



Resource Optimization at the Ports of Entry

June 7, 2016

Fiscal Year 2016 Report to Congress



Homeland
Security

U.S. Customs and Border Protection

Executive Summary

The Office of Field Operations (OFO) is the law enforcement component within U.S. Customs and Border Protection (CBP) responsible for carrying out CBP's complex and demanding border security mission at all ports of entry (POE). OFO manages the lawful access of people and goods to our Nation by securing and expediting international trade and travel. Continued growth in international trade and travel, expanding mission requirements, and new facility demands continue to strain CBP resources and its efforts to secure the homeland.

This report outlines CBP's progress on the implementation of its resource optimization strategy (ROS), which is CBP's robust, integrated, long-term strategy for improving POE operations. The ROS has three components: optimize current business processes; utilize the Workload Staffing Model (WSM) to identify staffing requirements; and implement alternative funding strategies to improve the adequacy of user fees to support operations more effectively. Within this report, CBP provides updates on its business transformation initiatives (BTI), the BTIs' impact on staffing requirements, the updated WSM staffing projections, and CBP's ongoing efforts to implement funding strategies that complement the Fiscal Year (FY) 2014 appropriation of an additional 2,000 CBP officers (CBPO).

While business process improvements and increasing the number of CBP officers (CBPO) have been successful, the updated WSM results continue to show a need for additional capability in order to fully meet the standards set by statute, regulation, and CBP policies, assuming maintenance of current processes, procedures, technology, and facilities and anticipated growth in travel and trade volumes. The most recent results – factoring in the additional 2,000 CBPOs from the FY 2014 appropriation – show a need for 2,107 additional CBPOs through FY 2017. The Agriculture Resource Allocation Model (AgRAM) shows a need for an additional 631 CBP agriculture specialists.

The FY 2017 President's Budget addresses the staffing needs identified in the ROS by supporting a combination of increases to user fee rates, and supports CBP's BTIs, which have saved more than 600,000 inspectional hours in FY 2015 and are estimated to save more than 500,000 inspectional hours through FY 2017.

CBP is committed to ensuring the security of our Nation's borders, while continuing to facilitate legitimate travel and trade. There has been significant progress in CBP's partnership with Congress, local governments, business groups, and the trade and travel industry to ensure that the Nation's POEs are sufficiently staffed.

Figure 1

What You Need to Know

RESOURCE OPTIMIZATION STRATEGY **FY16**

? What it is:

The Resource Optimization Strategy (ROS) is CBP's integrated, long-term strategy for improving Port of Entry (POE) operations and has three goals: to identify staffing requirements accurately, to reduce those staffing requirements by transforming business processes, and to develop strategies to fund the required staff. The FY16 report analyzes key FY15 data points and projects expected impact(s) through FY17.



TRANSFORMING MISSION EXECUTION

RESOURCE OPTIMIZATION EFFORTS

Along with technological advancements, CBP has deployed biometrics, processing enhancements, and – in the air environment – expanded kiosk and Trusted Traveler technology. CBP's optimization efforts and partnerships with stakeholders resulted in transformative efforts that saved 611K inspectional hours and 517 CBPO equivalents in FY15.

FY16/17 BUSINESS TRANSFORMATION INITIATIVES (BTIs)

CBP is embarking on more transformative initiatives to expand air traveler technologies, implement biometrics, automate forms collection, and eliminate duplicative processes to save an estimates total of 536K inspectional hours and 453 CBPO equivalents through FY17.

STAFFING THE PORTS

CBP'S FY16 STAFFING MODEL RESULTS

CBP has identified the following staffing needs through FY17:

	2,107	Total CBPO Staffing Need
Staffing Gap Identified Through Model and Methodology	2,560	
Staffing Resources Saved Through Implementing BTIs	-453	
	631	Total CBPAS Staffing Need

STAFFING MODELS AND METHODOLOGY

The Workload Staffing Model (WSM) and Agriculture Resource Allocation Model (AgRAM) are decision-support tools used by management to ensure staffing resources are aligned within the existing threat environments, while maximizing cost efficiencies. The models incorporate the most recent year's workload data to determine staffing requirements and consider factors for future facility enhancements and projected volume growth in cross-border commercial and passenger traffic.

FUNDING THE MISSION

NEAR TERM STRATEGY

Strategies for securing near term alternative sources of funding include seeking Congressional support for legislative proposals to increase current immigration and customs user fees in an effort to recover more of the costs associated with providing services.

LONG TERM STRATEGY

The long term strategy seeks to expand upon our public-private partnership authority to fund enhanced CBP services and implement new funding streams for current programs.



KEY ACCOMPLISHMENTS IN FY15



Automated Passport Control (APC) and Mobile Passport Control (MPC) create savings for CBP and for travelers

APC and MPC permit passengers to enter personal information needed for the primary inspection process while waiting in line. This enables CBP to vet the traveler in real time and eliminate a processing step for the inspecting officer APC is currently operational at 22 of the 25 busiest U.S. airports as well as six other locations and 8 preclearance airports and MPC is operational at 5 domestic airports.



Revised Operational Settings reduced overall Radiation Portal Monitors (RPM) alarms by 77.9% in FY15

RPM Revised Operational Settings has been deployed to 42 ports and the entire fleet of mobile RPMs, reducing overall alarms by 77.9% in FY15 or by over 231k alarms. ROS saved over 57,000 hours in traffic and over 115,000 hours in CBP officer time for alarm adjudication. Based on the survey of the ports in early 2015, 88 officers were redirected to other law enforcement duties as a result of ROS savings.



BTIs are leading to decreases in wait times for travelers at POEs

CBP is pursuing a number of BTIs that reduce wait times for travelers. Since the program's inception, APC kiosks have avoided 5.7M hours in wait times for travelers. Additionally, a report found that if 25% of travelers used MPC, wait times could be reduced as much as 62%. Ready lanes decrease wait times by 30%, processing approximately 10 more cars per hour than general lanes. Trusted Traveler programs such as Global Entry (GE), NEXUS, and Secure Electronic Network for Travelers Rapid Inspection (SENTRI) have saved a total of 12.8M hours for passengers.

Business Transformation Initiatives through 2017

Air Initiatives

- Automated Passport Control
- Mobile Passport Control
- Preclearance
- Biometric Exit Mobile Air Experiment/Air Exit Field Trial
- 1-to-1 Facial Comparison
- National Targeting Center

Land Border Initiatives

- Ready Lanes
- Automate I-94 Form at the Land Border
- Otay Mesa Pedestrian Field Test
- Automate Commercial Truck User Fees

Seaport Initiatives

- Radiation Portal Monitor Optimization

Multi-Modal Initiatives

- CBP Mobile Program
- Trusted Traveler Programs
- Transform New Immigrant Visa Process

HIGHLIGHTS OF ESTIMATED BTI SAVINGS THROUGH FY17



Inspectional Hours Saved



Equivalent CBPOs

APC/MPC
Automate I-94 on Land Border
Transform New Immigrant Process

160,752

136

115,836

98

67,374

57





Resource Optimization at Ports of Entry

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I. Legislative Language

This document was compiled pursuant to the legislative language set forth in House Report 114-215 and Senate Report 114-68, which accompany the *Fiscal Year (FY) 2016 Department of Homeland Security (DHS) Appropriations Act* (P.L. 114-113).

House Report 114-215 states:

Border Security Inspections and Trade Facilitation

While CBP's resource allocation model has greatly improved its ability to make informed staffing decisions, the Committee understands that CBP will need to routinely update the model to account for new trade and travel data and to address any newly identified gaps to include expanding airports. Any modifications to the model shall be described in the fiscal year 2017 budget. To avoid law enforcement and security sensitivities, CBP is encouraged to provide staffing requirements at the Field Office level.

Senate Report 114-68 states:

CBP is increasingly streamlining its encounters with people at POEs, and the Committee understands that CBP continually reviews its workforce staffing model to account for the impact of enhancements on requirements for officer staffing. The Committee remains concerned, however, about CBP officer staffing levels on the Northern Border. As trade and tourism increase along the United States-Canadian border, additional resources should be provided as appropriate. The Committee directs CBP to submit an updated resource allocation model with the fiscal year 2017 budget detailing specific staffing and funding for, and implementation of, planned border enforcement initiatives by port of entry.

II. Background

The Office of Field Operations (OFO) is the law enforcement component within U.S. Customs and Border Protection (CBP) responsible for carrying out CBP's complex and demanding border security mission at all ports of entry (POE). OFO manages the lawful access to our Nation and economy by securing and expediting international trade and travel. Staffing challenges at the POEs continue to increase as CBP takes on additional mission requirements, POE infrastructures expand, and trade and traveler volumes continue to grow. This report provides an update to CBP's transformational resource optimization strategy (ROS) for operations at all land, air, and sea POEs and provides details on the Workload Staffing Model (WSM) and Agriculture Resource Allocation Model (AgRAM), CBP's analytical frameworks for informing staffing decisions at its POEs.

CBP's ROS was introduced in the *FY 2013 Resource Optimization Strategy at Ports of Entry* with three pillars: identify staffing requirements accurately, reduce those staffing requirements by transforming business processes, and develop strategies to fund the required staff. The subsequent reports issued in FY 2014 and FY 2015 can be found at <http://www.cbp.gov/border-security/ports-entry/resource-opt-strategy>. This report provides updates on OFO's business transformation initiatives (BTI), the BTIs' impact on staffing requirements, the updated WSM and AgRAM staffing projections, and CBP's ongoing efforts to implement funding strategies that complement the FY 2014 appropriation of an additional 2,000 CBP officers (CBPO).

In FY 2015, CBP continued to implement transformation efforts by focusing on faster processing in the air, pedestrian, vehicle, and cargo environments. CBP made a concerted effort to implement the newest and most advanced technologies at the Nation's POEs to create efficiencies. Along with technological advancements, CBP deployed biometrics and processing enhancements and expanded trusted traveler programs. These transformative initiatives and technological advancements provide the platform from which CBP can achieve operational success in the face of increased border and air traffic, budget constraints, and demand for new and expanded services at existing and proposed POEs.

While business process improvements and increasing the number of CBPOs have been successful, the updated WSM results continue to show a need for additional capability to fully meet the standards set by statute, regulation, and CBP policies, assuming maintenance of current processes, procedures, technology, and facilities and anticipated growth in travel and trade volumes. The most recent results – factoring in the additional 2,000 CBPOs from the FY 2014 appropriation – show a need for 2,107 additional CBPOs through FY 2017. The AgRAM shows a need for an additional 631 CBP agriculture specialists (CBPAS). Even with the growth in international travel and trade, the current need of 2,107 CBPOs and 631 CBPAS reflects a reduction of 517 CBPOs and 92 CBPAS from FY 2015 results (2,624 and 723 respectively). This reduction is primarily due to CBP's continued focus on transforming all facets of OFO operations to increase productivity while reducing reliance on staffing resources.

Recognizing CBP's staffing needs, the President's FY 2014 Budget and Congress provided funding for 2,000 additional CBPOs in the *FY 2014 DHS Appropriations Act* (P.L. 113-76). As

of March 5, 2016, a net gain of 1,133 of the 2,000 new CBPOs is onboard. CBP is actively working to recruit and hire the additional 867 CBPOs. CBP is aggressively pursuing quality candidates, as well as taking steps to reduce attrition rates in an effort to meet the target by the end of FY 2016. Also, as of March 2016, there are approximately 3,600 applicants in the pre-employment process. Additionally, there will be monthly CBPO job announcements throughout the remainder of FY 2016. The 2,000 CBPOs will go a long way toward addressing the current challenges and supporting additional requests for services. However, in accordance with the WSM and AgRAM, CBP continues to have a significant gap in meeting required staffing levels for both CBPOs and CBPAS.

The third prong of CBP's ROS is to implement alternative funding strategies to increase revenue sources to support increased staffing. CBP continues to seek the authorization of user fee increases to achieve full cost recovery. CBP also supports the CBP Reimbursable Services Agreement program established under the authorities provided in the *FY 2013 DHS Appropriations Act* (P.L. 113-6), the *FY 2014 DHS Appropriations Act* (P.L. 113-76), and the *FY 2016 DHS Appropriations Act* (P.L. 114-113).

III. Economic Impact of CBP Staffing

A. ROS Supporting the Travel and Tourism Initiative

In addition to optimizing CBP operations at the POEs, the ROS continues to support the Administration's efforts to increase travel and tourism to the United States and to drive economic growth. In furtherance of the Administration's National Travel and Tourism Strategy goal of attracting and welcoming 100 million international visitors annually by the end of 2021, in February 2015, DHS and the Department of Commerce submitted a report to the President entitled "*Supporting Travel and Tourism to Grow Our Economy and Create More Jobs: A National Goal on the International Arrivals Process and Airport-Specific Action Plans.*" The report set forth a new national goal to provide a best-in-class international arrivals experience and 17 airport-specific action plans for local engagement. The report also established a new interagency task force, co-chaired by the Deputy Secretaries of Commerce and Homeland Security, responsible for developing an approach to achieve the national goal while maintaining the highest standards of national security.

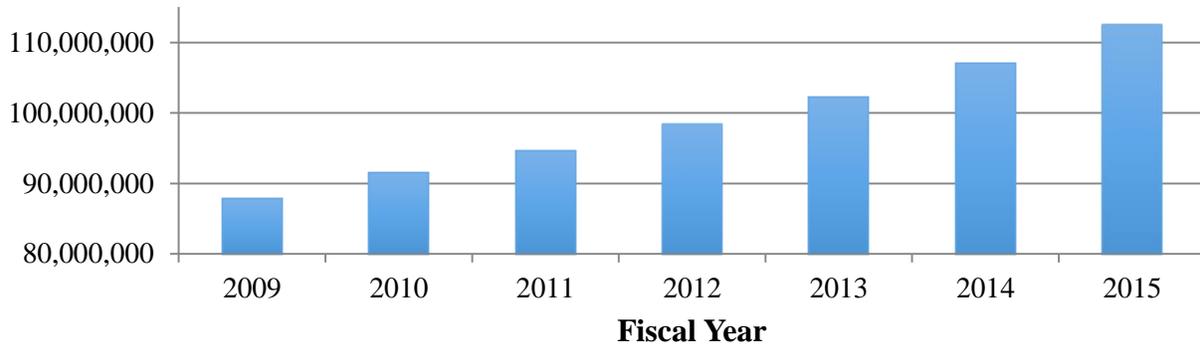
CBP, along with airport stakeholders, continues to meet, at a minimum, on a bimonthly basis to discuss operational issues, new challenges, and progress on the airport action plans. In addition, CBP continues to publish monthly airport dashboards that provide information about wait times, booth hours, cycle time, and volume at the POEs. Quarterly updates to the action plans are posted on <http://www.cbp.gov/travel/travel-tourism>. Overall, the data at the top 17 airports indicates that there is higher traffic volume, faster processing, and shorter waits for arriving travelers.

B. ROS Resulting in Positive Trends in Wait Times

The ROS and CBP's cooperative efforts with the Department of Commerce and travel and tourism stakeholders have yielded very promising results. In FY 2015, CBP processed 112,505,462 arriving international air passengers into the U.S., setting a new all-time record. This annual passenger volume represents a 5.1-percent increase over FY 2014 and a 28-percent increase since FY 2009. The chart below shows the growth in air passenger volume since FY 2009.

Table 1

Air Passenger Volume Trend

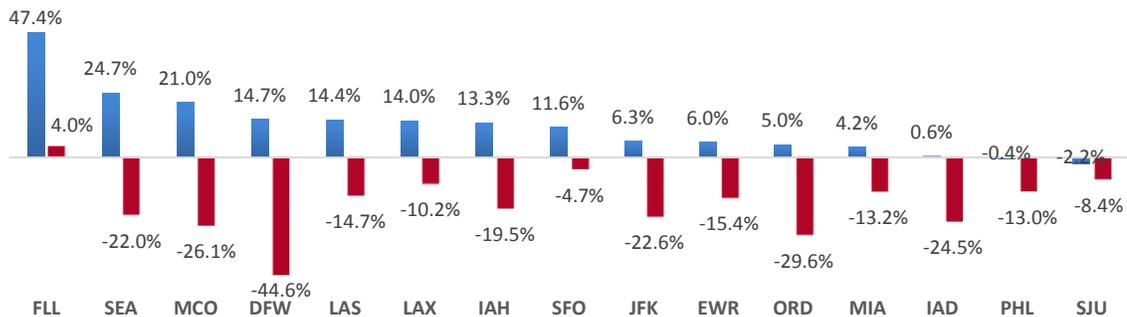


Through CBP’s resource optimization efforts and significant stakeholder investment, CBP has been able to lower airport wait times despite this growing volume. Overall average wait time in FY 2015 was 19.9 minutes, 3.35 percent lower than FY 2014’s level of 20.6 minutes. At the top 25 international gateway airports, where volume grew at an even greater rate – a 6.1-percent increase over FY 2014 – than overall, CBP lowered average airport wait times by 3.67 percent, from 20.45 minutes to 19.7 minutes.

CBP conducted an analysis of the 16 international gateway airports, 14 of which are part of the Travel and Tourism Initiative, which received a share of the 2,000 additional CBPOs funded through the *FY 2014 DHS Appropriations Act*. Of those 2,000 additional CBPOs, CBP allocated 865 to the 16 international gateway airports. Despite some hiring challenges cited above, hiring at these airports has been productive, with most of them at or near their hiring targets. At the 16 airports, comparing FY 2015 to FY 2014, total passenger volume is up 4.7 percent while average wait time is down 3.5 percent. This continues a multi-year trend at these airports in aggregate, and at most of these airports individually, of increasing passenger volume and decreasing passenger wait times.

Table 2

Impact of Transformation and Stakeholder Investment on Wait Times FY 2013 – FY 2015

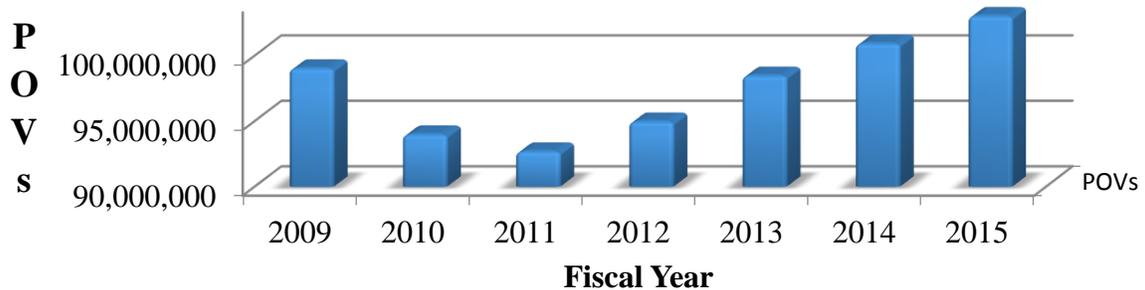


These wait time reductions are attributable primarily to CBP’s business transformations and stakeholder investment in Global Entry (GE), Automated Passport Control (APC) kiosks, and Mobile Passport Control (MPC) smartphone apps. The fiscal year performance of each of these programs is reviewed in more detail in the Business Transformation Initiatives section. Once all of the new CBPOs have been hired and have completed their CBP Field Operations Academy training, CBP will expect to see a noticeable increase in staffing at primary inspection booths, leading to further wait time reductions.

CBP also focused transformation and increased staffing at the land border POEs. The land border also experienced similar positive results. The passenger volume in the land environment has increased steadily since FY 2011. Most land passengers arrive in privately owned vehicles (POV). The chart below shows the annual POV volume from FY 2009 through FY 2015.

Table 3

POV Volume Trend



Despite this volume growth, as in the air environment, POV travelers have experienced shorter wait times when arriving in the United States. In FY 2015, the national average POV wait time was 10 percent shorter than a year prior, at 15.6 minutes. Peak wait times have decreased by 30 percent to 91 minutes. CBP achieved these wait time reductions through increased radio frequency identification (RFID) saturation and the corresponding use of Ready Lane and an increase in trusted traveler program participation.

IV. Business Transformation Initiatives

CBP continues to develop BTIs in support of the ROS. BTIs are an important pillar of the ROS as this initiative allows CBP to realign CBPO and CBPAS resources to priority initiatives. BTIs also reduce CBP's required inspection hours, resulting in a decrease in overall workload requirements and equivalent staffing that creates a cost avoidance of the CBPO or CBPAS salaries and expenses. Highlighted below are several of CBP's focus BTIs for FY 2016 and established BTI initiatives that continue to produce efficiencies for CBP and the trade community, which translates into cost avoidance and savings each year.

The table below summarizes CBP's estimate for avoidance of inspectional hours and CBPO equivalents through the implementation of BTIs through FY 2017.

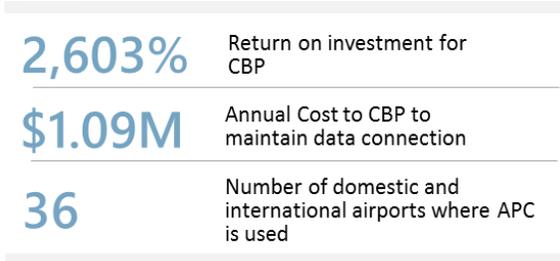
Table 4

Estimated Business Transformation Initiatives Savings through FY 2017

CBPO BTIs	 FY 2016 Inspectional Hours Saved	 FY 2016 Equivalent CBPOs saved	 FY 2017 Inspectional Hours Saved	 FY 2017 Equivalent CBPOs saved
	Automated Passport Control	66,192	56	52,008
Mobile Passport Control	37,824	32	4,728	4
National Targeting Center	18,912	16	18,912	16
CBP Mobile	8,274	7	9,456	8
Ready Lanes	13,002	11	13,002	11
Pedestrian Ready Lanes	5,910	5	4,728	4
Trusted Traveler Programs				
NEXUS	3,546	3	3,546	3
SENTRI	10,638	9	13,002	11
Global Entry	5,910	5	9,456	8
Transform New Immigrant Process	15,366	13	52,008	44
RPM Optimization	53,190	45	0	0
Automate I-94 on Land Border	24,822	21	91,014	77
	264K	223	272K	230

A. Automated Passport Control

Figure 2



Beginning in FY 2013, CBP partnered with the airline industry to implement and expand the APC program, which highlights CBP’s strategy to engage the industry and support stakeholder investment in securing the arrivals process. CBP, in turn, modified the arrivals process at minimal cost to the government. APC kiosks located in the waiting line permit passengers to enter personal information needed for the

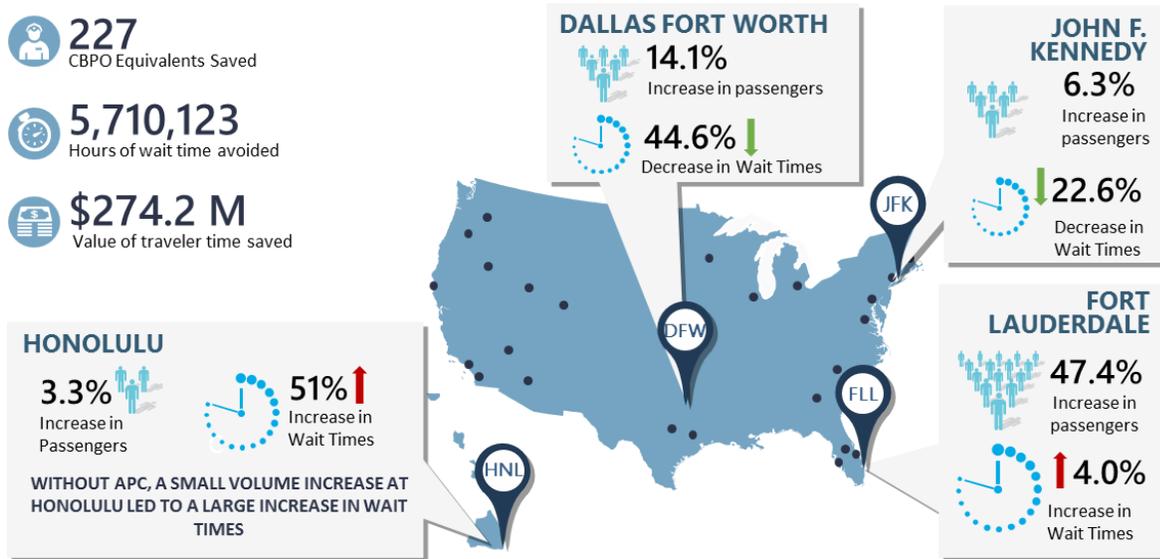
primary inspection process. The APC program increases primary processing capacity, reduces the administrative burden on CBPOs so that they can focus on the law enforcement mission, reduces traveler wait times, uses airport facilities more efficiently, and minimizes missed connections. The program also allows the traveler to self-segregate based on CBP risk assessment. The APC program is currently operational at 22 of the 25 busiest U.S. airports, as well as six other locations and eight preclearance airports. As of March 2016, these airports had more than 1,300 operational kiosks.

The APC program epitomizes CBP’s transformation effort by utilizing low-cost technology to achieve significant savings to the agency and air environment stakeholders.

Travelers authorized to use the program include all U.S. citizens, U.S. lawful permanent residents, Canadians, and citizens of 38 Visa Waiver Program countries. Extending program eligibility to B1/B2 visa holders is being field-tested at five locations to determine feasibility. Significantly, APCs have been so successful that airports in Europe, Asia, and the Middle East are adopting the system, with one manufacturer predicting that operational APCs worldwide will expand from the current 1,300 to 8,000 by 2018.

Figure 3

Impact of APCs on Wait Times



B. Mobile Passport Control

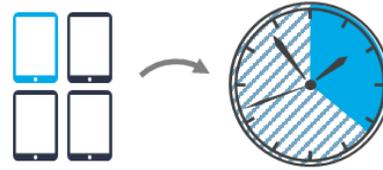
MPC is a business transformation initiative undertaken in partnership with industry for the development of a mobile application that enables travelers to provide all necessary information previously captured by the APC kiosk from their smartphone. It works in a similar fashion to APC, but transactions are done via a smartphone, not a kiosk, and can be completed before a passenger steps off the plane. MPC is now live at five airports – Atlanta (August 2014), Miami (February 2015), Seattle (March 2015), Chicago (April 2015), and San Francisco (July 2015), with roughly 4,750 uses per week.

An independent evaluation of MPC was completed in June 2015 at the Miami airport. The primary finding of the report is that mobile processing is well equipped to enhance recent public-private partnerships such as APC and leverage facilitative technology to increase operational efficiency while reducing wait times.

Figure 4

2,700	Downloads per week
123K	Total passengers processed through MPC
\$1.2M	Estimated Value of Wait Time Reduction
4,750	Approximate uses per week

Figure 5 MPC Usage and Wait Times



If **25%** of travelers used MPC, wait times could be reduced as much as **62%**

The evaluation found a significant correlation between increased usage of MPC and the potential to reduce wait times. The report found that if 25 percent of travelers used MPC, wait times could be reduced as much as 62 percent. The report noted that (at Miami) since travelers spend an average of 80 seconds completing the APC transactions, the use of MPC would reduce wait times for APC-eligible visitors and mitigate the necessity for airports to invest in more APC kiosks. This is especially critical at terminals that are significantly space-constrained. The study found that, in Miami, more than 95 percent of travelers understood how to use the MPC technology; this is a positive critical traveler behavior issue that had negatively impacted CBP deployments in the past. However, the average inspection time for the five percent of travelers who did not properly present their phones still was faster at 46 seconds.

The MPC app has consistently ranked in or near the Top 100 free travel apps on iTunes (out of 70,000+). OFO received the 2014 Future Travel Experience Award for Best Immigration and Arrival Initiative for the development of the world’s first MPC application.

C. National Targeting Center

In FY 2015, the National Targeting Center (NTC), Regional Carrier Liaison Group, and the Immigration Advisory program were responsible for offloading 11,611 passengers, which is a two-percent increase over FY 2014 (11,225). The programs resulted in the cost avoidance of \$29.02 million in monetary costs to the industry. In FY 2014, NTC implemented the Pre-Verify Hotlist Pilot for Miami International and John F. Kennedy International (JFK) airports to match Advance Passenger Information System manifest data against the DHS Biometric Watch List prior to the departure of travelers from foreign airports. This enabled NTC to identify and remove lookouts for travelers who are determined not to be a match to a watch-listed individual. This effort saves time by facilitating lawful travel and avoiding unnecessary inspections of legitimate travelers while concurrently identifying inadmissible travelers who are not detected through biographic screening. In FY 2016, NTC expanded the pilot to all U.S. airports to cover every passenger traveling under the Visa Waiver Program.

D. CBP Mobile Program

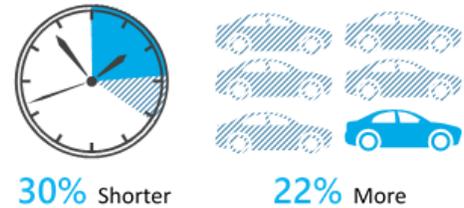
During FY 2015, the CBP Mobile Program was able to deploy a significant number of mobile devices to support or augment day-to-day operations and special events. The CBPOs assigned to Immigration Advisory Program (IAP) locations, who typically perform interviews at terminals where travelers are departing, utilize the mobile technology to have immediate access to traveler manifests and law enforcement queries, rather than having to return to the office. More than 400,000 queries of travelers were conducted on mobile devices in FY 2015; 72 percent of those queries were conducted by IAP CBPOs, avoiding more than 11,500 inspectional hours equivalent to 9 CBPOs (slightly more than 25 percent of total equivalent CBPOs avoided in FY 2015 due to the mobile program (33 CBPOs). In addition, more than 2,400 ruggedized tablets were shipped to the field in support of agricultural operations, U.S. Border Patrol enforcement operations, cargo examinations (testing and development), and Air and Marine Operations efforts. CBP also deployed additional tablets to the CBP Field Operations Academy for students at all of their training locations and smart phones with fingerprint capture capability to support CBP's pilot capture of biometrics upon departure from the United States. Finally, CBP Mobile provided full traveler processing laptop kits in support of special operations like the Southwest Border Holy Week traveler surge operations, the U.S. papal visit, and train and cruise ship operations across the Northern Border.

E. Ready Lanes

Ready lanes are dedicated primary vehicle lanes and land POEs that offer expedited inspection for travelers with RFID-enabled documents. RFID-enabled document growth continues at a rapid pace. More than 22 million travelers have obtained RFID-enabled documents (passport cards, enhanced driver’s licenses, border crossing cards, and permanent resident cards, trusted travelers cards (GE, SENTRI (Secure Electronic Network for Traveler’s Rapid Inspection), NEXUS, and FAST), and two-thirds of all southern border crossings are now made with an RFID document. Ready lane traffic share (not including NEXUS and SENTRI traffic) has increased from six percent in 2010 to 38 percent today. In 2015, POEs with ready lanes have taken measures (such as traffic segmentation, improved signage, and more responsive active lane management) to increase ready lane benefits for participating travelers. While ready lanes provide a wait time benefit to travelers, they also assist CBP. Since ready lanes are more efficient than general lanes, they process more vehicles (about 10 more) per hour than general lanes. This efficiency benefits CBP managers who are constrained by available booths (facilities) and staff (labor).

Figure 6

Ready Lane Wait Time and Throughput

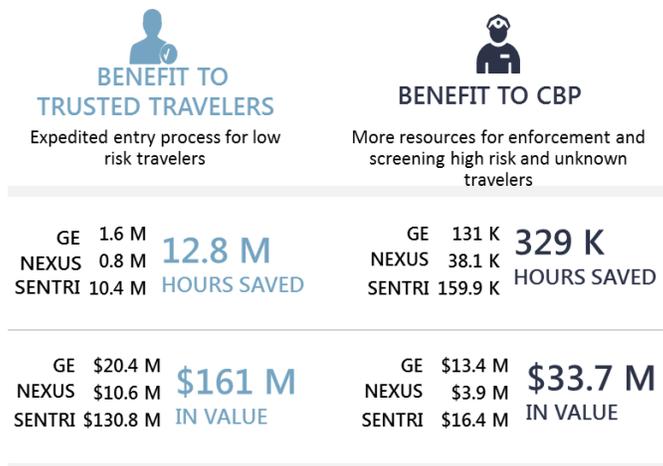


F. Trusted Traveler Programs

SENTRI, NEXUS, and GE programs continue to expedite low-risk vetted international travelers while enabling CBP to focus on those unknown or high-risk travelers. All trusted traveler participants must be pre-approved for GE, NEXUS, and SENTRI. All applicants undergo a rigorous background check and personal interview before enrollment.

Figure 7

Impact of Trusted Traveler Programs to Stakeholders and CBP since Inception



In FY 2015, the average SENTRI crossing was 40.7 seconds faster than traditional processing with SENTRI travelers experiencing an average of 19.1 minutes less (73 percent) in wait times than non-participants. The average NEXUS crossing was 34 seconds faster than traditional processing, with NEXUS travelers during FY 2015 experiencing an average of 4.6 minutes less (60 percent) in wait times than nonparticipants.

Access to the GE Program has grown annually (4.1 million currently) as kiosk locations have increased to meet demand. The number of GE applications continues to grow with a five-percent increase in FY 2015. There are currently 60 airports with GE kiosks. During FY 2015, GE travelers waited an average of 23.3 minutes less (88 percent) than non-participants. In total, 4.5 million GE travelers waited 1.6 million fewer hours (value to the traveler: \$20.4 million) than if entry were processed by traditional means. The average GE crossing is 100.6 seconds faster than traditional processing and saved (in total) 131,000 CBP officer hours (valued at \$13.4 million). Because trusted traveler participants wait significantly less time than nonparticipants, they are likely to make more crossings than if they had to wait in general traffic queues. The need for trusted traveler programs is essential to the U.S. economy as the volume of visitors to the U.S. is expected to grow annually between 3.4 percent and 4.1 percent.

Table 5

Global Entry	
Traveler Crossings:	4.5 M
Traffic Share:	5.5%
Traveling Public	
Per Traveler Wait Time Savings (minutes):	22.3 (88%)
Total Reduced Traveler Wait (Hours):	1.6 M
Value of Traveler Time Savings:	\$20.4 M
CBP Efficiency	
Per Inspection Time Savings (seconds):	100.6 (100%)
CBPO Hours Saved:	131.0 K
Value of CBPO Hours:	\$13.4 M

G. Transform the New Immigrant Visa Process

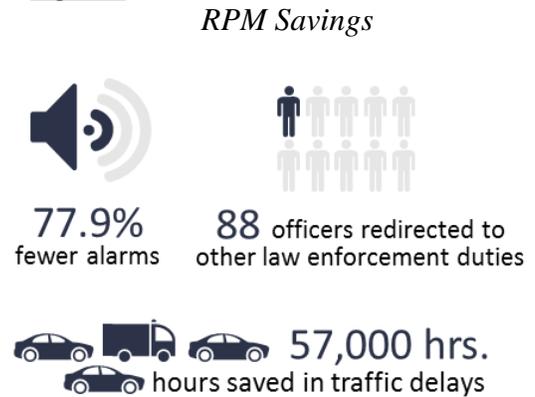
CBP and the Department of State’s Bureau of Consular Affairs have been working with U. S. Citizenship and Immigration Services (USCIS) to transition to a paperless immigrant visa packet and an automated Form I-89. In July 2014, CBP launched a small pilot program to prepare USCIS for an electronic immigrant visa process in support of the Presidential Memorandum, “Modernizing and Streamlining the U.S. Immigrant Visa System for the 21st Century,” issued in November 2014. The pilot served as a phased approach to help USCIS move one step closer toward a paperless process.

On June 12, 2015, CBP successfully accomplished an integral step in the project through the elimination of Form I-89. Also, an integrated project team created a collaborative test work group in FY 2015 to begin testing the functionality of an automated immigrant visa process. It is anticipated that USCIS will be able to support a fully automated immigrant visa process in early 2016. Once the immigrant visas process is fully implemented, it will eliminate the need to process approximately 425,000 visa packets at the POEs, which currently takes a CBPO an average of 15 minutes each to process. CBP estimates that this program will result in an avoidance of more than 65,000 inspection hours and the equivalent of 57 CBPOs through FY 2017.

H. Radiation Portal Monitor Optimization

Radiation Portal Monitors (RPM) deter, detect, and interdict illicit shipments of radioactive materials entering the United States at our Nation's POEs and borders. CBP scans greater than 99 percent of inbound containerized cargo with RPMs, a workload that requires efficient operations. However, effective scanning resulted in numerous alarms stemming from benign radiological materials present in commercial shipments. These nuisance alarms increased CBPO workload and costs for private stakeholders. Therefore, CBP implemented the Revised Operational Settings to more accurately detect the benign radioactive materials and reduce the number of alarms.

Figure 8



At the end of FY 2015, Revised Operational Settings has been deployed to 42 ports (26 seaports and 16 land border crossings) plus the entire fleet of mobile RPMs (59 units). Based on statistics collected and replay analysis of alarm data, the revised operational settings reduced overall alarms by 77.9 percent in FY 2015, or by 231,124 alarms. This has saved more than 57,781 hours in traffic delays (based on 15 minutes per alarm) and 115,562 hours in CBP officer time for alarm adjudication (based on 15 minutes for two officers). Based on the survey of the ports in early 2015, 88 officers were redirected to other law enforcement duties based on the Revised Operational Settings.

I. Automated Land Border I-94 Form

In May 2013, CBP automated Form I-94 in the air and sea environment. The automated system allows CBPOs to create an I-94 Arrival Record within primary and secondary inspection processing systems at the time of inspection with passenger manifest information, eliminating the need for paper forms and manual data entry. CBP has reported more than 86,000 inspectional hours avoided that were related to the automation of the I-94 in the air environment since FY 2013.

The current land border I-94 process, to include the I-94W, unfortunately remains labor-intensive for the CBPO. In order to create a more efficient land border process, CBP intends to enhance the existing I-94 web portal to include additional functionality that allows a traveler to submit information to CBP and pay the required fee prior to arrival at a POE.

CBP intends to launch the online I-94 application and fee payment by September 2016. This will reduce the I-94 process time by almost 50 percent. CBP estimates a first-year savings equivalent to 170 CBPOs with a cost avoidance of more than \$21 million in CBPO salaries and expenses.

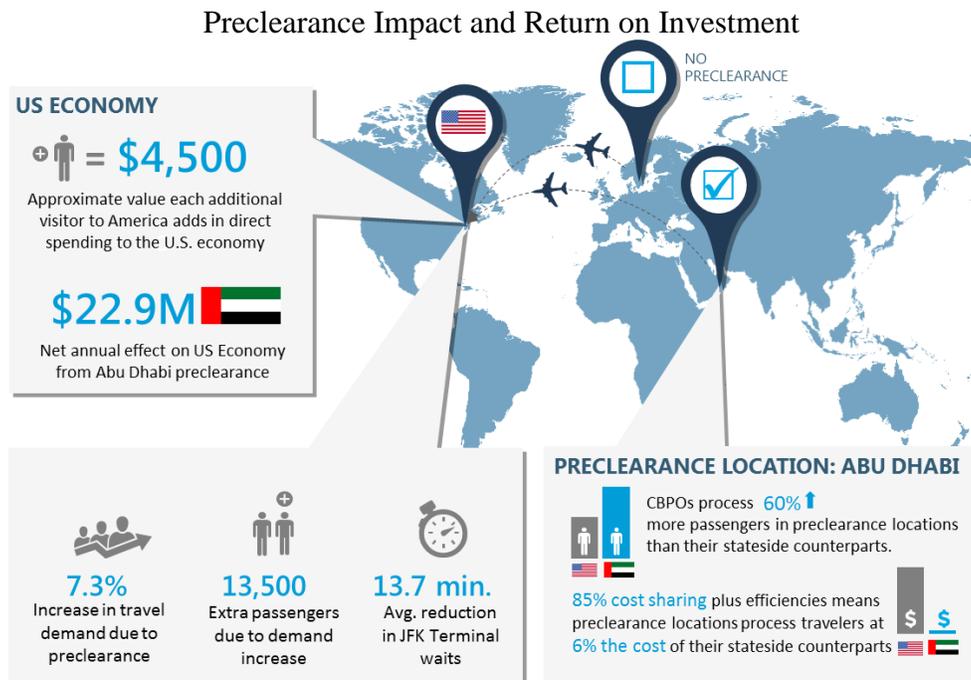
J. Commercial Truck User Fees

CBP is implementing an automated user fee collection solution to reduce wait times for commercial trucks. If a commercial carrier does not purchase an annual user fee decal, the carrier is required to pay a \$13.05 user fee per crossing (up to an annual cap). The manual collection process of user fees in truck primary at land border POEs is inefficient. The current manual process results in increased wait times and fuel costs for carriers and loss of work hours for CBP. For example, at the Port of Buffalo during FY 2015, approximately 1,700 work hours were spent performing cash collections on primary (each commercial truck inspection took an average of 80 – 90 seconds per vehicle). User fee collections for FY 2015 in the Port of Buffalo were approximately \$774,000. This equates to approximately 72,000 collections (7.6 percent of commercial trucks). Preliminary analysis by an independent contractor indicates that implementing an automated user fee collection solution could result in a potential 6.5 percent decrease in processing times and 5.5 percent increase in throughput in Buffalo alone. CBP expects to provide the automated payment option in FY 2016 with soft launches at Buffalo, Detroit, and El Paso before nationwide implementation.

K. Preclearance

Initiated in 1952 at Toronto Pearson International Airport, preclearance currently permits CBP to conduct inspections at foreign ports prior to passengers boarding a U.S.-bound flight. CBP personnel operate at overseas airports to accomplish the same inspections that would occur upon arrival to the United States. More than 600 CBP personnel operate at 15 airports in 6 foreign countries to process 18 percent of all international air travelers arriving to the United States. The most recent preclearance location (Abu Dhabi, United Arab Emirates) began operations in 2014. In 2015, DHS and CBP announced plans to begin negotiations to expand preclearance operations to 10 additional airports in 9 countries.

Figure 9



Most important, preclearance enhances national security by allowing CBP and its international partners to jointly identify and address threats at the earliest point possible. It increases international law enforcement collaboration to counter global security threats and enhances public-private partnerships to proactively address international security challenges. CBPOs are not only able to interview, capture biometrics, and thoroughly inspect known or suspected terrorists and bad actors encountered in preclearance; they can also examine nonwatch-listed travelers who present risk factors identified through targeting rules, behavioral indicators, and primary inspection interviews.

In addition to enhancing security, preclearing flights directly increases America’s capacity to receive international air travelers. In fact, 18 percent of today’s international travelers are precleared. Without preclearance, these passengers would require screening at overburdened airports such as JFK, Los Angeles, and Miami. Evidence points to increased demand for travel to the U.S. with preclearance. An internal economic impact assessment conducted by Grant Thornton suggests that preclearance increases travel demand by 7.3 percent. At the time Abu Dhabi converted to preclearance, its flights to the U.S. carried approximately 185,000 passengers, of which 60 percent were foreign visitors. A 7.3 percent increase would add 13,500 extra passengers, of which 8,100 are visitors and 5,400 are U.S. citizens and legal permanent residents.

Removing existing travelers on flights from CBP arrival queues frees up capacity. If that capacity is not back-filled with another flight, the terminal congestion and border delays drop. For example, preclearing a single, daily flight (Boeing 777) from Abu Dhabi to JFK reduced JFK terminal waits by an average of 13.7 minutes (for a 2-hour period). Over the course of a year, passengers processed stateside at JFK will wait a total of 188,000 fewer hours, valued at more than \$9.0 million.

V. Developing and Implementing Biometrics in CBP Operations

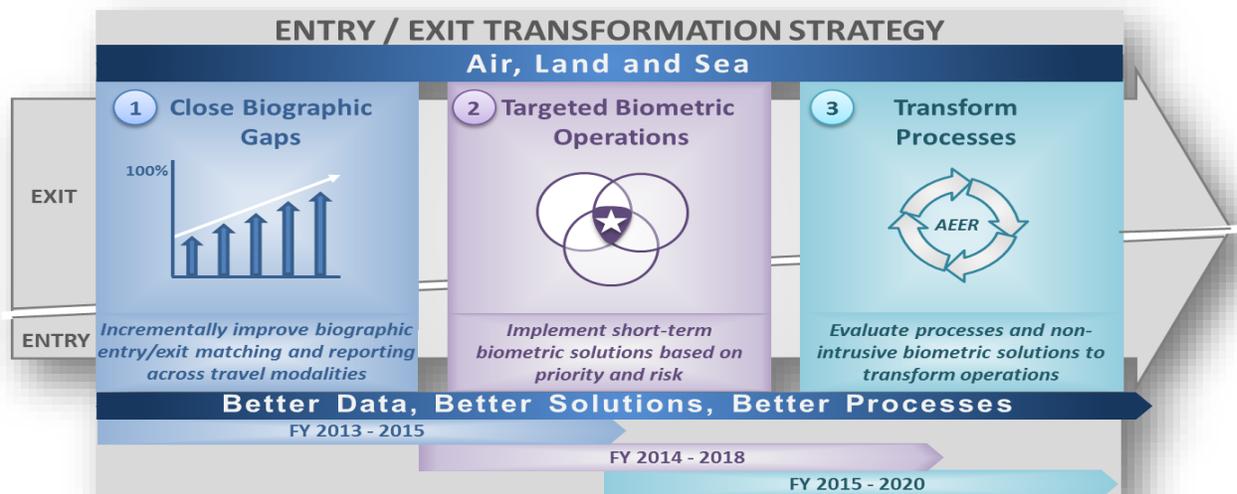
CBP is the lead organization in DHS responsible for developing and implementing a comprehensive entry/exit system. The Secretary of Homeland Security has directed CBP to redouble its efforts to achieve a biometric entry/exit system, and to begin implementing biometric exit, starting at the highest volume airports in 2018. CBP currently maintains an entry/exit system for foreign nationals based on biographic data, although it collects biometric data on them when they enter the United States. Through a variety of programmatic efforts, CBP is now undertaking to develop and implement the remaining piece of the comprehensive entry/exit system by integrating biometrics into the existing biographic entry/exit system.

To that end, CBP will work to improve data collection upon departure, improve the ability to match entry and exit records, and develop technology and procedures to take action against overstays while expediting travel. CBP's comprehensive entry/exit strategy is focused on three primary efforts:

- Closing biographic entry/exit gaps;
- Near-term targeted biometric operations leveraging existing technology, and;
- Long-term entry/exit transformation.

Figure 10

CBP Entry Exit Strategy - Implementing Biometrics



CBP evaluates existing entry/exit processes, identifies opportunities for optimization, and implements improvements that will maximize traveler identity assurance while facilitating

legitimate travel and trade. To address these challenges, CBP has developed innovative ways to collect entry/exit information in the air and land environment.

A. 1-to-1 Facial Comparison Project

CBP developed the 1-to-1 Facial Comparison Project to enable CBPOs to use automated facial comparison technology as a tool to match a traveler to a travel document. For 3 months in the spring of 2015, CBP tested this biometric facial comparison capability at Washington Dulles International Airport (IAD). During this test, CBP captured photos of U.S. passport holders and conducted a biometric comparison to existing photographs in each e-passport. The results informed the CBPO whether the person presenting the e-passport was the same person who was issued the e-passport. In FY 2016, CBP operationalized the 1-to-1 Facial Comparison Project with permanent deployments to JFK and IAD.

B. Biometric Exit (BE) Mobile Air Experiment

In July 2015, CBP launched the BE-Mobile Air Experiment. BE-Mobile tests the feasibility of using an enhanced handheld mobile device to collect biometric data from foreign national air travelers and to conduct law enforcement queries during inspections of foreign national travelers departing the United States. CBP will collect data on a statistically valid sample of travelers and will use the results of the analysis to help inform and determine the future plans for biometric exit, in compliance with legislative mandates.

During FY 2015, CBP deployed BE-Mobile to four airports: Hartsfield-Jackson Atlanta International Airport; Chicago O'Hare International Airport; Houston George Bush Intercontinental Airport; and IAD. CBPOs are incorporating the technology into existing operations in a manner that minimizes adverse impacts to the boarding process.

C. Biometric Air Exit Field Trial

In late 2016, CBP will deploy biometric air exit field trials at a major U.S. airport that incorporate face/iris "on-the-move" technologies, contactless fingerprint capture, and possibly new and emerging biometric technologies as means of testing technologies inserted into operational processes that potentially could be used in a nationwide biometric air exit solution. U.S. airports were not built for departure control, which has significantly limited CBP's ability to develop and deploy a biometric exit solution that is cost-effective, does not impact travel flow, and meets the objectives of a biometric exit program. CBP is utilizing the field trial to insert biometric technologies to inform a nationwide solution.

D. Canada and the Beyond the Border Partnership

CBP and the Canada border services agencies have partnered to create a biographic entry/exit data exchange to improve each other's visibility and control of individuals crossing our shared land border. Both countries now exchange data so that information collected on an entry into one country is automatically recorded as an exit from the other. The current arrangement allows

for the sharing of crossing data on all third-country nationals. However, there are plans to expand this partnership to cover Canadian and U.S. citizens also. Since its start on June 30, 2013, CBP has collected more than 1 million records from Canada – about 10,000 to 15,000 per day. CBP is able to match entry and exit at more than 98 percent of land border crossings, significantly improving the CBP’s situational awareness along the northern land border.

E. Otay Mesa Pedestrian Field Test

In FY 2015, CBP planned and developed new biometric screening capabilities for non-U.S. citizens entering and departing the United States through a southern land border pedestrian crossing. This new capability will assist CBPOs to accurately identify departing pedestrians and record their exit to enhance situational awareness and support the identification of overstays. Most non-U.S. citizens will have their biometrics - facial and iris images - collected upon entry for future comparison to facial and iris images collected during departure. The captured biometric data will be retained for technical evaluation to identify the validity of capture, the ability to associate biographic data to biometric data, and the ability to match captured biometric data to biometric data on file. In addition to testing the matching capabilities of new biometric modalities, the field test also will evaluate how this biometric technology captures while the individual is “on the move,” captures from a distance, and operates in the challenging outdoor environment of the southern land border. CBP implemented the departure experiment at the Otay Mesa POE near San Diego, California, in February 2016.

F. Arrival and Departure Information System Modernization

In 2016, CBP will complete the modernization of the Arrival and Departure Information System, which will provide significant capabilities toward providing data on aliens who overstay their lawful period of admission to the United States. This work is funded through money provided during earlier budget cycles.

VI. CBP Staffing Requirements for FY 2016

A. Update on the AGRAM and the WSM

In FY 2015, the Excel-based WSM was reconstructed into a new Access platform; the FY 2016 WSM is available in Access for the first time. The new platform is superior in many ways. The WSM Access platform has multiple dashboard programmer interfaces that allow for data optimization and the creation of ad hoc reports. Because all data now is streamlined and in standardized tables and templates, queries can be created and saved for the rapid output of consistent reports. The data integrity identification capabilities also have been enhanced, allowing beneficial improvement to CBP systems, as well as process flows within WSM that can be better modeled. The overall enhancements allow more transparency, faster responses to requests for operational analyses, and a stronger understanding of basic data trends.

In FY 2015, the AgRAM underwent a streamlining effort to enhance reporting capabilities through adding user-friendly, intuitive front-end dashboards and streamlining the back-end structure. All the supporting and submodels were consolidated into one Excel platform, where model updates, adjustment to assumptions, and what-if analyses can be performed easily via dashboards. The user can change impact factors based on future volume and risk projections on a dashboard, and instantly see the effect on model results by field office.

The Reporting dashboard allows users to view the recommended CBPAS staffing. The first view is activity-specific and provides recommended staffing levels at each field office, as well as the distribution of recommended CBPAS across job activity. The second view is geographic and outlines recommended, authorized, and onboard staffing levels by field office and area port. The Management dashboard allows users to perform scenario planning by analyzing how selected impact factors and assumptions would affect CBPAS staffing. The first view is a geospatial analysis view and allows users to apply impact factors and see the forecasted change of recommended CBPAS at each field office. The second view is a recommended impact view and allows users to apply impact factors based on arrival environment, type, subtype, and risk level to analyze the resulting impact on staffing by workload type.

B. CBP’s FY 2016 Integrated Staffing Model Results

Figure 11

OFO CBPO and CBPA Staffing Requirements through FY 2017



OFO’s staffing requirement approach identifies the WSM baseline results, requirements for facility enhancements, and technology deployments through FY 2017 and requirements for conservatively projected growth through FY 2017 (3 percent). These additional factors are not added to the AgRAM baseline staffing requirements since infrastructure and technology do not directly impact CBPAS staffing requirements and the AgRAM baseline results incorporate volume growth. Finally, in calculating the CBPO staffing requirements, CBP subtracts the expected savings of the BTIs from the CBPO requirements to arrive at a total net requirement. The graphic on the left captures these total net requirements for CBPO and CBPAS staffing with facility and technology requirements, growth, and BTI savings included.

The “Staffing Gap Identified by the WSM” is calculated by

subtracting from the WSM model results (26,583) the sum of the FY 2016 Funded CBPO staffing resources (23,833) and the projected core overtime equivalent for CBPOs (2,474) to get a total current staffing gap identified by the WSM of 276. This calculation is $26,583 - (23,833 + 2,474) = 276$. Please note that in addition to CBPOs funded within OFO’s budget plan, an additional 184 CBPOs are funded through other CBP organizations, such as the Office of Training and Development. Also, the number of CBPOs for facility and technology requirements does not include CBPOs that will be funded through user fee, preclearance, or other reimbursable agreements.

The CBPAS results are calculated by subtracting the AgRAM model results (3,048) from the FY 2015 funded CBPAS staffing resources (2,417).

C. Northern Border Staffing Strategy

The various work activities performed by the CBPOs and CBPASs stationed at the CBP POEs along the Northern Border are captured, processed, and then analyzed by the WSM and AgRAM modeling programs. Their projections are utilized by CBP management in determining how to allocate staffing resources while maximizing cost efficiencies in conjunction with ensuring that resources are aligned within the existing threat environments.

The Northern Border POEs received 250 of the 2,000 additional CBPOs allocated in the *FY 2014 DHS Appropriations Act*. The hiring of CBPOs for the Northern Border, as with the Southern Border, continues to be a challenge. As of April 2016, approximately 50 percent of the allocation is on board. However, the top five Northern Border POEs by volume that received the majority of the allocation (180 of the 250) have hired 82 percent of those CBPOs. Staff for smaller remote POEs is more difficult to recruit and hire; however, CBP is implementing incentive programs to address this challenge. It is important to note, overall Northern Border POEs have 95 percent of their funded staffing on board. Even when CBP successfully hires all the funded officers to the Northern Border field offices, there will be an additional need for more than 300 CBPOs through FY 2017.

Irrespective of the hiring challenges, a decrease in volume (9 percent nationally in FY 2015 as compared to FY 2014) and CBP's multi-faceted ROS leveraging transformation and public-private partnerships have positively impacted wait times. Overall, across all Northern Border POEs, wait times for POVs in FY 2015 have decreased by 31 percent compared to FY 2014 (approximately 3 minutes). The wait times for commercially owned vehicles decreased slightly – by 15 percent – for the same time period (more than 1 minute).

CBP will continue to recruit aggressively and hire CBPOs at POEs that have not reached their authorized level of staffing and to enhance the ROS at the Northern Border POEs to continue this positive trend.

VII. Comprehensive Funding Strategy – Alternative Sources of Funding

The third prong of CBP's ROS is a comprehensive funding strategy that leverages legislative proposals and public-private partnerships to supplement funds appropriated from the General Treasury. CBP has updated this strategy, as supported in the FY 2017 President's Budget, to provide alternatives to add workforce capability to address CBP's Staffing Model findings through FY 2017.

The funding strategies include seeking congressional support for legislative proposals to increase current immigration and customs user fees in order to recover more of the costs associated with providing services. The economic data and recent studies demonstrate a clear return on investment from adding staffing resources to POEs. The legislative proposals summarized below would increase CBP staffing resources and, should they be enacted into law, would serve to facilitate and to secure the international trade and travel that is the lifeblood of our economy. The long-term strategy also seeks to expand upon our most recent public-private partnership authority, which was included by Congress in the *FY 2013 DHS Appropriations Act* (P.L. 113-6), the *FY 2014 DHS Appropriations Act* (P.L. 113-76), and the *FY 2016 DHS Appropriations Act* (P.L. 114-113) to fund enhanced CBP services and implement new funding streams for current programs.

A. Increase CBP User Fees

As part of the FY 2017 President's Budget, CBP will seek legislation for the authorizing committees to raise the Immigration User Fee and *Consolidated Omnibus Budget Reconciliation Act* (COBRA) fees to decrease the shortfall between the costs of CBP's customs and immigration inspection activities and the collections received. If enacted, this also would allow CBP to hire up to 2,070 additional CBPOs, which will result in improved customs and immigration inspection services provided to those who pay this fee when traveling to the United States.

The strategy includes a proposal to increase the fees statutorily set under COBRA and the Express Consignment Courier Facilities. This proposal would increase the inspection fees by \$2 and increase other COBRA fees by a proportional amount. The Express Consignment Carrier Facilities Fee was created to reimburse CBP for inspection costs related to express consignments. The proposal would increase the fee by \$0.36. The proposal also will include authority to increase fees annually, as needed, to adjust them for inflation.

CBP's proposes to increase the immigration inspection user fee by \$2. The current fees are \$7 for air and commercial vessel passengers and \$3 for partially exempted commercial vessel passengers whose trips originate in Canada, Mexico, the U.S. territories, and any adjacent island. This fee is paid by passengers and is used to recover some of the costs related to determining the admissibility of passengers entering the United States. Specifically, the fees collected support

the cost of immigration inspections (including personnel performing such inspections), the maintenance and updating of systems that track criminal and illegal aliens in areas with high apprehensions, asylum proceedings, and the repair and maintenance of equipment, among other purposes.

In addition, CBP proposes to lift the exemption for sea passengers traveling from the United States, Canada, Mexico, and adjacent islands (\$3) so that the same fee will be applied to all sea passengers. As noted above, each sea passenger arriving in the United States currently is charged a \$7 fee if the trip does not originate in Canada, Mexico, the U.S. territories, or any adjacent island.

B. CBP Alternative Funding Programs

CBP plans to continue expanding the Reimbursable Services Program. CBP's Reimbursable Services Program currently has agreements with 29 stakeholders at 27 ports of entry. In FY 2015, CBP provided nearly 68,000 hours of service at the request of its partners—accounting for the processing of more than 1.65 million travelers and more than 250,000 personal and commercial vehicles.

The program continues to expand as new agreements are signed every year. At land and sea POEs, there are no limitations on the number of agreements that can be signed per year. However, at airports, the *FY 2016 DHS Appropriations Act* expanded the statutory limit to 10 agreements per year, which will allow CBP to increase the impact of this program to additional stakeholders and the traveling public.

The Donations Acceptance Program enables CBP and the U.S. General Services Administration (GSA) to accept certain donations from private- and public-sector entities. These donations will address critical infrastructure and technology needs at U.S. POEs. Since enactment, CBP and GSA have coordinated closely to satisfy the statutory requirement and have jointly developed the *Section 559 Donation Acceptance Authority Proposal Evaluation Procedures & Criteria Framework*. This document describes the procedures and criteria that CBP and GSA use to systematically and equitably receive, evaluate, select, plan, develop, and formally accept donations proposed under Section 559. The following proposals, submitted during the FY 2015 open season, were selected for further planning and development – The City of Donna/Donna Rio Bravo Port of Entry; the City of Pharr/Pharr Texas Port of Entry; and the City of El Paso/Ysleta Bridge. The FY 2016 donation proposal submission closed on December 18, 2015, and is currently under review.

CBP's strategy, if implemented, would totally fund the requirement for CBPOs, but still would leave a gap in funding the CBPAS requirement.

The gap in CBPAS staffing will be mitigated through the expansion of agriculture-related BTIs, like the expansion of the Enforcement Link Mobile Operations-Cargo initiative to outfit CBPAS with mobile devices. The mobile devices allow CBPASs to release more cargo in a shorter amount of time since they do not have to return to their office. Full deployment of mobile devices to all CBPASs is expected to be completed by the end of 2016.

Also, the Agriculture Pest Exclusion Coordinator Specialist (APECs) program was expanded during FY 2015. This innovative program expands upon the scientific expertise of the CBPAS cadre, specifically those who actively seek to increase and exercise their cargo release authority and take on the additional responsibility of facilitating trade through the identification of less significant, non-reportable plant pests and organisms. The APECs program, coupled with cargo release authority, allows cargo that is found contaminated with a less significant, nonreportable plant pest to proceed more quickly and efficiently through the POE. The expansion of the APECs program to Nogales, Arizona; Otay Mesa, California; and Laredo, Texas, POEs has facilitated the release of approximately 600 agriculture shipments a month. Collectively, that equates to about 100 staff hours per month saved, which is in turn redirected to high-risk agricultural exams and activities within the ports. This program will continue to be expanded through FY 2017.

The figure below shows CBP's strategy for funding the staffing requirements for CBPOs and CBPAS through FY 2016.

Figure 22

FY 2017 Proposed Funding

Funding Source	CBPOs	
Appropriations, CBPO Staff		15,104
User Fees, CBPO Staff	+	8,867
User Fees, Core Overtime	+	2,474
COBRA User Fee Increase – Up to	+	840
IUF Increase – Air - Up to	+	1,230
Mission/Operational Support Specialists	+	194
FY 2017 Total Funding	=	28,709
CBPO WSM Requirements	-	28,414
Non-CBPO WSM Mission and Operational Support Specialists	=	295
	CBPAS	
Appropriations and AQI User Fees, CBPA Staff		2,417
Non-CBPO WSM Mission and Operational Support	+	295
AQIUF Increase – Up to	+	145
Mission/Operational Support Specialists	+	17
FY 2017 Total Funding	=	2,874
CBPAS AgRAM Requirements	-	3,048
Remaining CBPAS Requirements	=	(174)

VIII. Conclusion

CBP is committed to ensuring the security of our Nation's borders, while continuing to facilitate legitimate travel and trade. There has been significant progress in our partnership with Congress, local governments, business groups, and the trade and travel industry to ensure that the Nation's POEs are sufficiently staffed.

These accomplishments were considered in developing the FY 2017 staffing requirements and funding strategy, as CBP recognizes that there is still a need to increase workforce capabilities. CBP will continue to implement its multi-pronged approach to address frontline personnel needs by: (1) maximizing the use of current resources through overtime and optimal scheduling practices; (2) pursuing alternative sources of financing through legislative proposals supporting reimbursement authority and, as appropriate, adjusting user fees; and (3) continuing to implement BTIs to reduce costs and mitigate staffing requirements.

Taken together, this multi-pronged strategy will allow CBP to increase workforce capability while enhancing operations. Innovative transformation efforts and public-private partnerships also will help to inform the long-term frontline personnel requirements as the WSM and AgRAM are adjusted and improved annually. CBP looks forward to working with Congress on the identified initiatives, as well as on long-term efforts to address the findings of the model. CBP welcomes input from legislators, state and local partners, and private sector stakeholders as it works to refine operations and plans strategically for future personnel requirements.

IX. Appendix- List of Abbreviations/Acronyms

Abbreviation/Acronym	Definition
AgRAM	Agriculture Resource Allocation Model
APC	Automated Passport Control
APECs	Agriculture Pest Exclusion Coordinator Specialist
BE	Biometric Exit
BTI	Business Transformation Initiative
CBP	U.S. Customs and Border Protection
CBPAS	U.S. Customs and Border Protection Agriculture Specialist(s)
CBPO	U.S. Customs and Border Protection Officer (GS-1895)
COBRA	<i>Consolidated Omnibus Budget Reconciliation Act of 1985</i>
DHS	Department of Homeland Security
FTE	Full-Time Equivalent
FY	Fiscal Year
GE	Global Entry
GSA	General Services Administration
IAD	Washington Dulles International Airport
IAP	Immigration Advisory Program
JFK	John F. Kennedy International Airport
MPC	Mobile Passport Control
NTC	National Targeting Center
OFO	Office of Field Operations
POE	Port of Entry
POV	Privately Owned Vehicle
RFID	Radio Frequency Identification
ROS	Resource Optimization Strategy
RPM	Radiation Portal Monitor
SENTRI	Secure Electronic Network for Traveler's Rapid Inspection
USCIS	U.S. Citizenship and Immigration Services
WSM	Workload Staffing Model