. It's no surprise that what

Iraqis want is what people from democratic governments all over the world want... The mission is, in that sense, both simple and rather profound: to be able to help a country—which is neither poor nor without resources, but has transited a very difficult three, four decades—develop those capacities in a way which allows them to function effectively in the world and to function with confidence in the world in which they live." ■

Reporting by Jay Mayfield and Kerry Rogers in Baghdad, Iraq, and El Paso, Texas, and by Melissa Marie Maraj in El Paso.

Editor's note: Photos in this article represent the work of multiple Border Support Teams throughout the history of CBP's time in Iraq. Where available, dates for the photos have been included in the captions.

CBP Success Stories in Iraq

AL-KUT and Nationwide – In the early days of the rebuilding of Iraq, the military purchased 23 non-intrusive inspection devices for use by Iraqi officials. The devices proved problematic, however, as they use live radiation sources to "see" inside the items they scan. The complexities of importing these live sources were beyond the military's expertise, and the equipment was set to be returned to the manufacturer as they were going unused. Supervisory CBP Officer Erick Osteen, a member of BST 17, was experienced both in the use of NII equipment and the import/export regulations for the live sources, and worked with the military and the Iraqi government to import the sources into the country. The 23 systems are now in use across Iraq, including at Baghdad International Airport, providing a significant enhancement to Iraqi security.

UMM QASR – As Iraq's primary seaport, Umm Qasr is a significant gateway into the nation. CBP and DHS team members have worked with Iraqi counterparts at the seaport to

build relationships and provide operational training. In 2011, the training and communication paid off as Iraqi officials stopped a shipment of stun guns, ammunition vests and artificial fingerprints at the port. More than just the seizure itself, the fact that Iraqis shared this information reflects the hard-won trust built by CBP personnel through the years.

BAGHDAD – CBP personnel are among the foremost experts on the area of how to recognize fraudulent travel documents and imposters who may be using documents other than their own. At Baghdad International Airport, CBP team members trained hundreds of Iraqi customs and immigration officials in these skills, leading to a more than 100 percent increase in the number of fraudulent documents intercepted at the airport. More than just the quantity recognized and stopped, though, CBP team members noted that the Iraqis were able to recognize increasingly sophisticated attempts at fraud.



RESCUING PIECES OF WORLD




★ CBP Officer Herbert Kercado stands beside the Egyptian sarcophagus, which he intercepted at Miami International Airport.

photo by Donna Burton

CULTURE

*CBP seizes lost or stolen artifacts
and returns to lawful holders*

BY KATHLEEN FRANKLIN



A
mong the duties discharged by CBP officers and agents is the safeguarding of the world's cultural heritage. From facilitating the legal transfer of priceless objects to museums and legitimate collectors to the ferreting out of black-market smuggling and illegal trafficking, CBP ensures that museum-quality artifacts ranging from clay sculptures to prehistoric fossils are treated according to the nation's laws and international treaties and agreements.

The basis for CBP's work with lost or stolen artifacts is the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export, and Transfer of Ownership of Cultural Property. This agreement sets forth international guidelines on protecting archaeological and ethnological antiquities. In addition, U.S. law requires that such materials must have a certificate or other documentation issued by the country of origin before they can enter in country.

The officers involved in this work must have working knowledge of these laws and regulations. The officers receive ongoing training, trade alerts and musters. But

knowledge is only the beginning. Officers must have the ability to do detective work. As noted by Kevin K. McAleenan, CBP acting commissioner of field operations, this work is "complex and diverse" requiring CBP officers "to be observant." The result, said McAleenan, is "the interception of numerous antiquities and artifacts of cultural and historical significance."

A 2011 case involving ancient Egyptian artifacts illustrates how CBP officers use technology, knowledge of the law and their instinct to prevent the smuggling of contraband artifacts. The incident occurred at the World Trade Bridge in Laredo, Texas. On October 11, CBP Agricultural Specialist

Teresa Contreras was alerted to a shipment by CBP's Automated Targeting System, which flagged the shipment as high-risk because of its country of origin—Egypt—and because the shipment was being sent from Mexico to Dallas.

When Contreras investigated, she found other aspects that raised suspicion. The shipment was described as "Original Sculptures Statuary," and the invoice was written by a Dallas-based importer, who was effectively shipping the item to himself. Additionally, the items were being transported in a northbound pickup truck, which seemed like an odd way to ship artifacts.

photo by Donna Burton



★ Allen Gina, CBP assistant commissioner of international trade, speaks at a ceremony marking the repatriation of an ancient sarcophagus to Egypt.

[2007]

A pre-Columbian Mayan artifact at least 1,200 years old was returned to the government of Guatemala. The artifact was seized in 2006 at Chicago O'Hare International Airport from a traveler who claimed it was a gift from a Guatemalan family. CBP, in cooperation with the other components of the Department of Homeland Security, continues to play a vital role in recovering these priceless and often irreplaceable cultural and historical treasures.

[2008]

Three pre-Columbian grinding tools were returned to Mexico that an Arizona man attempted to bring into the U.S. illegally through Naco, Ariz. The government of Iraq received 1,044 cultural antiquities in a ceremony at Iraq's Washington, D.C., embassy. The items had been seized by the U.S. Customs Service in 2001 and were recovered in the rubble of the World Trade Center.

Contreras engaged members of the Import Specialist Enforcement Team, who followed the procedure in a February 2011 Trade Alert and Muster: Stolen Cultural Artifacts of Egyptian Origin. The team referred the shipment for a non-intrusive inspection, or NII exam. NII technology includes large-scale X-ray and gamma-ray imaging systems, radiation detection equipment, small-scale baggage X-ray systems, as well as portable and handheld devices.

The inspection revealed two Egyptian sarcophagi, and CBP detained the shipping for further investigation. The team referred the case to Immigration and Customs Enforcement's Laredo Commercial Fraud Group. ICE investigators were still determining the authenticity of the items at press time. ICE also was ascertaining if the sarcophagi were removed illegally from Egypt. To complete this aspect of the investigation, ICE coordinates with Interpol and ICE's office in Paris, which specializes in lost and stolen artifacts.

This interception is just one example of the numerous cases that CBP addresses. Airports and seaports also routinely deal with lost and stolen art. Another example of illegally exported Egyptian artifacts comes from Miami International Airport where Agricultural Specialist Herbert Kercado was inspecting air freight. After reviewing the manifest that listed a crate's contents as "sarcophagus Egyptian (antique) (wooden)," Kercado decided to investigate further.

The documentation seemed to be in order. The shipment originated in an art



★ From right to left, CBP Assistant Commissioner Allen Gina, CBP Office of International Trade, Director John Morton, Immigration and Customs Enforcement, and Secretary General Zahi Hawass, Egyptian Supreme Council of Antiquities, sign documentation for repatriation of an Egyptian sarcophagus.

photo by Donna Burton

gallery in Spain and was en route to a collector in Canada. But Kercado, a history buff who was aware of illegal trafficking in Egyptian artifacts, sensed that "something wasn't quite right," he said. Further investigation proved that his instincts were correct. Egypt had not authorized the export of the sarcophagus. The item was seized and returned to Egypt at a ceremony at the National Geographic Society in Washington, D.C., on March 10, 2010.

The 3,000 year-old sarcophagus was made from balsa wood and covered with color markings and hieroglyphics. It "may be the most beautiful piece of all the 31,000 antiquities that have been repatriated to Egypt in the past eight years," said Zahi

Hawass, explorer-in-residence with the National Geographic Society, who also serves as the secretary general of the Egyptian Supreme Council of Antiquities.

These two examples illustrate the skill and intra-departmental and international cooperation that leads to the repatriation of artifacts that part of the world's cultural assets. As noted by CBP Laredo Port Director Sidney Aki, "... our agricultural specialists' cognition and attention to detail" is key to "successful interception."

CBP, in cooperation with the other components of the Department of Homeland Security, continues to play a vital role in recovering these priceless and often irreplaceable cultural and historical treasures. ■

[2009]

Prehistoric fossils were returned to the government of China. The fossils, dating back 100 million years, included bones of a saber-toothed cat and over 24 fossilized dinosaur eggs. Eight cultural religious artifacts seized in 2007 and 2008 were returned to the government of Peru. These included statues, pendants, a crucifix, a painting and church vestments. A Miami man, who was selling the items on eBay, was intercepted by CBP in Miami as he reentered the U.S.

[2010]

Dozens of pre-Columbian and Mayan artifacts were returned to the Embassy of El Salvador in Washington, D.C., after they were discovered for sale on the Internet. A CBP officer in Miami intercepted the artifacts in 2007 in a shipment destined to Alabama. Approximately 100 ancient Paleozoic-era fossils—manifested as "stones"—were returned to the Embassy of the People's Republic of China in Washington, D.C. The fossils were found by a CBP officer during a routine inspection at a Chicago airport mail facility.

Revitalizing Trade

*Centers of Excellence and Expertise
signal sweeping changes*

BY MARCY MASON

After much anticipation, two new industry centers, known as the Centers of Excellence and Expertise, made their debut last fall at U.S. Customs and Border Protection. The new centers, one for the pharmaceutical industry and the other for electronics,

photo by Jaime Ruiz

★ The pharmaceutical industry is the focus of one of CBP's two new Centers of Excellence and Expertise. The other center concentrates on the electronics industry.

signaled a fundamental shift in how CBP works with the trade community.

The traditional method of processing imports was being overhauled in favor of a new structure that would facilitate legitimate trade and at the same time enable CBP to concentrate its enforcement efforts on potential threats to the nation's security and economic competitiveness. How and why these centers came about and their value to the country has been a subject that has generated much interest.

The idea for the Centers of Excellence and Expertise was one of several suggestions proposed to CBP in a 2009 paper written by the congressionally mandated trade advisory committee known as COAC. Most of the paper's suggestions centered on a "management by account" concept, which viewed companies as accounts rather than on a transaction by transaction basis where

companies that had a good compliance history with the agency and participated in CBP's trusted partnership programs.

"If we realize we know enough about trusted partner companies, we don't need to examine them time and time again. We can find an alternative method of processing their merchandise," said Leon Hayward, CBP's assistant field director for trade in New York City, who headed the account executive pilot.

Choosing the right industries

Before launching the pilots, specific industries needed to be chosen. Four industries—pharmaceutical, electronics, petroleum, and automotive—were considered. "These industries were importing large quantities of high value goods, and they had a high percentage of importers that were already partnering with

The other reason was to heighten the agency's focus on counterfeiting and intellectual property issues. "There is a growing problem with counterfeit pharmaceuticals," explained Maricich, "and we wanted to increase our enforcement efforts."

On the account executive side, electronics were chosen. "It's an industry



photo by Elizabeth MacCorkell

'There is a growing problem with counterfeit pharmaceuticals, and we wanted to increase our enforcement efforts.'

—Anne Maricich, CBP assistant director of field operations in Los Angeles

★ CBP officers and FDA investigators work together on a daily basis to protect consumers by preventing unapproved and illegal drugs from entering the country. CBP Officer Fidel Aceves, left, and FDA Investigator Ali Hernandez, right, examine an illegal shipment of human growth hormones at an international mail facility in Torrance, Calif.

each shipment is reviewed separately. The trade community believed that the account-managed process would help products enter the country more quickly and that there would be more predictability on when merchandise would be on store shelves.

A CBP workgroup was formed to review the suggestions. Their first recommendation to the commissioner was to create industry-specific centers that would take a broader look at an entire industry to facilitate trade and increase the uniformity of CBP's practices at U.S. ports nationwide.

Then-Commissioner Alan D. Bersin decided to run a test pilot for the centers. At the same time, he also wanted to conduct a separate account executive pilot that would focus on building relationships with

CBP," said Anne Maricich, CBP's assistant director of field operations for trade in Los Angeles, who managed the Centers of Excellence and Expertise pilot.

For the industry center, pharmaceuticals were selected. "There were a couple of reasons," said Maricich. "It gave us the opportunity to work very closely with our government agency partners because pharmaceuticals are highly regulated by other government agencies. The Food and Drug Administration, FDA, is not the only one that regulates pharmaceuticals. There's also the Drug Enforcement Administration, DEA, and the United States Department of Agriculture, USDA, which regulates pharmaceuticals that contain animal byproducts."

sector where we have a lot of U.S.-born ingenuity and technology," said Hayward. "It represents the future for U.S. industry. That's where innovation takes place. We see products that nobody dreamt of two years ago all of sudden becoming what everyone has to have on his or her desk."

Pilot goals

After the pilots launched on Nov. 1, 2010, Maricich and her team identified goals for the centers, establishing three. The first was to develop agency knowledge and expertise concerning a specific industry. The second was to facilitate shipments for trusted partners, and the third was to develop quality enforcement operations that enabled CBP to go after high-risk

*'Anything that's going to **increase the company's costs** could potentially increase the finished product cost.'*

—Suzanne Hoeger, director of global trade compliance and policy for Abbott

Real or fake?

photos courtesy of Pfizer



Lilly, and Merck for years who have a very good sense of what these companies are importing, how compliant they are, and some of the challenges and issues they face,” she said. “We also have national import specialists who are focused on providing classification rulings that impact the rate of duty. This is an industry where every year we have new products. The national import specialists work with companies to identify what the proper classification is.”

The center also provided an opportunity for CBP to learn from industry. During the pilot, CBP and its partner agencies met with 22 of the largest pharmaceutical importers for a two-day workshop. The companies explained their business processes so that the agencies could understand why certain business decisions are made. They also shared how they interact with the FDA, what goes into developing and approving pharmaceuticals and why the companies make decisions about developing generics after patents expire.

“It was a real eye opener,” said Maricich. “I was kind of naive to all of the research that goes into the development of new drugs. I didn’t realize that from the time a new drug is researched until it’s available to consumers takes an average of 10 years.”

Right timing

Maricich also realized that the time to stop shipments to question them is in advance, not after commercial quantities of new drugs have been produced and companies are importing them to stock retailers’ shelves. “It’s taken 10 years to get to the point where a new drug is ready to go on the market, so wouldn’t it be great if CBP and all of the other government agencies could ensure that before these drugs are

mass-produced and brought across our borders in commercial quantities that we have all of our questions answered? We have ample time to work with these corporations to ensure that everything is going to be fine when a shipment crosses the border. They don’t need more hold-ups.”

The predictability of when products enter the marketplace was another important point that was communicated. “When we hold cargo, the companies never know for how long or when they’ll receive their goods,” said Maricich. “We can’t promise when products are going to be released and available to get to market, but we can minimize those kinds of interruptions.”

For the pharmaceutical companies, predictable delivery of shipments is critical. “The quicker we can move our products through the border into our warehouses, the quicker those products are in the market,” said Suzanne Hoeger, director of global trade compliance and policy for Abbott. “A lot of times we’re shipping ‘cold chain products’ that need to be kept under certain temperature storage conditions. The goods have to be delivered within a certain window; otherwise, they’re lost. We basically have to destroy them,” she said. “These are also products that are prone to theft. Even if someone doesn’t know what’s in a container, it may be targeted. So we never want our shipments sitting around a port. We always want to get them cleared as quickly as possible to have them under our own controls and in our warehouses.”

Delays add extra costs to the products. “Anything that’s going to increase the company’s costs could potentially increase the finished product cost,” said Hoeger. “So whether that’s a warehouse storage cost or a product that’s destroyed, ultimately those expenses get worked back into the cost of the product.”

Information exchange

The pilot also helped CBP learn more about partner agencies such as the FDA. “It helped us tremendously to understand the FDA perspective and what are they looking for,” said Maricich.

As part of the pilot, which was based in Long Beach, Calif., a field investigator from the FDA’s Los Angeles import operations office was assigned to work with the center for 90 days. “He was able to access the FDA’s

★ **Viagra and Lipitor, manufactured by Pfizer, are two of the most counterfeited pharmaceuticals on the market. In both photos, the legitimate Lipitor (white) and Viagra (blue) tablets are on the right. One of the goals of the Centers of Excellence and Expertise is to improve the effectiveness of CBP’s enforcement operations.**

companies or importers that the agency knew little, if anything, about.

Although CBP already had some subject matter expertise on pharmaceuticals, it was scattered throughout the agency. “We have small pockets of knowledge here and there within the agency, which the center is pulling together,” said Maricich. “For example, we have national account managers who have worked with companies such as Pfizer, Eli

network and exchange information on drug shipments with the Center of Excellence and Expertise staff,” said Dan Solis, the import branch director of the FDA’s Los Angeles district office. In return, the center’s staff was able to provide information that had been transmitted from CBP’s automated targeting system on incoming shipments.

“We discovered that some of the information submitted to CBP wasn’t matching with information provided to FDA—names of firms, addresses, information submitted by the customs broker,” said Solis. “We were able to pinpoint shipments that were part of smuggling activities.” Working together at the center also helped facilitate the business review process between agencies. “With legitimate trade, we were able to expedite our reviews and move it into the commerce much faster,” said Solis.

While working on the pilot’s goal of improving the facilitation of legitimate trade, the center found that the bulk of pharmaceutical imports were being shipped by companies that belonged to CBP’s trusted partnership programs and were known entities. The companies were members of the Customs Trade Partnership Against Terrorism program, or C-TPAT, which focuses on the security of the importers’ supply chains, and the Importer Self-Assessment Program, or ISA, which ensures that the importers have internal controls in place for revenue purposes.

“We did some risk segmentation analysis where we took the universe of pharmaceutical imports and found that during fiscal year 2010, of the nearly \$73 billion worth of pharmaceuticals that were imported, 90 percent of the value of those imports was brought in by just 2 percent of the pharmaceutical firms,” said Maricich. “That 2 percent was made up of companies that are members of CBP’s partnership programs and that meant that we didn’t have to focus our efforts on them,” she said. “We know a lot about these companies. They’re not fly by night. They’re all well-established, and if we have questions, the companies will be able to provide answers.”

Instead, Maricich and her team concentrated on the 10 percent of the pharmaceutical shipments that were being brought in by importers that CBP didn’t know much about. But as they soon discovered, they

couldn’t move the legitimate trade through the process as quickly as they had hoped. “We found we had a lot of things in the system that were causing us to continue to look at our trusted partners,” said Maricich, who explained, for example, that DEA and USDA require that a specific form be presented for certain shipments.

“If an importer is bringing in a drug that’s considered to be a narcotic such as sleep medication, then the company needs a specific form that has been approved by DEA to bring the medication into the country,” said Maricich. “But if it’s a known importer that ships the medication into the United States on a regular recurring basis, it got us thinking—isn’t there a better way? Every time the company ships their sleep medication into the country we’re looking for a piece of paper, a form,” she said. “If we don’t have the form in hand, the cargo sits. So we started conversations with both DEA and USDA about looking for a better alternative for our trusted partners with regular, recurring commercial shipments to facilitate the process.”

Enhanced enforcement

As part of the pilot’s enforcement goal, a two-day “blitz” or sting operation called Operation Pharma CEE was held in March 2011 at an international mail facility in Los Angeles. Prior to the blitz, CBP and other government agencies including the FDA, DEA, and U.S. Immigration and Customs Enforcement received training from three of the major pharmaceutical companies—Pfizer, Merck and Eli Lilly.

“We worked very closely with the companies’ brand security managers to understand what a legitimate supply chain looks like so that we could identify things that fell out of the norm,” explained Maricich. “They gave us very specific training about their products and how to identify an authentic versus a fake.”

The pharmaceutical security managers were onsite during the blitz, but they weren’t privy to seeing the operation. As suspect pharmaceuticals were pulled, CBP worked with the brand security managers to confirm that the products were actually counterfeit.

“We were able to get immediate determinations,” said Maricich. “Typically,

photo by James Tourtelotte



★ CBP is working jointly with private industry to make sure that fake drugs do not cause a health and safety risk to unsuspecting consumers. Here a CBP officer is holding a bag of seized counterfeit Viagra tablets.

we send suspect packages to the lab and it takes several days to get results. But with the pharmaceutical companies there, we were more effective. It was a huge success,” she said. “We ended up with 34 seizures in just two days. We had several criminal investigations and three arrests.”

The value of the blitz was more far reaching. “Through Operation Pharma CEE we actually got a glimpse into the security divisions of three major pharmaceutical companies,” said the FDA’s Solis. “There’s a lot of detail behind some of their advancements in technology. For example, the meaning behind their lot numbering systems—only the companies themselves would be able to define why they have lot numbering sequences the way they do,” he said. “By educating the field officers on what to look for and why, it helps us to identify whether shipments are counterfeit or not.”

One of the tools introduced to the agencies was a ramen spectrometer, a portable hand-held device that can scientifically analyze the chemical content of medication in a matter of minutes. “It’s nondestructive and in some cases, it can actually analyze a tablet without even opening blister packaging,” said Brian Donnelly, the global security director for the Americas region for Pfizer, who is a registered pharmacist and retired FBI special agent. “We started using the ramen spectrometer about three years ago. We were looking at it as a technique for field use.”

Counterfeit intentions

According to Donnelly, participating in the blitz and sharing subject matter expertise with the center helps communicate the dangers associated with counterfeiting. “When someone changes an ingredient to make a product cheaper, he or she doesn’t really care about health and safety. The counterfeit manufacturers, distributors, and sellers want the product to pass inspection. That’s their number one concern,” said Donnelly, who gave examples of counterfeiters using automobile paint to color tablets and wallboard or sheetrock to hold pills together. “We don’t want anyone to get hurt with something that they think is a product of ours and it’s not,” he said.

Donnelly noted that in terms of counterfeiting, Viagra is a big problem for Pfizer. “It’s one of the drugs that is

counterfeit the most of our products,” he said. “Men don’t want to talk to their doctors about erectile dysfunction, so they go online and buy the medications without a prescription and get them through the mail.” However, as Donnelly shared with the agencies participating in the blitz, “Pfizer doesn’t generally ship product into the United States using express mail service.” Therefore, he cautioned, products sent through an international mail facility or express courier hub “are highly suspect.”

FDA data shows that 40 percent of the drug products in the U.S. market are manufactured in foreign countries and that 80 percent of their active pharmaceutical ingredients come from sources outside of the country as well. “The advent of the Internet has made purchasing counterfeit and unapproved drugs from fake online pharmacy stores readily available to naive consumers,” said Solis.

Moving forward

With the success of both the industry center and account executive pilots, the decision was made to permanently establish Centers of Excellence and Expertise for a variety of different industries. Initially, CBP opened two centers, one for the pharmaceutical industry and the other for electronics. Future centers will open after the first two are fully functioning and have worked through operational issues.

The account executive function was folded into the industry centers, which have now become a single point of processing for businesses that participate in CBP’s trusted shipper partnership programs. With time, this might expand to include all businesses within an industry sector.

The location of the centers flip-flopped since the pilot days. The pharmaceutical center is now based in New York City near the headquarters of 16 of the 22 largest pharmaceutical importers. The electronics industry center was moved to the West Coast to Los Angeles, near the country’s hotbed for electronics innovation. The staffing, which is a mix of disciplines, is spread nationwide. “We are really working to embrace a virtual environment because we couldn’t move everyone to Los Angeles or New York,” said Maricich. “But at the same time, we wanted to take advantage of the expertise that we have and can lend to our teams.”

Validating the concepts

For CBP, the change will revolutionize the way the agency does business with the trade community. “It’s a huge change in practice for CBP,” said Maricich. “We’ve typically operated at the ports of entry where locally import specialists have reviewed entries and made decisions as to whether the goods are classified properly rather than at a centralized location, and we need to see if it makes sense to do that.” Other aspects such as testing the computer system also need to be done. “We’re validating that the system can handle the type of volume it would take for an entire industry without a lot of hiccups,” said Maricich.

But even if the concept for the Centers of Excellence and Expertise is still being fine-tuned, many agree that change was necessary. “We needed to change the way we were doing things in order to keep up with the quantity of shipments and all of the new security requirements,” said Hayward. “Our job at the agency has mushroomed and the staff has not, so we have to come up with innovative ways to be able to continue to meet those responsibilities.”

The industry centers have the potential to answer that need. Because the processing of shipments is shifting to a centralized location, the Centers of Excellence and Expertise will help in two ways, according to Hayward. “First, the centers will enable CBP to better facilitate cargo because uniform decisions will be made. Second, the centers will reduce repetitive inquiries,” he said. For example, in the past, if an importer shipped goods through 10 different ports of entry, it wasn’t coordinated. “The company might receive requests for information from 10 different ports and need to respond 10 different times,” said Hayward. “And quite frankly, we could only hope that each of those 10 ports would make the same decision.”

For the trade community, the benefits of facilitation are even more fundamental. “With an agency as large as CBP, finding the right person or group to answer a question can sometimes be a challenge,” said Hoeger. “Now we have a hotline at the center and call just one number. Either someone with the expertise is right there to answer or that person will track down the information and call us back.” ■

Higher Intelligence

CBP raises law enforcement intelligence operations to new levels

BY SUSAN HOLLIDAY



★ The Texas Fusion Center's "Knowledge Wall," one of two at the center enabling analysts to view border action and current events.

It wasn't a typical traffic stop. When Mississippi State Police officers pulled over a truck and talked with the driver, they suspected foul play. After the driver OK'd a search, the officers discovered more than \$400,000 in a false compartment. They realized that this might point to something else.

They reported the currency find to federal authorities. The Customs and Border Protection intelligence enterprise picked up the lead and identified other people and vehicles connected to the truck. CBP then shot the targeting results out to Homeland Security Investigations, which investigated and shared the findings with CBP's intelligence team, which then further analyzed the information for dissemination to CBP field components.

A few weeks later, CBP personnel encountered the suspect vehicle during an outbound inspection. A search of the vehicle revealed bundles of currency

'We need to *integrate intel* into the fabric of CBP'

—CBP Assistant Commissioner Donna Bucella

concealed in the seats. The driver was arrested and the currency seized.

Without this comprehensive intelligence collaboration among CBP and other law enforcement agencies, this money smuggling operation might have been missed.

How do CBP intelligence operations result in many more cases like this? What role do law enforcement employees play in the process and how can they and the wider law enforcement community know when the system is working?

Integrating intelligence

CBP is kicking down the walls of the box that has held its intelligence operations. For too long intel has been thought of as “those people over there, that little specialty unit,” said Donna Bucella, assistant

commissioner of CBP’s Office of Intelligence and Investigative Liaison, or OIIL.

Bucella and the CBP intelligence leadership want to change the role of intelligence in the day-to-day operations of every CBP officer and agent. “We need to integrate intel into the fabric of CBP,” said Bucella. “We really need to leverage across the whole enterprise.”

She points to the methods used by transnational crime cartels, the big businesses of the criminal world. Their technology is always evolving. “They’re leveraging from San Diego to Del Rio and beyond,” said Bucella. “They constantly change and vary. We need that same strategy.”

“We don’t need to be limited by ports and by sectors. We need the men and women who are out there to tell us what’s happening,”

Bucella added, “tell us everything that’s going on so we can constantly see what the bad guys’ strategies are.”

How CBP “sees” what the criminals are planning involves a continuous cycle of information and analysis in which all frontline CBP personnel play a crucial role.

Field input supports intel cycle

The intelligence cycle begins and ends with planning and direction. The cycle hinges on guidance from policy makers and the intelligence consumers, including CBP field leadership. Together they identify CBP’s mission priorities, detect information gaps to fill and decide how to use resources to gather, analyze and deploy intelligence.

CBP gathers information from varied sources, much of it at the frontline field level, “taking information down at stations and ports of entry and compiling the information from say 50 or 100 different interviews to develop a full-scope product, instead of taking one or two interviews as fact,” said Ron Bellavia, director of CBP’s Intelligence and Operations Coordination Center in Tucson, Ariz.

Those interviews are part of the collection phase of the intelligence cycle—pulling together the needed information.

Information can be collected via technology and science. Bucella related an example in the trade realm. A shipper may



★ CBP personnel monitor 24 hours daily from the situation room at the agency’s Washington, D.C., headquarters.

Photo by James Tourtellotte

claim that cargo originates in country X, but “based on scientific testing, we can find out that it’s never been in country X,” said Bucella, but that “it came from country Y, and we’re not supposed to be doing trade with country Y.”

“This is not just an at-the-border game,” said Bucella.

Making information make sense

The collected information often arrives raw. Someone has to make sense of it and turn it into a useable format. That step in the intelligence cycle is called processing and exploitation—the data is gleaned or exploited for maximum effect.

With many pieces of intelligence figuratively assembled before them, intelligence personnel analyze the information to create a cross-cued intelligence package. Cross-cued means that one intelligence discipline is feeding or cueing another intelligence source to produce a larger understanding of the target area of interest. Going back to the CBP frontline interview reports, analysts bounce the officers’ and agents’ report information off of intelligence gathered by other means and from disparate sources.

In another analysis example, the national post-seizure analysis team works with the field every time it asks for information that’s not gathered in a routine seizure. The team looks at links from a national viewpoint and then asks the field for real-time feedback. “Just the other day we saw something and the field came back saying, ‘Oh, we know what that is and it’s okay, we don’t consider it a high risk,’” said Scott Foster, director of the OIIL Analysis Division.

Intelligence analysis requires viewing one issue from different perspectives. The field analysts look at information from a more local or regional perspective; headquarters staff review data from a national perspective. “Rather than competing, they really complement and mesh together to give senior leadership and the field the complete, whole picture of what’s happening around the country,” said Susan Mitchell, the OIIL deputy assistant commissioner.

Informing decisions

This more complete outlook better informs leaders on decisions regarding resource allocations and enables the intelligence to grow from one dimension to a more textured and useful tool. The resulting

intelligence product that is delivered to the field more accurately describes what’s happening in the target area, making the intelligence more actionable.

Without that last step of timely delivery or dissemination—indeed, without any one of the stages of the intelligence cycle—the process falls apart. The actionable aspect materializes only when the intelligence products are delivered to the right people at the right time.

Over Arizona’s approximately 300 miles of border, actionable information can mean CBP intelligence staff telling CBP’s field leadership, “If you go to these areas, if you deploy agents to this quarter to half-mile area during the following range of times, your chance of interdicting a smuggling load is much higher,” said Bellavia, who works closely with field command leaders.

Intelligence also becomes operational via CBP’s Automated Targeting System, or ATS, which OIIL manages. Targeting personnel create ATS rules, which are specific instructions for frontline officers or agents to follow when they encounter a particular person or shipment.

The rules result from intelligence, much of it gleaned from secondary inspection and checkpoint entries. Thousands of times daily CBP frontline officers and agents enter information for a person or shipment into ATS. OIIL targeters review every ATS entry. It’s time-intensive work that yields big dividends.

A CBP targeter identified Faisal Shahzad, who is now in prison for attempting to detonate a car bomb in Times Square in 2010. The targeter linked information culled from a secondary inspection interview with Shahzad to evidence found in the car containing the would-be bomb.

“ATS deals with the unknown threat,” said Tom Bush, executive director of the OIIL Targeting Division. The “known” threats are on the terrorist watchlist maintained by the FBI’s Terrorist Screening Center. However, the five most recent attempted acts of terrorism were done by those not on the FBI watchlist, according to Bush. “It’s our job in targeting to assess a level of risk on every traveler and every shipment of cargo that comes into the country,” he said.

After assessing that risk, if CBP perceives a threat “we jump in to try to operationalize that information,” said Bush, “turn it into action and get someone



photo by James Fourillotte

★ Donna Bucella, CBP assistant commissioner, Office of Intelligence and Investigative Liaison

stopped at the border.” Then the information from that border stop interview feeds back into the intelligence cycle.

Investigative liaison: Leveraging the best

That CBP manages a vital intelligence operation may be easy to comprehend. The agency’s investigative liaison function may be less intuitive.

Every CBP leader interviewed for this article described investigative liaison in terms of partnership, cooperation and relationships. Bucella explained it as “leveraging the best of every agency in a holistic approach to give the best of our government in attacking problems.”

The expansion of CBP’s collaborations in recent years has broadened the agencies intelligence capabilities. CBP intelligence personnel now work alongside other government investigators at three federal intelligence centers and one Texas-run center. The agency has forged strong relationships with the FBI, Drug Enforcement Administration, the Bureau of Alcohol, Tobacco, Firearms and Explosives, the New York City Police Department, the states of Texas and Arizona, and many other federal, state, local and tribal entities.

When an issue arises, the intelligence professionals can access their respective agency resources and bring even wider perspectives to the problem at hand. When an event is going down and frontline law enforcement personnel need to know the immediate potential for harm or how to adjust their threat posture, getting information quickly from every available source is critical.



★ Unit Chief Cesar Castor briefs visitors to the El Paso Intelligence Center's Situational Awareness Intelligence Unit.

These relationships bridge divides between differing missions and cultures. The intelligence, defense and law enforcement communities are “three different worlds,” said Bucella. “We use different vocabularies and sometimes may not understand one another. The more they work side by side, the more they’ll understand.”

“Not one of us has the answer or the solution,” said Bucella, “but working together and understanding what we have makes a more complete story.”

The El Paso Intelligence Center, known as EPIC, began with three federal agencies and now represents the efforts of 25 agencies from all levels of government. Managed by the Drug Enforcement Administration, EPIC deals with all aspects of law enforcement intelligence. While it focuses primarily on the U.S.-Mexico border, EPIC’s work with other intelligence centers has broadened its scope to include all of the Western Hemisphere.

Maximizing national, international investment

The Intelligence and Operations Coordination Center in Tucson is the only intelligence center administered by CBP’s intelligence office, but that doesn’t restrict the impact of the other centers on CBP’s intelligence operations. “Given the austere budget times that we’re in, and the limited

hiring that we have, we’re working smarter and using all available assets within OIIL,” said Bellavia, who directs the Tucson center. “If there’s a need for additional research, we put those requests for information to EPIC or to the National Intelligence Watch at CBP headquarters, so the information is researched at multiple levels.”

CBP has personnel detailed to the Texas Fusion Center run by the Texas Department of Public Safety. As state and local police make arrests, CBP staff can check the suspects’ background to find criminal links to the border. The information gathered enables CBP and the local authorities to “connect up the dots,” said Bucella, “creating a bigger, more robust law enforcement system.”

The Operational Integration Center in the Detroit area is CBP’s newest joint venture, involving Canadian agencies in addition to U.S. partners. The intelligence operations represent only one facet of the center’s work, but the site’s intelligence role is already recognized for its vital northern border service. In early 2012, the White House Office of National Drug Control Policy cited the center in its published northern border counternarcotics strategy. The Operational Integration Center’s “real time exchange of information” will be a “proactive approach” to law enforcement situations, the strategy said.

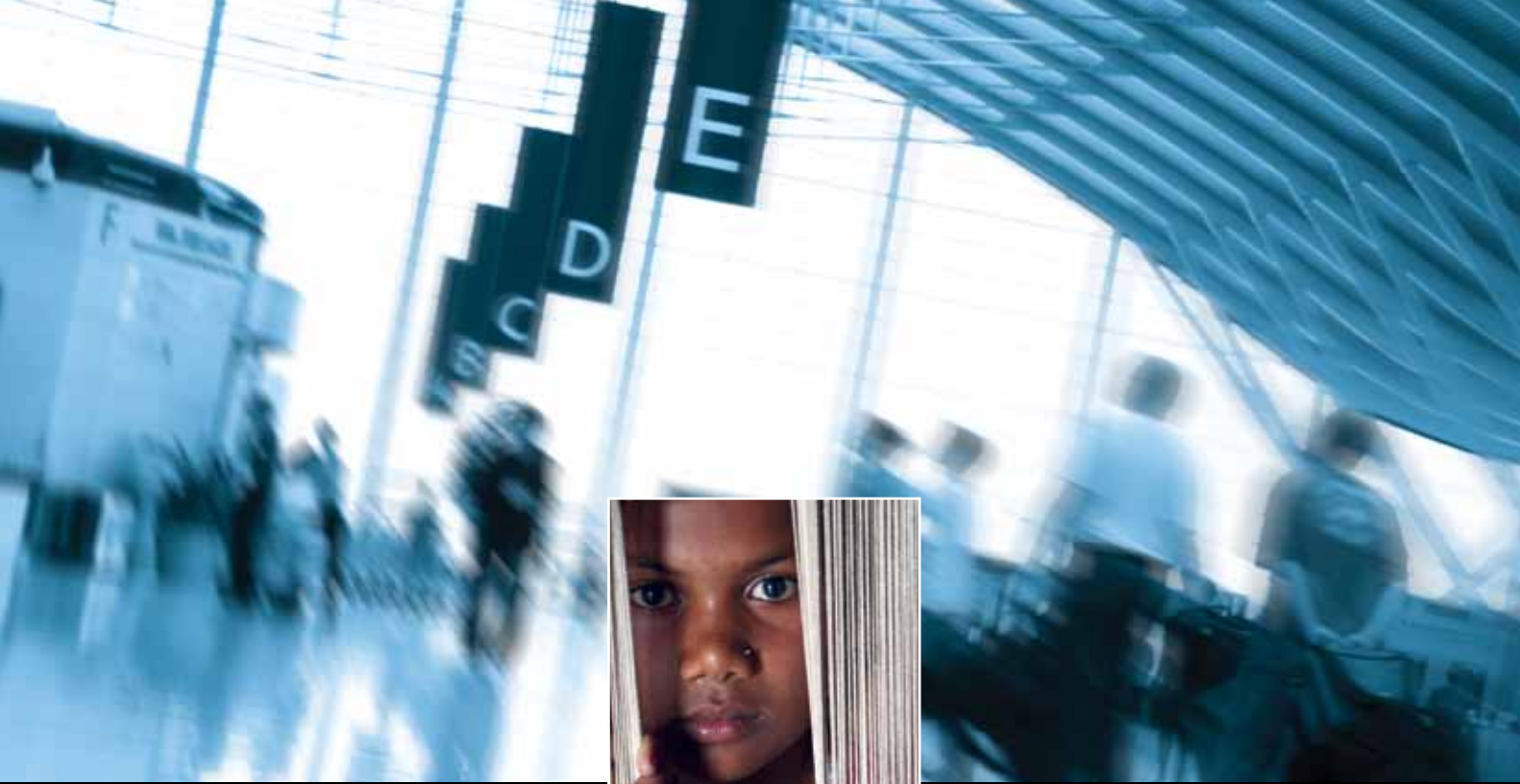
Higher intelligence

Beyond Canada and Mexico, CBP intelligence personnel collaborate with other international partners. CBP has worked closely on Olympics security for the upcoming games in the United Kingdom and consulted on the rugby world cup in New Zealand. “The bad guys are global,” said Bucella. “We’re all targets of opportunity for transnational organized crime. So bringing our international partners together, we’re able to identify some issues and vulnerabilities.”

CBP’s intelligence office plans to detail additional liaison staff to other logical locations, and already has placed personnel at various law enforcement intelligence entities.

Bucella sees a future for CBP in which “everyone would have intel in their DNA,” she said. “Everyone who goes through one of the academies or goes through the Advanced Training Center would have been trained on, ‘What is this thing called intelligence?’”

This vision could take the form of training for all frontline employees on the basics of threat analysis or risk assessment. “We need to have a strategy that says this is what we do every day when we approach our jobs,” said Bucella, “and if we see something, we need to raise it and say, ‘Hey, anywhere else on the border, are you seeing this?’ It’s a reengineering of how we approach intelligence.” ■



BLUE LIGHTNING FIGHTS

HUMAN TRAFFICKING

CBP initiative enlists airlines to combat illicit human trade

BY DAVID D. MCKINNEY, PH.D.

What is blue lightning? Scientists classify it as a powerful type of lightning which travels from cloud to cloud and whose strikes have an extraordinary reach from the sky to earth. Blue Lightning also is the name of a CBP initiative to combat international human trafficking. The initiative's ability to target specific instances of human trafficking on land and

international air flights makes Blue Lightning an apt moniker for this important international effort.

Human trafficking is different than human smuggling. Human trafficking is a modern-day form of slavery, and involves the use or threat of force, fraud or coercion causing a person to engage in some type of labor, service, or commercial sex act.

- Victims are found in legitimate and illegitimate labor industries, including sweatshops, massage parlors, agricultural fields, restaurants, hotels and domestic service.
- Victims can be any age, citizenship, gender or immigration status. U.S. citizens, residents, visitors, or those without legal status can be victims of human trafficking. However, persons under the age of 18 engaged in any commercial sex act (even if not subjected to force, fraud or coercion) are trafficking victims.



Homeland Security
Blue Campaign



- ★ The color blue has been adopted by governmental, international and other organizations to symbolize the fight against human trafficking.



- Unlike human smuggling, which requires the person to cross a border in violation of immigration laws, human trafficking does not require the person to be transported from one destination to another.

The International Labor Organization of the United Nations estimates that 12.3 million adults and children worldwide are victimized by human trafficking. More than 10 percent of these victims are pressed into sexual servitude while others are forced into labor. More than half of trafficking victims are women.

While the worldwide human trafficking statistics are staggering, the individual stories of victims speak to the insidious nature of the crime. For instance, a 10-year-old girl was sold into slavery by her parents for \$30 a month. She was transported from Cairo to the U.S. by the trafficker, who delivered her to Irvine, Calif., where she was to serve as domestic help. Fortunately, federal agents liberated this child and placed her in foster care.

And human trafficking is not just an international crime -- it occurs across the U.S. From flying sex workers to Super Bowl locales to smuggling children for abuse or exploitation, trafficking occurs all along commercial airline routes. "Busy airports are a natural distribution hub for traffickers and big airport cities have become a magnet not just for adult prostitutes but also for the child sex industry . . ." the Reuters news service reported.

To address trafficking internationally and domestically, the U.S. Department of Homeland Security established the Blue Campaign. The name refers to the global anti-human trafficking symbols the Blue Heart and the Blue Blindfold, as well as the "thin blue line" of law enforcement.

The campaign marshals the resources from across the nation and around the globe. As noted by DHS Secretary Janet Napolitano, the campaign is designed to "dismantle the global human-trafficking infrastructure and to save the lives of trafficking victims through a coordinated effort with our partners, stakeholders in aviation, the national security community, and non-governmental organizations."

The Blue Campaign focuses on increasing awareness, protecting victims and contributing to a robust criminal justice system. These activities are summarized in the three Ps:

Prevention: Human trafficking is a hidden crime, and the first step to combating it is to identify victims so they can be rescued and help bring their perpetrators to justice. The DHS Blue Campaign aims to help prevent future human trafficking cases by raising awareness on the issue and providing training. DHS conducts this public outreach both domestically and abroad.

Protection: DHS provides immigration relief to victims of human trafficking in the form of continued presence, T visas and U visas; employs victim assistance specialists who work with law enforcement and non-governmental service providers; and actively offers a number of victim assistance materials informing potential victims of their rights and how to receive help.

Prosecution: DHS trains federal, state, local and international law enforcement officials to recognize the indicators of human trafficking and to conduct successful human trafficking investigations.

Through the Blue Campaign, DHS will also focus on partnership by continuing to collaborate with partners across the government, law enforcement, non-governmental organizations, and the private sector.

CBP developed and coordinated Blue Lightning as an international component of the Blue Campaign. CBP is joined by Immigration and Customs Enforcement and Federal Air Marshals from within DHS. Other federal partners include the Human Smuggling and Trafficking Center and the Federal Aviation Administration within the U.S. Department of Transportation. CBP is also working with non-governmental organizations, including labor unions, to assist with public awareness and reporting aspects of the initiative.

The core of Blue Lightning is the partnership with the airline industry. Airline personnel are uniquely positioned to identify human traffickers and assist their victims. Beginning with ticket agents who routinely handle travel documents and question passengers as part of the boarding process and continuing with flight crews, these employees have extended time with travelers and reasons for interactions. They are skilled observers, and with the appropriate training, they can be the frontline against trafficking.

Blue Lightning provides training to U.S. commercial airlines employees who



Blue Lightning trains
airline personnel to
identify human trafficking
and assist victims
by reporting
suspicious activity.

operate U.S.-bound international routes. The training enables airline personnel to identify potential human traffickers and their victims, as well as the means to report their suspicions for investigation. This training includes a computer-based training module and printed materials. The module provides a basic overview of trafficking, outlines the indicators of human trafficking and provides opportunities for individuals to test their knowledge and hone their surveillance skills. Printed materials reinforce the training and list the ways to report human trafficking.

Training on how to identify human traffickers and their victims in the aviation context centers around these indicators:

Indicator 1 — Does the person have control of his or her own travel and identification documents?

Indicator 2 — Does the person have freedom of movement and social interaction?

Indicator 3 — Does the person have reasonable knowledge and means of reaching his or her final destination?

Indicator 4 — Is the child traveler accompanied by his or her real parent/guardian?

Once airline staff individuals are trained, they not only become a force

multiplier in the fight against trafficking, but they enable CBP to interdict traffickers and their victims before they are admitted to the U.S. Airline staff identifies and reports potential situations using in-flight means or through numerous other methods, ranging from websites to help lines. Once a report is received, CBP or other law enforcement will determine if an investigation is warranted.

A great benefit of Blue Lightning is that an in-flight notification gives authorities time to investigate the suspicion and plan the apprehension, to minimize risk to the victims and the general public. Even more importantly, this initiative removes human trafficking victims from harm while helping to disrupt a trafficking event. ■



Photo by Kay Chernock, U.S. Department of State

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Be alert. Be strong. Be free. Stop Human Trafficking

You have rights in the U.S. regardless of your visa status.

- Did someone take away your ID or documents?
- Is someone forcing you to work for them to pay off a debt?
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- Is someone threatening or hurting you or your family?

If you answered YES for you or someone you know, don't be afraid to call for help.

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www.dhs.gov/humantrafficking



Homeland
Security

Blue Campaign

04/10 (English)

Safety First

CBP Occupational Safety and Health Division protects agency workplaces, employees

Safety training, health and safety information sharing, and work environment inspections and evaluations are some of the ways that the Customs and Border Protection Occupational Safety and Health Division makes CBP a safer place to work.

Whether on the frontlines at America's borders or behind the scenes supporting the mission, the work of CBP employees is demanding and comes with a measure of risk. While the OSH Division—part of CBP's Office of Human Resources Management—is headquartered in Indianapolis, most division employees work at sectors and field offices throughout the U.S.

Safety and occupational health specialists

Safety and occupational health specialists take the CBP safety program to frontline employees every day. They conduct safety inspections, help to select appropriate personal protective equipment, conduct safety training and hazard assessments, and investigate employee safety complaints, among other duties.

Matt Pederson, a Tucson safety and occupational health specialist, recently was recognized by the CBP Office of Air and Marine for his efforts.

“Matt's primary contribution to our program is his ability to not only

recognize deficiencies, but to personally assist in correcting the problems,” said Air Interdiction Agent Jessie Scruggs. Pederson helped to build a robust ground/facility safety program for all three geographic locations of the Tucson Air Branch.

The Houston Air and Marine Branch also recognized Kim Lingham, another safety and occupational health specialist. “Kim always makes time in her busy schedule to answer and address all of my safety questions and issues,” said David Arrieta, a supervisory aviation maintenance officer. “With Kim's help, Houston Air and Marine Branch is a safer work environment.”

Exercise physiology

The physical demands placed on CBP's officers and agents can be intense. People selected for these positions need to be aware of the physical demands and receive appropriate training and conditioning throughout their careers.

Garth Spendiff is a CBP exercise physiologist who provides expertise in physical exercise and training. He strives to improve or maintain employee physical fitness while controlling injuries. This means progressively conditioning and toughening law enforcement trainees, to develop self confidence and discipline that prepares them for the physical demands of their jobs. Spendiff also promotes life-long fitness for all employees.

“Our concern with fitness begins before employees are brought on board,” said Spendiff,

★ Developing and delivering essential safety training to CBP employees is an important part of what the OSH division does each day.



who reviews the pre-employment fitness process and delivers recommendations for applicant assessments.

Newly-hired employees soon find that exercise is a key component in academy training. Attrition due to injury during exercise is a great concern, both for the injured employee and CBP.

Spendiff studies the types, causes, and severity of injuries at the CBP academies. His recommendations have eliminated potentially unsafe exercises and techniques and implemented standard fitness programs that protect employee health and safety and reduce attrition due to accidents and injury.

Industrial hygiene and medical surveillance

Industrial hygienists in CBP's OSH Division evaluate potential occupational health hazards and develop controls where they are

needed. They evaluate concerns including: noise; lead exposure; communicable diseases; hazardous chemicals; asbestos; motor vehicle exhaust; and ergonomic factors.

CBP has established a program with the unlikely name of Medical Surveillance to protect CBP employees from the effects of known workplace hazards. Services include:

- Annual hearing testing for weapons-carrying employees;
- Annual blood lead-level testing for firing range officers;
- Annual tuberculosis screening for at-risk employees;
- Hepatitis A and B and tetanus-diphtheria immunizations;
- Respiratory protection medical clearance and fit testing for employees who are required to wear respirators; and
- Annual cholinesterase evaluation for agriculture specialists.

Each CBP location has a medical surveillance coordinator who helps employees to find and use program services.

Radiation safety

Anyone who works on America's frontline has seen the growth in the numbers of containers and conveyances that transit our borders. Examination of these containers and their contents is a difficult task that has been made easier through the use of non-intrusive inspection devices that emit radiation.

CBP employees use a variety of radiation devices. The Radiation Safety Program ensures the safety of CBP employees who work with and around these devices as well as the general public.

Steve Tilden, CBP radiation safety officer, explained that the Radiation Safety Program starts with the design of devices. CBP works directly with radiation device manufacturers to ensure that employee and public safety is the first consideration.

The OSH Division has seven health physicists stationed throughout the country. They can immediately address operational concerns and they regularly inspect and survey to ensure that CBP radiation devices are working correctly and safely.

The fundamental mission of the OSH Division is to reduce workplace injuries.

★ The HRM Occupational Safety and Health division partnered with Border Patrol and the Office of Training and Development to analyze working conditions, duties and the rugged work environment on the Southwest border.



When a new radiation device is fielded, CBP monitors the device closely. The agency conducts comprehensive surveys and sometimes posts radiation dosimeters, which are small radiation detection devices, inside and around the equipment for up to a year. This ensures that any new device performs within CBP standards and that exposure is always as low as reasonably achievable.

In general industry, employees classified as radiation workers are allowed radiation exposure of 5,000 millirem per year. CBP's exposure standard for its employees is the same as the standard for members of the general public, which is 100 millirem per year.

In all the years of CBP's monitoring of new devices, any measurable radiation exposures were a fraction of the regulatory limit. Daily surveys, frequent maintenance and field inspections ensure that all devices perform within CBP standards throughout their useful life.

Any CBP employee who is assigned to work with or around radiation devices must be trained on radiation awareness and on specific devices the employee will operate or work around.

The CBP Radiation Safety Committee, which meets quarterly and is chaired by the OSH Division director, continually reviews the agency radiation program. Committee participants include representatives from Field Operations, Border Patrol, Office of Information and Technology, Office of Training and Development, and employee unions.

Personal protective equipment

Sometimes the OSH Division best accomplishes its mission to reduce workplace injuries through the use of personal protective equipment or PPE.

Safety and occupational health specialists look closely at CBP tasks, and where appropriate, specify needed PPE, assist in ordering equipment and provide training in its correct use. A large portion of the division budget supplements local PPE supplies to ensure employees always have needed equipment.

Emergency preparation

The OSH Division works with DHS and other CBP offices to coordinate the agency's response to national emergencies. The group has developed plans to manage pandemic influenza and anthrax outbreaks, which include procurement, storage and delivery of vaccines and PPE, and guidance for all DHS component agencies to develop continuity of operation plans in emergency situations.

Southwest Border Patrol Agent Injury Study

Border Patrol agents have the highest injury rates of any federal law enforcement officers. The OSH Division recently partnered with the Office of Border Patrol and the CBP Office of Training and Development to analyze agents' duties and rugged work environment with an eye to reducing injuries.

The team visited Border Patrol sectors on the Southwest border to review injury records, conduct online surveys, interview agents and supervisors, and work alongside agents in the field. The team's report analyzed the causes of injuries and identified strategies for reducing them.

Among their top recommendations:

- Enhance the safety culture among Border Patrol agents;
- Establish a career-long fitness program;
- Standardize training that incorporates study findings;
- Emphasize appropriate PPE;
- Underscore vehicle and driving safety; and
- Improve collection and analysis of injury data.

The terrain and risks of the border are real and unlikely to change. The aim of the study is to implement training, policies, and equipment to help develop a positive safety culture in the Border Patrol workplace.

Safety training

CBP is not exempt from Occupational Safety and Health Administration standards, including employee training requirements. All CBP employees receive safety training at some point in their career, developed and delivered by the OSH Division.



★ Physical fitness is vital for CBP's frontline personnel.

Using the CBP Virtual Learning Center and in-classroom training, all employees receive information tailored to their role in the agency. In addition, every CBP organization appoints a collateral duty safety officer to attend specialized training, including a three-day classroom course for those at the frontline, which prepares them to recognize hazards and to work with management and the OSH Division to abate or eliminate them.

Conclusion

"There is a cliché in the safety business that our job is to make sure that every employee gets home in the same physical condition as when they arrived at work," said OSH Division Director Gary McMahan. "That's an oversimplification, of course, but CBP, the Office of Human Resource Management and the OSH Division are keenly aware of our responsibilities."

"Our role is to always be available to provide advice, review equipment and training in developing a shared climate of safety that provides employees with the skills and resources to get themselves home safely," said McMahan. ■

—Tim Kelly

OAM Retires the ‘Loach’ after 32 years

OH-6 makes a final flight in El Paso

The OH-6 family of aircraft has flown more than a million hours for CBP, supported more than 9.5 million illegal immigrant apprehensions, and contributed to the seizure of more than 500,000 lbs. of drugs. After 32 years of service, the last of these helicopters in the CBP fleet conducted its final flight.

In a ceremony held at the CBP El Paso Air Branch in October 2011, retired and current pilots gathered to watch the last flight of the first airframe that the U.S. Border Patrol had acquired in 1979. At that time the OH-6 had already proven itself in the jungles of Southeast Asia, where it was nicknamed “Loach” for light observation helicopter or LOH. It became the perfect airframe for the Border Patrol to conduct close air support for ground agents.

In summer 1984, the Border Patrol acquired airframe 67-16089 from the

Virginia National Guard. This OH-6 helicopter and its crew had received the Distinguished Flying Cross in December 1970 for its “dedicated service,” the award stated, noting that airframe 67-16089 had achieved 2,400 hours of close combat flight to gather intelligence on enemy operations for the B Troop 7/17th Air Cavalry.

Known as the “Ruthless Riders,” the members of the 7/17th operated out of the central highlands of Vietnam. The B Troop 7/17th Air Cavalry arrived at Camp Holloway from Fort Campbell, Ky., in October 1967. Flying up to 4,000 hours a month, the small helicopters was used as bait to flush the Vietcong on the ground.

“We used the aircraft to drop down below the tree line,” said Rich Hefferman, a pilot with the 7/17th who was shot down twice in Vietnam while flying the OH-6. “The only way you could find a spider hole was to hover

over the ground with the Loach and blow the grass around. We basically flew below the treetops all day, flying in triple canopy cover.”

The Loach was often used in tandem with the AH-1G Cobra and the UH-1 Huey. This setup was known as a “Pink Team” or the “Tadpole and the Snakes.”

“The only way to find them was to let them shoot at you—we called that ‘trolling for fire,’” recalled Hefferman. “We would hover and wait for someone to shoot at us, then throw a smoke grenade and get the hell out of there. While you were coming out, the gunships were already coming in.”

Each helicopter on the Pink Team performed a specific role. The Loach was nimble and fast-moving—like a tadpole—able to sweep the jungles of Vietnam looking for signs of the enemy. The AH-1 Cobra orbited the OH-6, providing cover with its 2.75-inch rockets and 40mm cannons and mini-guns.

★ The OH-6 proved itself in the jungles of Southeast Asia, where it was nicknamed “Loach” for light observation helicopter or LOH.





★ The OH-6 was ideal for landing in tight locations, placing a single skid on a large boulder or uneven terrain.

‘The aircraft was perfectly suited for the Border Patrol’s sign-cutting mission.’

—Clay Tippit

The ability to deliver continuous, suppressive firepower on any targets the Loach spotted proved the Pink Teams’ effectiveness as an aerial reconnaissance asset. Often the UH-1 Huey would circle the OH-6 and the Cobra as a chase bird, able to drop in and pick up downed pilots or injured troops.

The 7/17th maintained a constant presence in the central highlands of Vietnam, and on Dec. 11, 1972, Army Capt. Dave Cornelius was shot down north of Plei Djereng in airframe 67-16089. Capt. Cornelius ditched the OH-6 on a sandbar and was later rescued, leaving the aircraft behind.

The aircraft eventually was recovered and taken to Camp Holloway. That airframe made its way back to the U.S. and resumed flying in 1975. Aircraft 67-16089 was turned over to the Border Patrol in August 1984, redesignated N5475A and assigned to Marfa Sector.

After the U.S. Army withdrew from Vietnam, the Border Patrol eventually acquired 42 helicopters, stationing them all along the border. During its service life, the OH-6 helicopters flew more than a million hours for border security operations.

The Border Patrol significantly modified the aircraft to fit the border security mission, including engine and wiring upgrades and installing civilian avionics that had forward-looking infrared, or FLIR, compatibility, allowing them to conduct night operations. Marfa Sector pioneered the use of night vision goggles, or NVG, starting a training program in the early 1990s.

“We had a pilot with us in Marfa who was also in the National Guard,” said Loren Nichols, who retired from the Border Patrol in 1999 and flew the OH-6 in Vietnam. “Agent Waco Epperson got us hooked into the U.S. Army Aviation Center at Ft. Rucker and they equipped all the helicopters with full NVG compatibility, and even trained two of our pilots to be NVG-certified instructors.”

Border Patrol pilots used the Loach in much the same way the U.S. Army used them in Vietnam, but to find illegal aliens or smugglers. “The aircraft was perfectly suited for the Border Patrol’s sign-cutting mission,” said Clay Tippit, the director of air operations in Alpine, Texas, who joined the Border Patrol in 1985 and began flying in 1996. “We used the same tracking skills gained as a BP agent on the ground as we did in the air. The correct positioning of the aircraft to the tracks, the location of the sun and wind direction, was all relative to our success.”

The OH-6 was ideal for landing in tight locations, placing a single skid on a large boulder or uneven terrain to insert or extract agents or pick up contraband. One common tactic used with great success was “leap frogging,” where pilots and agents would work in tandem while pursuing a group of suspected illegal aliens or drug smugglers.

“Border Patrol pilots would follow the footprint tracks, or sign, ahead of the ground agent until the pilot was far enough ahead of the agent, mark the location, and then return to pick up the agent on the ground,” said

Tippit. “The pilot would then fly back to the location where he last had the sign and drop off the agent. While all this was taking place, the pilot would also relay the location of the current sign and give an estimated route of travel for the group.

“This was all done to expedite the process and progressively push the group until apprehended,” said Tippit. “The preferred radio call from the Border Patrol pilot was simple—‘I got bodies!’”

Eventually, the OH-6s were phased out of the northern border and moved to Arizona and West Texas until only a few airframes were left along the Southwest border. These remaining airframes have been replaced with the AS-350 A-Star, made by American Eurocopter. The A-Stars are the latest short-range, turbine-powered helicopter to perform aerial reconnaissance missions and are equipped with electro-optical infrared sensors and video downlink capabilities.

CBP in Texas now has more than 100 air assets patrolling the border, as well as the National Air Security Operations Center in Corpus Christi, which operates P-3s and unmanned aircraft systems. In the first half of fiscal year 2011, air assets in Texas accounted for almost \$1 million in seizures and more than 12,000 apprehensions, while the Border Patrol apprehended more than 55,000 suspected illegal aliens. In that same period, the P-3 fleet from Corpus Christi interdicted \$734 million in cocaine. ■

—Gina Gray

A Story of **Strength** and **Perseverance**

CBP Tucson Sector employee faces challenges with optimism, determination

Fate hasn't necessarily dealt Steven Krause a fair hand, but the mission support assistant for Tucson Sector's Prosecution Unit has a powerful story to tell, if you can get him to talk about it. The 58-year-old Redwood City, Calif., native has lived a life full of challenges.

Krause is following in his father's footsteps, so to speak. His parents were both Army officers and he grew up believing that he was born to fight for, protect and defend our nation. After his military service, Krause's father made a career as an Immigration and Naturalization Service investigator.

"I was a military brat since both my parents were in the Army for a period of time," Krause said. "We spent most of my childhood at several different military installations around the world."

Krause was drafted into the military at 18 and shortly after heading to boot camp he was off to Vietnam, where he was seriously injured. The injury left Krause confined to a wheelchair.

"In spite of that setback," he said, "I still wanted to serve my country. I wanted to live a normal and independent life despite the injury and the wheelchair."

For the next 18 months following his injury, Krause endured a painful, difficult and rigorous physical restoration program.

"Living on a Stryker-frame bed for several months forces the human mind and body to think about which way to go; to just give up and die or to find a way to live," he added.

Since Krause still wanted to protect and defend, he settled on learning Morse code. His family members would affix cards to the hospital room floor and ceiling, as his body was flipped over every two hours.

After a lengthy recovery period, Krause went back to school to complete his high

★ Steven Krause of the CBP Tucson Sector Prosecution Unit



school education. He then enrolled at Southern Vermont College and obtained an associate degree in law enforcement followed by a Bachelor of Science in criminal justice management, graduating with honors.

While attending Southern Vermont College, Krause served on a faculty/student subcommittee to deal with campus accessibility issues for people with disabilities and thus began his career of public service.

To further his understanding of public service, Krause applied and was accepted into the political science and public administration graduate programs — concurrently — at Syracuse University’s Maxwell Graduate School of Citizenship and Public Affairs. Krause said his educational accomplishments were the exact opposite from what he had planned on doing when in high school.

After graduating from college, Krause served as a summer intern for Sen. Patrick Leahy of Vermont.

“It was a very rewarding time for me,” he said. “Being involved at that level gives you a more complete understanding of the processes involved with government.”

In 2005, Krause began working for the Department of Homeland Security as a district adjudications officer in Charleston, S.C. As part of U.S. Citizenship and Immigration Service, he was responsible for handling the most complex international adoptions for the entire state.

“I had to deal with a number of issues that included researching whether an alien orphan could be adopted by a U.S. citizen. These type of petitions are the most legally complicated because of all the factors required for adjudication,” said Krause.

In 2009, he moved west to Tucson to become a CBP sector enforcement specialist in communications, eventually transferring to a mission support assistant position in sector prosecutions. He had served in that position for about a year when fate dealt another blow.

Krause was headed home in his motorized wheelchair when he was struck by a hit and run driver.

“When the light turned green, I started across the crosswalk,” he said. “As

‘I still wanted to serve my country. I wanted to live a normal and independent life despite the injury and the wheelchair.’

—Steven Krause

I was moving toward the other side, a guy apparently didn’t see me and he clipped my wheelchair. His car struck my legs and shoulder and spun me around.”

Three separate motorists stopped to help him but the driver that struck Krause had to be tracked down and returned to the scene of the accident, where he was cited by Tucson police.

As a result of the accident, Krause’s injuries were further complicated and he had to be hospitalized. Border Patrol Agent Robert “Drew” Cullen said doctors didn’t actually realize that Krause had a broken pelvis until he started to lose weight and he developed a septic condition.

“Still, he remained positive despite the fact that he had developed wounds that were not healing properly,” added Cullen.

A number of Krause’s coworkers, peer support members and Tucson Sector chaplains visited him regularly. Krause was grateful for the visitors.

“Our response was a simple process to set into motion,” Cullen explained. “Border Patrol agents feel strongly about family. Just because he doesn’t wear a badge doesn’t mean that he isn’t part of the Border Patrol family. Our family is strong just like Steven.”

“Folks like Border Patrol agents Drew Cullen and Thomas Hill would come and stay, sometimes falling asleep,” Krause said. “And to think many of these folks had family at home waiting for them. Yet they came to visit me regularly.”

In the meantime, the sector prosecution unit where Krause worked continued to pitch in however they could, while others who Krause had never met were donating leave to keep his paycheck coming in.

Tucson Sector Chaplain Matthew Ferguson said when he met Krause he was impressed by his positive attitude.

“Steven is used to helping others and rarely asks for anything for himself. He truly appreciates the efforts on his behalf,” said Ferguson. “Although he doesn’t like to talk about himself very much, he is always willing to lend an ear to anyone in need.”

Though Krause’s interests are diverse, he maintains a ham radio operator’s license and has for years been working on learning to speak Russian. His biggest desire is to return to work, though. Right now, he works two days a week while he continues to recover.

In looking back at his most recent accident, Krause says he is very lucky to have survived.

“Things could have been a lot worse had I tried to cross just a few seconds later or the driver turned in front of me just a few seconds later.”

He has been working with the Arizona Office of Vocational Rehabilitation on getting a modified vehicle that could provide him with reliable transportation. He had previously used a van to get to places, but it has seen better days. Some members of the Tucson Sector garage tried to get it up and running, but it was just too old to be feasible.

“I won’t give up. It’s just not an acceptable option to me,” he said. He summed up his story in typical fashion, thinking of others. “I just can’t believe how great this organization is. They are like my family. I feel very fortunate to be surrounded by such giving and caring friends and coworkers.” ■

—Rob Daniels

Riding the Planes

Sky Marshals redefined airline security in the 1970s

Datelined September 11th and a somber U.S. president outlines the nation's reaction to a string of airline hijackings. The year is not 2001, but 1970. And the president is Richard Nixon, whose foreshadowing 9/11 statement to the nation opened an important chapter in the development of the air marshal service and of interdepartmental cooperation in the fight against terrorism. Within 24 hours of the president's statement, federal agents were traveling on commercial flights to prevent on-flight air piracy and working at airports as a deterrent to would-be hijackers. Within three months, a new sky marshal program was operational.

President Nixon was responding to a series of organized skyjackings that occurred on Sunday, Sept. 6, 1970. Within a four hour period, members of the Popular Front for the Liberation of Palestine or PFLP took control of three New York-bound planes from European cities: A TWA flight from Frankfurt, a Swissair DC 8 from Zurich and a Pan Am flight during a scheduled stop at Amsterdam. Another attempt to hijack an El Al flight was prevented in flight. A passenger thwarted PFLP member Leila Khaled, who was armed with a grenade, from entering the flight deck, and a crew member wrestled a gun away from the other hijacker, who was killed from a gunshot as part of the struggle.

The hijacked Pan Am jet was flown to a Cairo airport on the morning of Sept. 7 and blown up after the passengers disembarked. The other two planes were held at Dawson's Field, a former British airfield in Jordan, and on Sept. 9, were joined by a hijacked British Airways flight from Bombay. By Sept. 11, most passengers had been released and the hijackers blew up the planes. Finally, on Oct. 1, 1970, the remaining passengers were freed in exchange for the release of Khaled.

By early October, the nation had already implemented the first phase of the president's plan for sky marshals. The Treasury Department assigned approximately 300 agents to air security, about one-third of

★ Steve Rusted was part of a team of three that flew on Pan Am flights. Shown here in his Customs uniform which was worn during preflight screening, he flew in plain clothes and kept his identity secret while on flight duty.



★ Customs security officer patch was part of the uniform of sky marshals.



★ The first identification card issued by the Division of Air Security was honorary and was given to Stuart Seidel, an attorney for the Customs Service.



★ Badge carried by sky marshals.

★ Sky marshals attended a specialized training school before deployment on commercial flights. Courses included statutory materials on air crimes in addition to the basics on thwarting would-be hijackers.



whom came from the former U.S. Customs Service as an interim measure. They joined personnel from the FBI, U.S. Marshals, Defense Department and CIA.

The second phase was outlined on Oct. 28 in an agreement signed by the Treasury and Transportation secretaries creating an air security force in the Customs Service. The agreement initially covered two years, but was extended until June 30, 1974.

Leading air security for Transportation was retired Gen. Benjamin Davis, Jr. A graduate of West Point, Davis began his military career during the era of segregation and played a major role in bringing about the integration of the armed services. He became the first African-American general of the Air Force and moved to the Transportation Department upon his retirement from military service in 1970. A year later, Gen. Davis was elevated to assistant secretary of Transportation with responsibilities for passenger and cargo security.

On November 20, 1970, U.S. Customs Commissioner Myles J. Ambrose announced the appointment of Michael J. McDonnell to head the new air security program. A veteran investigator, McDonnell had served as an intelligence analyst in psychological warfare for the U.S. Army during the 1950s. McDonnell was also among the first agents assigned as interim air marshals aboard international flights.

McDonnell supervised the recruitment, screening, training and deployment of almost 2,000 air security officers to fly on commercial airlines and conduct pre-departure inspections. Recruitment employed all possible outlets and was covered by the major news media. The Miami Herald outlined the requirements for applicants in an article titled, "Sky Marshal to have gun, will travel" on Nov. 3, 1970. Three days later the U.S. Civil Service Commission notified individuals with established eligibility of the sky marshal openings with a request that they also call it "to the attention of others who may meet the requirements." The positions were at the GS-5 grade with an annual salary of \$6,548 or a GS-7 with a salary of \$8,098. Supplemental rates were established for those in the New York City-Newark, N.J., area.

The first class of recruits began its training on Nov. 30 and graduated on Dec. 23. By summer of 1971, the 16th class of trainees graduated and included the first women. Assistant Treasury Secretary Eugene Rossides explained that "From now on we double the number of people the skyjacker must fear. Until today they were only concerned that a trained Treasury sky marshal might be among the men accompanying them on flights. Starting today, they must add to their fears the knowledge that there may be sky marshals among the women as passengers."

Once the marshals were trained, they were deployed immediately, and their schedules were hectic. This is reflected in a contemporary newspaper article titled, "The 1,440-Hour Day of a Skymarshals." Chronicling one agent's traveling schedule in a month, the Sunday News reported that he had visited Madrid, Tel Aviv, Athens and Zurich and "logged 100,000 air miles to do it." (The agent was not identified or photographed to maintain anonymity.)

Former Sky Marshal Stephen G. Rusted attested to the frenetic pace. Rusted was in the 11th class of the Air Security School, which graduated on March 5, 1971. Once deployed, he flew Pan Am out of New York and San Francisco on 747 or 707 jets. On the larger 747s, he was one of three marshals assigned to the flight; on 707s, one of two. A typical route originated in San Francisco with a stop in Tokyo with a final destination of Hong Kong, sometimes with only seven hours on the ground before flying back to San Francisco.

Because of the national publicity on the deployment of Customs air security officers, passengers often looked for marshals on the flight. Rusted and the other marshals were instructed not to reveal their role as sky marshal. According to Rusted, the public had an easy time identifying one of the sky marshal team because a national television newscast announced 7B as the seat number where sky marshals usually sat. (This seat was chosen for strategic reasons.) But the officers used this "leak" to improve surveillance since passengers focused on the marshal in the identified seat, thus allowing the other assigned marshals to go unnoticed.

In-flight surveillance was short lived for the Customs air security officers. On Dec. 5, 1972, Transportation Assistant Secretary Davis announced a change in emphasis for the program. According to Davis, "... the best place to prevent a hijacking is on the ground before the plane goes into the air. That is why the force of about 1,500 sky marshals recruited to ride the planes is now employed primarily on security functions at our principal airports."

The involvement of the Customs Service in the air marshal program continued for a year and half longer. In early 1974, a press release announced the "Air Security Program is winding down..." James Murphy of the Federal Aviation Administration notified the Customs Service of the "complete phaseout of Customs security officers from flight duty."

U.S. Customs Services' responsibility for predeparture examination duty was discontinued on June 25, 1974. Commenting on the conclusion of the Customs Air Security program, Commissioner Vernon D. Acree summed up the accomplishments of the program. Across the life of the program, agents "... made 3,828 arrests, some in-flight; seized or detained 69,317 potentially lethal weapons; and made 248 hard narcotic seizures and 1,667 marijuana and dangerous drug seizures."

The men and women who served as Customs air security officers during the phaseout were reassigned or secured other government positions. Within the Customs Service, 672 became Customs patrol officers, 155 became special agents, 230 were appointed as Customs inspectors and 11 were selected as import specialists.

This only marked the closing of a chapter for sky marshals. Today they are known as federal air marshals and serve the nation in the Transportation Security Administration (TSA), a component of the Department of Homeland Security. There is also a familial link between these chapters in the ongoing history of air marshals. TSA Deputy Administrator Gale Rossides is the daughter of former Assistant Treasury Secretary Eugene Rossides, who oversaw the establishment of the Customs sky marshal program during the 1970s. ■

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

Border Busts



Birds in a Bag

San Diego – CBP agriculture specialists seized 10 pounds of undeclared raw avian carcasses at the San Ysidro port of entry. CBP agriculture specialists seized the carcasses, which were incinerated on site, and assessed the driver a \$300 penalty for failing to declare the prohibited items.

Raw avian products host foreign animal diseases, such as exotic Newcastle disease, that can be contagious and fatal to poultry. Transporting these products from Mexico is prohibited by the U.S. Department of Agriculture, and enforced at the border by CBP.



Carrizo Springs Border Patrol Agents Make Record Pot Bust

Del Rio, Texas – U.S. Border Patrol agents seized more than nine tons of marijuana in a two-hour period recently.

The seizures, involving two 18-wheelers traveling near Catarina, marked the largest single-day marijuana total in the history of the Del Rio Border Patrol Sector.

Agents assigned to the Carrizo Springs Border Patrol station seized a total of 18,665 pounds of marijuana, valued at an estimated \$14,932,256, from the two vehicles.

In one incident, an agent patrolling in the area stopped a 1994 Mack tractor-trailer rig. The flatbed trailer was loaded with pallets containing sacks of industrial lime. A CBP canine alerted to the trailer, prompting agents to search the pallets. Agents discovered the stacks of lime bags were hollowed out to conceal plywood compartments. Agents recovered 460 bundles of marijuana, totaling 6,692 pounds, and arrested the driver, a 50-year-old man from Quinlan, Texas.

“Not only is this the most marijuana seized in a single day in sector history,” noted Acting Chief Patrol Agent Dean Sinclair, Del Rio Sector, “the 11,973-pound load is the largest seizure on record for Del Rio Sector.”

The suspects, both U.S. citizens, were turned over to the Drug Enforcement Administration along with the marijuana and vehicles.



Dulles CBP Smokes Out Smuggler

Sterling, Va. – It's not unusual for cigarette smokers to take a few packs to a couple of cartons of smokes on a trip with them. But one passenger who arrived at Washington Dulles International Airport from Japan

learned that 924 packs may just be too many.

CBP officers seized the cigarettes for violation of 19 USC 1497, failure to declare, since the passenger, a lawful permanent U.S. resident, repeatedly declared only possessing two to three cartons. Officers released the subject, who lives in Washington, D.C.

The amount of cigarettes, 18,480, seemed excessive for personal use, so CBP officers suspected that the passenger intended to import the cigarettes for resale in the U.S. However, the passenger lacked an import permit from the U.S. Treasury Department's Alcohol and Tobacco Tax Bureau as required by the North American Free Trade Agreement Implementation Act.

The passenger, who flew from Vietnam through Japan to the U.S., initially admitted to possessing fish and cigarettes. A CBP officer referred him to a secondary agriculture inspection where an X-ray instead revealed a large quantity of individual cigarette packs in nearly all of his 10 pieces of luggage. Officers inspected the luggage and counted a total of 924 loose packs of cigarettes, most wrapped inside blankets.



CBP Detroit Stops Shipment of Hazardous Toys

Detroit – CBP officers in Detroit recently seized a shipment of Chinese-made toys with high lead paint levels at a centralized examination station. Seventeen boxes of toys valued at \$3,744.00 destined for Flint, Mich., were selected for review by the Consumer Product Safety Commission and examined by CBP.

A similar shipment of toys going to Flint was seized earlier this year. Using this knowledge, CPSC inspectors requested that CBP detain the shipment for examination in Detroit. Samples of the toys were sent to a CPSC lab to specifically test the lead content in the paint. Chemical analysis determined that the lead levels exceeded limits in violation of CPSC regulations. The toys will be held pending re-exportation or destruction.

"CBP officers work closely with CPSC inspectors to keep dangerous toys off store shelves," said Area Port Director Roderick Blanchard. "We will continue our efforts with the Consumer Product Safety Commission to stop unsafe imports from entering our country."

It is unlawful to import into the U.S. any children's product that contains lead with more than 90 parts per million of lead paint or more than 300 parts per million of total lead content.

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 (703) 526-4200

U.S. PORTS OF ENTRY

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

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

Trusted Traveler Programs

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

- Air travel – www.globalentry.gov
- Northern land border crossing – www.nexus.gc.ca
- Southern land border crossing – www.senti.gov

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

CAREERS WITH CBP

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

www.cbp.gov/careers

HELPFUL WEBSITES:

U.S. Department of Homeland Security – www.dhs.gov

DHS TRIP – www.dhs.gov/trip

U.S. Customs and Border Protection – www.cbp.gov

Transportation Security Administration – www.tsa.gov

Federal Emergency Management Agency – www.fema.gov

U.S. Citizenship and Immigration Services

- I-551, Permanent Resident Card (“Green Card”) www.uscis.gov

U.S. Immigration and Customs Enforcement – www.ice.gov

United States Coast Guard – www.uscg.mil

U.S. State Department

- Passports – www.travel.state.gov/passport
- Visas – www.travel.state.gov/visa
- Visa Waiver Program – www.travel.state.gov/visa
- Cultural property – www.exchanges.state.gov/culprop

United States Department of Agriculture/APHIS

- Traveler Information – www.aphis.usda.gov/travel
- Importing Agricultural Items – www.aphis.usda.gov/import_export



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DON'T PACK IT IF...

YOU CAN FEED IT, GROW IT, HUNT IT, OR EAT IT.

We understand why you would want to bring a taste of home with you when you travel but be aware of the regulations. Visit the U.S. Customs and Border Protection website at:

WWW.CBP.GOV/TRAVEL



CAUTION:

YOU MUST DECLARE ALL MEATS, FRUITS, VEGETABLES, PLANTS, SOIL, ANIMAL OR PLANT MATERIAL PRODUCTS TO A CBP AGRICULTURE SPECIALIST.

FOR MORE INFORMATION YOU MAY ALSO VISIT THE APHIS
PLANT PROTECTION AND QUARANTINE WEBSITE AT
WWW.APHIS.USDA.GOV.



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