



U.S. CUSTOMS TODAY

TRADITION

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COMMISSIONER'S MESSAGE



Robert C. Bonner

A Year of Change

Twelve months have passed since the terrorist attacks on September 11, 2001. The pain and horror caused by the evil acts of a few have left an indelible mark on all of us at Customs—especially for those who lost loved ones or who worked in the New York Customs

House that was completely destroyed in the attacks. Rather than succumb to the fear and anger that were so vivid in the aftermath of the attacks, we have vowed to defeat those who would use terror to destroy our way of life. As a nation, we have come through the year dedicated to strengthening our homeland security against the continuing terrorist threat while preserving America's freedoms.

Since September 11, Customs has taken a leading role in defending our homeland by implementing several initiatives that help to secure America from further terrorist attacks and to preserve the vitality of the American economy by facilitating the flow of legitimate trade and passengers across our borders.

Our Customs officers are on the frontline, and we are helping them sort through the millions of people and shipments that cross the border every year by creating smarter borders—by targeting high-risk containers and passengers for greater scrutiny while allowing legitimate, low-risk cargo and travelers to pass more freely across the border. Customs sophisticated targeting techniques and trusted passenger and trade programs will help by allowing low-risk travelers and cargo to speed across the border so that our frontline officers can focus more attention on higher risk and unknown passengers and shipments.

Customs is also expanding our zone of security beyond our physical borders. We are doing this with Canada and Mexico through our Smart Border initiatives, with other nations in Europe and Asia through our Container Security Initiative (CSI), and with the private sector through our Customs-Trade Partnership Against Terrorism (C-TPAT). Thanks to the hard work of many in the Customs Service, two of our most innovative programs, C-TPAT and CSI, have gained tremendous momentum and are providing increased security for our country.

But we are not just playing defense. Customs special agents have aggressively attacked the sources and systems that fund international terrorist organizations. Furthermore, Customs is using its expertise in strategic investigations to prevent terrorist organizations from obtaining the weapons components, technology, and equipment they need to carry out their terrorist activities.

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One year later, an agency transformed

By Kathleen Millar, Public Affairs Specialist, Office of Public Affairs

In 1781, the unthinkable happened, opening up the future to the creation of a new government and the organization that became the U.S. Customs Service. On October 19 of that year, British General Charles Cornwallis surrendered at Yorktown, giving up almost 8000 men and any chance of winning the Revolutionary War. British troops, the best in the world, were ordered to lay down their weapons. Historians recall that British drummers and pipers played a tune called "The World Turned Upside Down," unnerved by an event the laws of a clockwork universe told them could not be happening.

The attack on New York and Washington challenged Customs, turning its world upside down in ways it had never envisioned. Customs had pivoted quickly before, and its enforcement units, in particular, were adept at accommodating their tactics to the shifting strategies employed by international drug cartels, child pornographers, and money launderers. But on the morning of September 11, when the top of the North Tower smashed through the center of 6 WTC, the impact demolished more than the NY/SAIC office. At that moment, Customs knew that many of its assumptions about the agency's primary mission, its challenges, and its future had been dramatically altered as well.

"It's almost impossible to track the first response of individual offices or to say 'these were the first on the spot,'" says Commissioner Bonner. "Every division and office within Customs, every employee at Headquarters and in the field, off-duty officers watching television at home knew immediately, and without anyone telling them, that we were on high-alert. People knew exactly where they were needed, and what Customs needed them to do—fight terrorism."



Photo by James Tourtellotte

9/11: attack on two fronts

The war on terrorism has many fronts. When terrorists slammed into the World Trade Center and the Pentagon, their immediate goal was to kill Americans, depositing the nightmare images into our national memory. The attack was about something else as well, about Wall Street, the airline industry, shipping and freight-forwarding, trucking, the retail market, tourism, manufacturing, and countless other businesses and markets along the chain. Al Qaeda understood that sabotaging the U.S. economy could destroy us as well, in ways that might be less immediate but just as deadly. The best way to do that was by shutting down the infrastructure on which global trade depends.

After 9/11, Customs had to meet multiple challenges head-on: to partner with defense and other law enforcement agencies to ensure national security, and to work with industry to guarantee the integrity of the supply chain and the tons of cargo arriving at

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Latin American port security advisory programs: stopping illegal drugs at source countries

The Customs Service is placing more and more emphasis on "pushing out the borders" of the United States for national safety and security. The most notable approach is the Container Security Initiative (CSI). But the Latin American Port Security Advisory Program, also aimed at protecting America, in this case from drugs, is another, very compatible example.

The Latin American Port Security Advisory Program seeks to stop illegal drugs at their points of exit rather than before they enter our country. To do this, the Office of International Affairs has stationed Customs inspectors, known as advisors, at ports in high-threat source and transit countries.

The advisors have strong inspection backgrounds with at least a year's experience on a contraband enforcement team and the ability to speak, read, and write Spanish fluently.

The Foreign Assistance Act of 1961 requires the president to identify which drug-producing or drug-transit countries pose the greatest threat to the United States. President Bush identified 23 such countries, 14 of which are in Latin America. Of these, Customs advisors are currently working in Guatemala, Ecuador,

and Costa Rica, all three major transit routes for drugs destined for the United States and Europe. Plans are underway to send two advisors to Venezuela, and the American embassies in Mexico and Panama have also expressed interest in hosting advisors.

Source countries smuggle cocaine and heroin into Ecuador and Guatemala primarily by truck, in shipments of legitimate cargo. That cargo is then loaded onto ships at major seaports, hidden in compartments in ocean-going vessels, or concealed inside containerized, perishable bulk cargo like fruit or flowers. And there's always the ever-popular human method: drug couriers on flights from Ecuador and Guatemala.

Frank Castillo, an inspector from Houston, has served as the advisor in Ecuador since September 2001. Working in the Narcotics Affairs Section of the American embassy in Quito, he helps to establish effective counter-narcotics cargo inspection teams at the seaports of Guayaquil—South America's busiest Pacific seaport—Manta, and Esmeraldas. He trains the Ecuadorian National Police to develop more effective cargo-

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Customs first explorer academy opens in Chicago

By Teresa E. Momber, Customs Inspector, Chicago, Ill., and Samir S. Patel, Customs Explorer Captain, Chicago, Post 9706

Preparing Tomorrow's Law Enforcement Officers" was the theme when thirty law enforcement explorers arrived in Chicago for an opportunity to get a first-hand look into the life of a career enforcement officer.

It all began on June 21, 2002, when the first national U.S. Customs Explorer Academy (USCEA) opened for business. Explorers from Alabama, California, Florida, Illinois, Kentucky, Montana, New Jersey, New York, Ohio, Pennsylvania, Puerto Rico, Tennessee, and Texas gathered at the Great Lakes Naval Station and Training Center in Illinois for an intense, challenging, and most of all rewarding 10-day learning experience.

"The idea behind USCEA is to challenge and prepare America's finest youth for a career in law enforcement," says Supervisory Inspector Anye Whyte.

Each morning began bright and early at 5:00 a.m. with intense physical training (PT). "USCEA definitely challenged me in many ways, both mentally and physically," says Senior Explorer Wasim Musa, Chicago. After PT, explorers followed a rigorous schedule of academic and practical training in various areas

of law enforcement. The explorer's day ended at 10:00 p.m. "Without a doubt the training was vigorous and difficult. The committee decided to make the courses tough, to show the explorers that life as a law enforcement officer is not simple. It is unique and demanding, day after day," says Senior Inspector Nopadol Thongpreda, Chicago.

Another part of the training curriculum of the USCEA included a community service event, a hands-on tour of the Port of Chicago, and a visit to the City of Chicago's International Taste Fair.

Not only did the U.S. Customs Explorer Academy provide unparalleled training, it also created a unique bond among young people who came from all across the country. When asked what she enjoyed most about USCEA, Explorer Kimberly Wolski, Buffalo, N.Y., says, "The friendships I made at this academy will last me a lifetime. Not only did I learn how to handcuff and secure suspects, but I discovered how diverse and unique the U.S. Customs Service is."

Explorers interested in learning more about the role Customs plays in the war on drugs, had an opportunity to assist with a "blitz" at Chicago's Foreign Mail Unit (FMU). They were put to

work screening letters and packages at the FMU, and some of the explorers had a chance to work with Customs officers who seized steroids, Valium, and several other controlled substances.

Inspector John Landers, Cincinnati, Ohio, commented at the closing ceremony, "America's

new Frontline is in the minds and hearts of these academy graduates. The Customs Service has a very bright future because these young adults are the Customs of tomorrow. From what I have seen in the past 10 days, I would be honored to work alongside any one of these explorers." ★

The Customs Explorer Academy mission is to empower young people through positive encouragement; to further drug and violence prevention programs; to develop career values and goals; and to foster cultural awareness and respect through leadership, diversity, structure, and discipline.

USCEA Committee Members and Staff

Supervisory Inspector Anye Whyte, Chicago
Inspector Teresa Momber, Chicago
Senior Inspector Nopadol Thongpreda, Chicago
Import Specialist Jose Venegas, Chicago
Forensic Chemist Patricia Veltri Crain, Chicago
Inspector Roy Corona, Chicago
Senior Inspector Jacquelyn Wells, Newark
Inspector Kenneth Mitthem, Newark
Inspector John Landers, Cincinnati
Import Specialist Wilbert Moy, Chicago

Explorer training courses:

- Arrest and Search, Domestic Violence
- Bomb Scene Search
- Drug Interdiction
- Defensive Tactics
- Chief Counsel Law
- Hostage Negotiation
- Crime Prevention
- Ethics & Integrity
- Crime & Drug Prevention
- First Aid & External Cardiac Care

Latin American port security advisory programs

Continued from page 1

screening techniques, including manifest review and cargo examinations.

Our CSI

The Guatemalan project was the first long-term port security advisory project. Leo Garcia, a senior inspector from Eagle Pass, Tex., has been the advisor there since the program began. Garcia works with local authorities to get narcotics out of U.S.-bound commercial shipments. The American embassy in Guatemala extended his work to El Salvador, Honduras, Costa Rica, Nicaragua, and occasionally, Mexico.

Part of Garcia's assignment is to analyze the physical features of border infrastructures to find out how and where to tighten them. He helps the Guatemalan drug-enforcement police develop better cargo-screening and -examination techniques, proper use of contraband-detector tools, and more effective manifest-review methods. Garcia is credited with starting an extremely successful anti-smuggling unit that has been the basis for developing other such projects on an advisory basis.

"You could almost think of this program as our 'CSI.' The seaports of this region have traditionally been poorly managed, and their containers are seldom inspected. That makes these ports vulnerable to drug smuggling, and it also makes them easy staging areas for attacks

against the United States. But our presence here, as U.S. Customs officers, has made a difference," says Garcia.

Carlos Fontanez, a supervisory inspector from San Juan, P.R., is the advisor for the port program in Costa Rica, which started this past July. As with the programs described above, Fontanez works closely with the Costa Rican police, customs officials, and port-security personnel to improve narcotics interdiction at Caldera, Limon, and Moin seaports; Juan Santa Maria International, Tobias Bolanus, and Daniel Oduber International airports; and Peñas Blancas and Paso Canoas land ports.

All three port-security programs are based on the premise that border defenses work best when they are "layered," that is, when selectivity criteria are applied, and examinations occur, at the foreign ports of export as well as at our own ports of entry.

As CSI does in the area of counter-terrorism, so the Latin American programs are doing to prevent the export of narcotics. In Guatemala, for example, officials trained by our advisors have seized more than 10,000 kilos of cocaine. In Venezuela, where a port security program is being developed, more than 2,000 pounds of cocaine were found within weeks of our advisors' arrival. ★

OTD

Professional Trainers Development Program: Teaching with confidence

By Pamela McKinley, PTDP Coordinator, Office of Training and Development

During FY 2001, Customs instructors at the U.S. Customs Academy, at headquarters, in field classrooms, and at work sites across the nation spent more than 1.5 million staff hours—a three-fold increase over last year—sharing their knowledge and expertise with fellow employees. The feedback from participants in this training was overwhelmingly positive.

Good trainers, of course, are hard to find, and even harder to keep. The work may look easy, but developing strong lesson plans and delivering instruction that motivates students and stays with them can be demanding. Trainers need support and professional development as much as their students do, a fact that the Office of Training and Development (OTD) is acknowledging in a particularly effective way.

New development program

The Professional Trainers Development Program (PTDP) is a new training initiative created by OTD for instructors who are interested in developing new skills or enhancing existing ones. These skills could include training need assessment, instructional design, development, and delivery or program evaluation. Most experts in the fields of education and training say that these skills are critical tools for trainers everywhere.

Improving presentation skills a favorite

One of the first courses developed and delivered as a part of the PTDP is called *Instructional Presentation Skills*. What makes the course special is the real-life opportunity Customs trainers have to practice their teaching techniques and to get customized feedback from expert instructors. So far, 100 instructors enrolled in 10 classes have taken advantage of the opportunity, and by all reports, the 3-day class is doing exactly what OTD hoped: honing the instructional skills of men and women who are responsible for imparting the knowledge Customs employees need. Graduates walk away with other benefits as well: Customs instructors and trainers who complete the course are added to a database that captures and maintains information on all instructors who complete the training. This process will make it possible to locate and identify skilled instructors for specific details or special assignments.



Photo by Gerald L. Nino

PTDP helps perfect instructors' teaching skills.

OTD plans to offer its Instructional Presentation Skills course several more times this year at a number of different sites. For more information about the schedule for the Instructional Presentation Skills course and the PTDP, please contact Pamela S. McKinley, PTDP Coordinator, at 202.927.4196. ★

"Teaching is the Greatest Act of Optimism."
Colleen Wilcox

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www.customs.gov

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**HRM**

At your service – Filling Customs jobs through CareerFinder



Photo by Gerald L. Nino
Roland Mozie, with valuable advice on using CareerFinder.

As a Customs employee, odds are you've thought about using, or are already registered in, CareerFinder. Maybe you've even gone farther than that and applied on-line through the innovative new system Customs is using to fill many of the agency's vacancies. If you haven't, you should, because over 430 openings have been announced through CareerFinder, and Customs has made almost 1000 selections since CareerFinder went "live" on Customs Internet and Intranet sites in January 2002.

Customs vacancies offered through CareerFinder don't require "paper" applications. Once you've registered in CareerFinder, it takes just a few minutes to apply for specific job openings. Since CareerFinder takes advantage of the Internet's capabilities, applicants receive status on their applications by e-mail. CareerFinder registrants can also choose the Internet option to receive e-mail notification when jobs open.

Roland Mozie, who leads HRM's CareerFinder staffing unit, works with managers who have the jobs to fill and with applicants who apply through CareerFinder. He reports that 4,000 Customs employees have registered through CareerFinder and almost 47,000 individuals from outside of the Service have registered for Customs job openings.

CareerFinder has been used to fill the following positions:

GS-1890 Customs Inspector (Summer and Veterans Readjustment Appointments)
GS-1811 Special Agent (GS-12)
GS-132 Intelligence Research Specialist
GS-343 Management Analyst
GS-1802 Investigative Assistant
GS-1897 Customs Technician
GS-303 Management Program Technician
GS-318 Secretary

CareerFinder is also being used to screen potential applicants for supervisory and managerial testing opportunities. CareerFinder announcements have been opened to internal candidates to test and fill GS-14 Special Agent (SA-14) positions as well as Management Development Program (MDP) positions. These recent announcements generated over 700 applicants for the SA-14 slots and over 400 applicants for the MDP. The Supervisory Customs Inspector GS-12 test opportunity

Visit the Customs Web site to view CareerFinder vacancies and apply on-line

Find CareerFinder on the Customs Web sites:

INTERNET

<http://www.customs.gov/>

click Careers, then click

Career Opportunities / Vacancies / CareerFinder

INTRANET

(Internal Web site "CustomsNet")

<http://customsnet/>

click Human Resources / under Careers,

click Vacancies / then click CareerFinder

It's fast ★ It's easy ★ It's the future



bulletin opened on August 26 and closes September 27.

CareerFinder will not be used to announce merit promotion opportunities for bargaining unit positions until labor/management obligations have been satisfied.

CareerFinder tips

Roland Mozie offers advice that should help when you register for the first time, apply for the first time, or update the information you previously provided:

Registering: Even if the vacancy you're looking for hasn't opened yet, go ahead and register in CareerFinder by providing required basic information. Registration should take about 20 minutes and will allow you to receive e-mail announcements of job openings.

Applying on-line: To apply on-line, all you have to do is answer the job-related questions for a specific announcement, which may take another 20 minutes or so. Remember, registering is only required once in CareerFinder, but you need to

apply on-line for each specific vacancy that interests you.

Resumes: Access the CareerFinder Web site (*see box*) for guidance on resumes. A "traditional" resume is not required; rather, copy or type into the "resume" box *brief information* about your work experience, education, and other accomplishments. As long as you provide this information in the resume box before the announcement closes, your application will be accepted.

Contact information: The biggest mistake I've seen is when applicants haven't provided a *usable* e-mail address. We need a correct e-mail address to send you new vacancy information and to provide application status.

Double-check your answers: Because it's so easy to answer a question and go on to the next one, I strongly recommend that you have CareerFinder e-mail your responses to you for review. If you find a mistake, you can re-enter CareerFinder and correct it. Any changes you make before the announcement closes will be accepted. ★



Depression: a treatable condition

Life is full of good times and bad, happiness and sorrow. But if you've been feeling "down" for more than a few weeks or are having difficulty functioning in daily life, you may be experiencing more than just the "blues." You may be suffering from a common yet serious medical illness called depression.

Depression affects people of all ages, but it's also one of the most common and treatable mental health illnesses. According to the American Psychiatric Association (APA), 17 million American adults suffer from some form of depression each year, with 1 in 4 women and 1 in 10 men expected to develop the illness during their lifetimes.

Clinical depression affects employees at all levels. It ranks among the top three workplace problems, following family crisis. An estimated 200 million workdays are lost each year due to employee depression. Depression tends to affect people in their prime working years and if left untreated may last a lifetime.

The good news

Clinical depression is highly treatable. Most people with depression, however, do not seek the professional help they need — often because they don't know the symptoms, think depression will go away on its own, or are embarrassed to talk about how they're feeling.

The signs and symptoms of depression are:

- loss of interest in activities that normally are pleasurable;
- appetite and weight changes (either loss or gain);

- sleep disturbances (insomnia, early morning waking, or oversleeping);
- fatigue or lack of energy;
- feelings of guilt, worthlessness, or helplessness;
- feelings of hopelessness or pessimism;
- difficulty in concentrating, remembering, or making decisions;
- persistent body aches and pains or digestive disorders not caused by physical disease; and
- thoughts of death or suicide, or suicide attempts.

The APA advises that anyone who experiences five or more of these symptoms for at least two weeks may have depressive illness and should seek the advice and assistance of a psychiatrist or other doctor. Anyone answering "yes" to thoughts of suicide should seek help immediately, regardless of the responses to the other symptoms.

Treatment options for depression may be as simple as making lifestyle changes or talking to a counselor. In other cases, psychotherapy, medication, or a combination of the two may be recommended.

An on-line Depression Questionnaire is available at www.mentalhelp.net/.

Additional information on depression can be found at www.mentalhealthscreening.org/depression.htm.

Customs Employee Assistance Program counselors are available by calling 202.927.5550 or 800.755.7002. ★

A Year of Change

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These programs are testaments to the innovation, hard work, professionalism, and "can-do" spirit of Customs employees. Everyone in Customs has played a role in their success, and we should be proud of our many accomplishments over the past year. But now is not the time to become complacent. As we reflect on September 11, we must harness our anger and sadness and channel it into a renewed sense of purpose. There is much more that we can and must do. So, in addition to pushing forward the initiatives outlined here, we must continue to develop and implement other initiatives that will help us protect America. Based on our tremendous success this past year, I am confident that the men and women of the U.S. Customs Service are up to the task. ★

New option available to request "extra" employee transcript

For the past several years, Customs employees have automatically received e-mail notifications for most of their personnel actions—within 2 days after the pay cycle ends. In February, an annual "employee transcript" is mailed to employees. The transcript includes a summary of personnel actions in the prior calendar year up to the most recent action. Customs employees have also been able to request current transcripts of their personnel actions history by sending an e-mail to "Actions, HRM Personnel" or by calling HRM's Employee Services Center at 202.927.3900.

HRM is pleased to announce another way to request an "extra" transcript through the Customs Mainframe (TPX) system as well as by e-mail. After accessing the TPX menu by entering your social security number or hash ID and password, choose "SF50-REQ Request an Employee Transcript" and follow the prompts.

The e-mail and mainframe options are available to request an updated transcript as needed, but no more than once a day.

If you have comments or questions about the process, or about a specific personnel action, please contact HRM's Employee Services Center at their "Actions, HRM Personnel" e-mail address or by telephone at 202.927.3900. ★



An agency transformed

Continued from page 1

U.S. ports every year. Another direct hit on U.S. citizens or installations, or a post-9/11 erosion of the global trading system—triggered by gridlock at the borders or explosives hidden in containers—was an option Customs couldn't entertain.

Stopping terrorism without stopping trade

On September 11, Customs scrambled to respond to the physical destruction and loss of life in New York and Washington; at the same time, the Office of Field Operations faced another dilemma: commercial traffic at the borders was paralyzed.

On the U.S./Canadian Border, trucks loaded with critical parts the "Big Three" automakers, Ford, Chrysler and GM, needed to keep "Just in Time" inventories stocked and manufacturing plants in business weren't moving. By the afternoon of September 11, the airline industry was already out of business, for how long no one was sure, and the automobile industry, another major linchpin in the U.S. economy, was in trouble.

For OFO, the dilemma was complicated: how to secure the "longest unguarded border in the world" in ways that wouldn't impair the movement of legitimate trade. In an average day, more than a billion dollars in trade moves through U.S. and Canadian ports, 25 percent of it across the Ambassador Bridge between Detroit and Windsor.

The congestion on the Ambassador Bridge began to peak on September 12. Right after the attack, the wait averaged 8 to 12 hours. The next day, a lot of truckers just stopped counting. Kevin Weeks, Director of the West Great Lakes CMC, and his team met with representatives from Chrysler, GM, and Ford. The situation

traffic into Canada needed to move, 3 of the 4 lanes would open in the opposite direction.

At one point, the bridge company escorted a convoy of trucks carrying JIT inventory across the bridge from Detroit to Windsor. Customs designated a special lane to handle the convoy, streamlining the inspection process. Customs counseled disconcerted shippers to move cargo onto rail systems. At the same time, Customs used its own aircraft to transport inspectors from other locations to the Ambassador Bridge, supplementing round-the-clock shifts with its own personnel until the National Guard sent 45 more guardsmen to support Customs personnel.

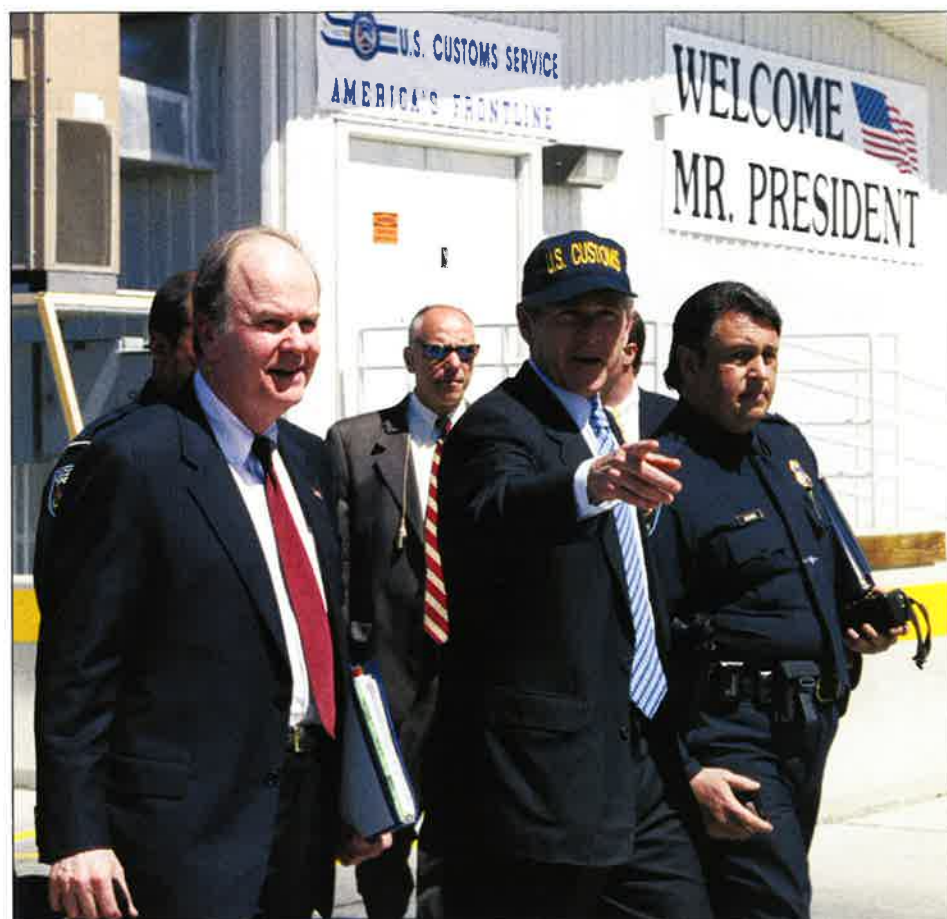
"If Customs hadn't responded with the kind of cooperation and creativity you saw on September 12," says Weeks, "the impact on both the U.S. and the Canadian economy could have been catastrophic."

Customs client reps keep industry alive

On September 12, the calls started. Importers, exporters, brokers, and freight forwarders with offices in or close to the World Trade Center had lost information they needed to feed into the Customs Automated Commercial System (ACS)—the electronic bridge Customs has built between the trade and its customers.

Countless business people, their employees, and their customers stood to lose billions in revenue and wages as the aftermath of 9/11 reverberated through the trading system. At the same time Customs personnel were working to salvage agency resources at 6 WTC, Customs client representatives, trade support staff for ACS, raced to help companies rebuild operations and communication links.

Some companies went low-tech, filing paperwork manually, and Customs talked them through until off-site backup systems went online. When a company had no back-up system



President Bush, with Commissioner Bonner, at Customs El Paso port of entry. During a tour of the port, the President gained a firsthand look at technologies Customs uses to fight terrorism.

ise too—less than a month later, we had a shared border plan in operation."

Commissioner Bonner and Canadian Customs Commissioner Wright met in Washington, D.C., in a fast-moving attempt to craft a new kind of U.S./Canadian partnership. The Ottawa Framework materialized, an anti-terrorism strategy that eventually provided the underpinnings for the Ridge/Manley Declarations, a 30-point plan loaded with substantive anti-terrorism strategies designed to protect legitimate trade from terrorist infiltration.

John Heinrich, Deputy Commissioner for OFO, says Customs "finest hour" came directly after the attack, when everyone was hunkered down waiting for the next shoe to drop.

"Think about it," says Heinrich. "For the first time in history, U.S. airspace was empty, closed down. Federal buildings in D.C. were closed. The streets were empty, restaurants were vacant, plays on Broadway were cancelled. No one knew if there would be another attack, or where that attack might happen. But our inspectors didn't stop or close shop. They were doing their jobs, walking up to every car, every conveyance, every person, and looking them straight in the eye. Their job was never more dangerous than it was after 9/11, but they didn't blink."

The same courage materialized on the southwest border. While companies across America were shutting down and sending employees home, inspectors at the port of San Ysidro sprang into action. They shut down 24 lanes of traffic, and began a painstaking search of 42,000 cars.

"We began doing 100 percent searches of all the vehicles, checking compart-

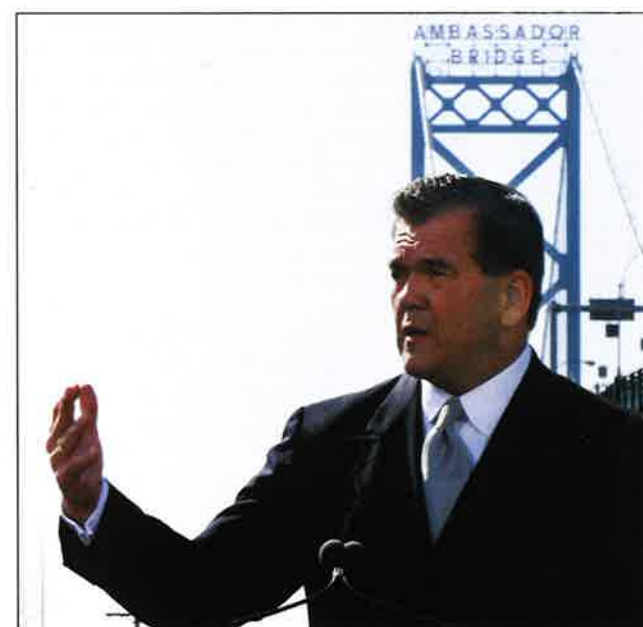
ments, trunks, and hoods," says San Ysidro Port Director Oscar Priciado.

Immediately after 9/11, drug seizures dried up—inspectors didn't find a single load of illegal drugs. Nevertheless, dealers needed to move their products. That's when inspectors encountered a phenomenon they dub "the Terrorist Dividend"—the crackdown on the border drove up the seizure rates for drugs. Traffickers stymied by the tight security in place after the attack were desperate to move their merchandise, but when they did, Customs inspectors on high alert grabbed it. Crossing the border meant making it through the eye of a needle, a process that allowed inspectors and agents to scrutinize passengers and vehicles with unrelenting thoroughness.

President issues marching orders

In March, President Bush toured the El Paso port of entry where Customs inspectors showcased the new technologies they'd acquired to fight terrorism on the southwest border.

"President Bush was very engaging and appeared to be impressed with the tools and



Governor Tom Ridge at C-TPAT launch announces, "This program is important because it strengthens the security of our borders while speeding up the flow of legitimate goods."



Customs inspector at Peace Arch Crossing, Blaine, Wash., searches a trunk in wake of September 11.

was dire. Manufacturing had slowed to dangerous levels. Some plants had even shut down. Customs, industry, bridge-owners, and shipping companies sat down in Weeks' office in Detroit to create one-of-a-kind, wartime strategies to avert economic disaster. And it worked.

They reached out to a local barge operator, a businessman who's transported other types of cargo across the lake for years, and together, Customs and the bargeman put together a deal: he would ship auto parts and other critical components the industry needed on an extended schedule, from 8 a.m. to 12 midnight. Customs also worked out an arrangement to free up the Ambassador Bridge: when traffic into the U.S. backed up, Customs would open up 3 of the 4 bridge lanes to carry traffic from Canada. When

and no way to retrieve information, Customs client reps were there, doing whatever it took to help them rebuild from the ground up. "Without this kind of help," says one New York importer, "I would have been out of business. We didn't even have a telephone. But the message we got from Customs was all about action, not words."

Hands across the border

At Headquarters, the minutes after the attack played out in other ways. "Denis Lefebvre, the Assistant Commissioner for Operations, Canadian Customs, called me within an hour of the attack," recalls Bill Heffelfinger, Assistant to the Commissioner, Office of Border Coordination. "I was very moved by his immediate and unconditional offer to do anything they could do to help. They made good on that prom-

9/11/01
Customs goes to Alert Level 1

9/14
Customs reassigns 380 inspectors to 19 international airports to strengthen heightened security measures implemented by the U.S. Marshals Service and the FAA

10/23
Commissioner Bonner establishes Office of Anti-Terrorism

11/19
President Bush signs Aviation and Transportation Security Act into law, legislation that offers Customs new opportunities to identify terrorists before they enter the U.S.

12/10
Customs launches Operation Shield America

1/24
Customs provides airspace security for 2002 Olympics Winter Games

9/12
Customs devotes fleet of radar-equipped P-3 Advanced Early Warning Aircraft to support DOD efforts to secure airspace over the U.S.

9/26
Customs volunteer recovery teams begin work at Fresh Kills landfill, Staten Island, N.Y.

10/25
Commissioner Bonner announces launch of Operation Green Quest

11/27
Commissioner Bonner announces the Customs-Trade Partnership Against Terrorism (C-TPAT)

1/17
Commissioner Bonner announces the Container Security Initiative (CSI)

Customs announces the international air carrier Passenger Information and Transportation law by



technology we use to defend our nation's borders, and the dedication and commitment of our officers," recalls Port Director David Longoria.

Back in Washington, D.C., the President declared, "We can't let terrorists shut down the world economy."

Breakthrough strategies support trade, combat terrorism

After 9/11, supply chain security became a priority for Customs and the Administration, and the public-private partnerships the agency had been adding gradually before the attack gained added momentum from new legislation and a timeline determined by terrorist threats.

On November 27, at the U.S. Customs Trade Symposium in Washington, D.C., Commissioner Bonner announced the creation of C-TPAT, an "umbrella" plan that builds even further on private-public partnerships. C-TPAT is a breakthrough for everyone involved: customs organizations, governments, shippers, importers, brokers, freight-forwarders, and countless working people whose livelihoods are linked to the processing of trade.

Customs advised industry partners who agreed to comply with a long and solid checklist of

efforts of 13,000 inspectors. It's an arrangement that's grown over the years, a reciprocal effort that, before September 11, was moving along at a steady pace.

Bonner responded to the post-9/11 emergency with a plan called CSI, the Container Security Initiative. The new anti-terrorism strategy puts U.S. Customs officers in foreign ports where they examine U.S. bound cargo before it leaves the dock. Customs started with the "top twenty" foreign ports, locations that process almost 70 percent of goods bound for the U.S. The initiative is right on time, a critical signal that the Customs intends to protect the world's trading system as well as our own national security.

CSI became a reality when U.S. Customs inspectors arrived in Vancouver, Montreal, and Halifax. Other governments added their ports to the list—Antwerp, Bremerhaven, Hamburg, Le Havre, Rotterdam, and Singapore—reaching for this opportunity to keep their exports moving. Bonner met with heads of foreign Customs organizations and with the international trade community, advancing the use of technology, "SMART cards," and radiation and chemical detectors to winnow out high-risk shipments.

On the northern border, Customs initiated FAST, a strategy that uses technology and industry partnerships to streamline the cross-border movement of low-risk freight carriers. NEXUS came on line as well, a program offering casual travelers the same cross-border efficiencies FAST offers commercial traffic.

A little less than a year after the attack, Commissioner Bonner proposed an Air NEXUS Program to help the airline industry regain ground. The initiative is modeled on the program designed for travelers moving through ports of entry; its goal is to reassure and protect passengers who want to fly, and to send a positive message to the world: terrorism won't keep U.S. planes or U.S. citizens out of the sky.

Enforcement's rapid response

"The events of September 11 triggered situations no one could have anticipated," says John Varrone, Assistant Commissioner, Office of Investigations. "No amount of training could have fully prepared us to respond to the attack and its larger implications, but every man and woman in the Office of Investigations moved out to meet the threat and to counter it."

Minutes after the attack, Customs went to Alert Level 1. At Headquarters, members of OI's executive staff were moving closer to a television screen. That morning, Customs law enforcement saw what the nation saw, a first plane, maybe an accident, and like everybody else, the men and women of America's Frontline reached for the simplest explanation—a random collision in a city hundreds of miles away.

The second plane, and then the Pentagon, and then the field in Somerset County, Pa., pushed everyone out of real time and into one

used to come in from numerous services, including the AMICC in Riverside, Calif.



of those moments you talk about for the rest of your life. It didn't last. Agents understood at once that the country was under attack, and years of training quickly swept them past what was happening and toward what had to happen next.

Special agents in OI and Internal Affairs began to talk about evacuation. "If Washington was destroyed and the government was decapitated, then the critical business of Customs would still need to be conducted," says Rick Mercier, Executive Director, Investigative Programs, Northern Border Issues. "One idea involved moving staff to an off-site Customs Command Post, but Washington's streets and bridges were jammed with pedestrians and cars. We were here to stay."

John Varrone was named Acting Commissioner, and the first thing he did was call a crisis management meeting. Assistant Commissioners gathered in the Customs Situation Room, where Customs personnel were already monitoring radar feeds transmitted by Customs Air and Marine Interdiction Coordination Center (AMICC). The President of the United States ordered the grounding of every plane in U.S. airspace. Screens covered with "blips," each one representing some kind of aircraft, began to empty, but reports filtered in that as many as 11 aircraft could still be in the air, commandeered by terrorists and headed for U.S. targets.

Inspectors and agents ratcheted up security along more than 7,500 miles of land border and 95,000 miles of seacoast. They dramatically increased inspections at more than 300 ports of entry. And then, in what has been called "a defining moment for Customs," Roy Surret, Acting Executive Director for Intelligence, rushed into the conference room with passenger lists for the four aircraft that had already gone down. There, on the table, were the names of the victims and the hijackers. It had been only 45 minutes since the attack.

Customs intelligence delivers results

"We delivered the kind of intelligence no other agency but Customs could have produced," says Mercier. "It was an extraordinary piece of work."

A year later, Customs still has a special place at the table. Special Agent Mike Vanacore says, "We've never had a better relationship with the FBI, or with the people there who are in charge of interdicting Weapons of Mass Destruction. We've established a strong presence with the Strategic Information and Operations Center, the FBI's Command Center. The government realizes that Customs is a major player in the war on terrorism."

Customs immediately forwarded the passenger lists to the FBI and the intelligence community. A Crisis Management Team at Headquarters began to implement a Continuity of Operations Plan (COOP), and within minutes, a Customs agent was on-site at FBI Headquarters, a few blocks away. An hour after the attack, every available Customs agent, analyst, and inspector was on call for round the clock duty in the Customs Situation Room, where data contin-

Air and marine interdiction center takes lead role

AMICC stood at the center of the action on 9/11, and on the day of the attack, the Center's expertise at targeting drug planes allowed analysts in Riverside to launch an operation whose scale and urgency dwarfed anything they'd done before. In minutes, the Center's reach shot across the United States, into remote pockets of the nation, and into large-scale, sophisticated information systems off-limits until that morning.

AMICC began to access simultaneous radar feeds from locations across the country, working with the Federal Aviation Administration (FAA), the Department of Defense (DOD), and NORAD to identify aircraft on unauthorized flight plans. Its mission in those first frantic moments was to sweep the skies over the U.S. clean, leaving nothing up on radar except the hijackers.

They didn't miss a beat.

First responders

On other fronts, in Customs offices across the nation, special agents were answering an immediate call for federal air marshals. In some places, employees didn't even have time to pack. In New York, where Customs officers witnessed the devastation first-hand, volunteers lined up for any and every kind of duty.

They said "yes" to tours as federal air marshals, no questions asked, not even "how long will I be gone?" They became part of the ad hoc "bucket brigade" at Ground Zero, working with NYPD, NYFD, the Secret Service, and the FBI to uncover "turf" that now belonged part and parcel to every high-wire worker on top of the rubble. They manned emergency phone lines day and night, worked inhuman schedules—agents looking for colleagues and clues about the identities and locations of terrorist cells, inspectors at the air and land ports who say this isn't overtime, this is their duty, their response to an enemy they now know can appear anywhere at any moment.

Customs volunteers reported to Fresh Kills landfill on Staten Island later in September and begin a marathon recovery effort, sifting through tons of debris that arrived on barges from Ground Zero. Some volunteers came straight from FLETC; the rest from offices and disciplines throughout Customs. Many depended on their own initiative and the unconditional kind of cooperation that tragedy makes possible. They lived in tents, worked in Tyvek, prayed in a makeshift chapel.

Customs restructures

In October, Customs created a new Office of Anti-terrorism and Commissioner Bonner appointed William Parrish as its director. Parrish is a former Marine officer who commanded US Marine Corps Security Forces. This unit consisted of approximately 4,000 specially trained anti-terrorism personnel. Following the Khobar Towers bombing in 1996, Parrish led a special AT unit into Bahrain and established security for the Naval facilities. After arriving at Customs, Parrish engaged key

Continued on page 8

Photo by James Tourtellotte



Commissioner Bonner describes the Container Security Initiative to the World Customs Organization, who unanimously supported CSI principles.

security precautions they can count on the agency to do its part to keep their cargo moving. Shippers, brokers, and importers rushed to join, driven both by patriotism and a Customs pledge that terrorist threats aren't likely to destabilize the operations of compliant companies.

Commissioner Bonner told shippers and importers he believes C-TPAT will reverberate through the international supply chain. C-TPAT is more ambitious than any Customs-industry program launched to date: its goal is to guarantee the integrity of every cargo container bound for the U.S. from the moment the container is packed to the minute it arrives at its final destination.

Approximately 19 million cargo containers enter the U.S. every year. Before 9/11, Customs depended on technology and partnerships with shippers and importers to supplement the

3/25 Customs implements Ridge-Manley Smart Order Accord; Customs inspectors posted at Halifax, Montreal, and Vancouver as part of Accord	4/16 Customs launches Customs-Trade Partnership Against Terrorism (C-TPAT)	6/4 Singapore agrees to join CSI	6/25 Rotterdam becomes first overseas CSI partner, followed by Antwerp (6/26), Le Havre (6/28), Bremerhaven and Hamburg (8/1)	8/2 Commissioner Bonner proposes AirNEXUS Program to protect air-traveling public	8/27 Customs inspectors deployed to Rotterdam to begin screening cargo
3/1 Five-phase action plan to ensure compliance with Advance Information System (APIS), as part of Information Security Act signed into law by President Bush	4/9 Customs launches anti-terrorism training for all inspectors	6/1 Customs launches NEXUS	6/17 Commissioner Bonner raises Journeyman Level for inspectors, canine enforcement officers	6/26 NEXUS program opens in Blaine, Wash.	8/7 Commissioner Bonner announces new regulations requiring manifests 24 hours prior to lading of sea containers
					9/9 President Bush and Canadian Prime Minister Chretien, with Commissioner Bonner, announce FAST (Free and Secure Trade) program as part of Ridge/Manley Accord



Internet child porn ring broken

Parents were abusers

By Kevin Bell, Public Affairs Officer, Office of Public Affairs

On Friday, August 9, Commissioner Bonner announced the results of *Operation Hamlet*, a 10-month-long global investigation into a ring of child pornographers who sexually molested children—many of them their own—and posted the images to the Internet. To date, 45 children worldwide, including 37 in the U.S., have been taken away from parents, guardians, and caregivers allegedly involved in the abuse.

The case began in November 2001 following a request for assistance from Danish National Police (DNP). The DNP had previously received information from "Save the Children," an international organization devoted to child development and relief. The group had discovered photographs on the Internet of a man sexually abusing a young girl.

A man and his wife were arrested by DNP after investigators learned that they had posted images on the Internet of their nine-year-old daughter being molested. The images were shared over the Internet with individuals in other countries including the United States. A search of the couple's computer revealed names of individuals thought to be members of the ring.

In January 2002, the DNP forwarded information from the couple's computer to agents at the Customs CyberSmuggling Center in Northern Virginia. Information from the couple's computer led Customs agents to men in California. Evidence obtained from the search of the suspects' computers led Customs agents to individuals in 10 other states.

U.S. Customs identified members of the group in California, Idaho, Nevada, Florida, New York, Washington, New Jersey, Michigan, South Carolina, Illinois, and Texas. So far, 20

people have been arrested worldwide, including 10 in the United States.

According to an indictment unsealed in the U.S. District Court for the Eastern District of California, members of the ring, referring to themselves as "the club," e-mailed each other requesting photographs of children in specific sexual poses. In one case, a member swapped his children with another pedophile to be sexually abused. The most disturbing aspect of the case is that the majority of the abuse occurred at the hands of parents.

Said Commissioner Bonner at the August 9 press event, "This is a difficult case to announce, because I have rarely seen crimes as despicable and repugnant as those involved in this case . . . the normal safe harbor for many of these children—their parents—turned out to be their chamber of horrors.

Fifteen members of the ring were charged in the indictment. They all were charged with Conspiracy to Sexually Exploit Children, Sexual Exploitation of Children, and Receiving and Distributing Material Involving the Sexual Exploitation of Minors. Each charge carries a maximum sentence of 20 years. If convicted on all charges, defendants could face up to 60 years in prison.

Officials from the Customs CyberSmuggling Center credit the DNP, the U.S. Customs attaché in Berlin, INTERPOL, the National Center for Missing and Exploited Children, the U.S. Department of Justice Child Exploitation and Obscenity Section, the U.S. Attorney's Office in the Eastern District of California, and other federal, state, and local law enforcement agencies for their role in cracking the child pornography ring. ★

Customs aids in case against environmental misconduct

Largest criminal fine ever imposed

Customs, working closely with other agencies, often provides integral information to help bring environmental criminals to justice. In one recent case Carnival Corporation, the world's largest operator of passenger cruise ships, pled guilty to federal criminal charges of falsifying records of oil-contaminated discharges at sea.

It took the combined efforts of many federal, state, and local agencies in Florida to bring charges and obtain a conviction against Carnival. Customs piece of the investigative puzzle was to acquire entry and departure data to establish a pattern for fifteen of Carnival Cruise Line's ships.

Senior Special Agent George White, Specialist in Environmental Crimes, Miami, developed a spreadsheet, which compared information obtained from Customs forms 1400 and 1401 (Vessel Arrival and Vessel Departure), for fifteen major ports of entry used by the Carnival Cruise ships. This included the name of the vessel, the last (foreign) port of call, homeport, and departure and arrival dates.

Says SS/A White, "This information provided a pattern for each vessel and allowed the task force to target certain ports and obtain necessary documents for a specific time frame, rather than a global search. This, together with other intelligence information, led to the prosecution and conviction of Carnival."

Cruise ships sailing in the United States and international waters must operate in compliance with the laws and regulations that protect the environment. On numerous occasions from

1996 through 2001, ships owned by Carnival discharged oily waste into the sea from their bilges by improperly using pollution control prevention equipment.

The ships' bilge area, the lowest part of the hull, collects water and waste from the ship's operations. This bilge waste, which includes waste oil, must be handled so that it does not present a fire or other safety hazard. Carnival's ships typically dispose of oil contaminated bilge waste by discharging it at sea or off-loading it back at port. In order to comply with environmental laws, these ships must use pollution prevention equipment if they are going to discharge the waste at sea. The ships must also record all disposal of oily bilge waste in oil record books.

Oily bilge wastewater can only be discharged at sea if it has gone through an Oily Water Separator and an Oil Content Meter. The separator does just that: it separates the oil from the wastewater. A sample of the water then passes through the Oil Content Meter, which measures the oil content in the bilge water. The water can be dumped at sea if it contains less than 15 parts per million (ppm) of oil. Any water with more than 15 ppm of oil cannot be discharged overboard; it must be disposed of back on shore.

Carnival's negligence began when several of its engineers intentionally flushed clean water through the sensors of the meter and flushed the oily wastewater overboard ignoring the legal 15 ppm oil content limit. On one occasion, test samples of bilge waste dumped overboard from the cruise ship *Sensation* indicated

EEO

Celebrate Hispanic Heritage Month

According to the U.S. Census Bureau, today more than 26 million people in the United States are of Hispanic origin. That's about ten percent of the population.

Each year, from September 15 to October 15, America honors the many contributions Hispanic Americans have made and continue to make to our nation by observing National Hispanic Heritage Month. This September, Customs celebrates the history and heritage of Hispanics whose cultural heritage has roots in Europe, Africa, and the Americas.

The Hispanic people were among the earliest settlers in the New World. Many Hispanic Americans trace their roots back 400 years to the cultures of the indigenous peoples of the Americas, including the Arawaks (Puerto Rico), the Aztecs (Mexico), the Incas (South America), the Mayas (Central America), and the Tainos (Cuba).

This month, let's remember Hispanic Americans for their many contributions to our nation and our culture. Celebrate! ★

Diversity, Unity, and Democracy

By Linda L. Batts, Special Assistant to the Commissioner for Equal Employment Opportunity

While the narrative of American history focuses on our struggles, the success of our democracy will be attributed to our unity. We cannot deny that as Americans, our differences are many. We are middle class, Hispanic, Jewish, black, young, rich, foreign-born, suburban, Hindu, southern, rural, heterosexual, eastern, urban, white, Catholic, native, northern, middle aged, Baptist, Asian, male, western, Muslim, poor, homosexual, disabled, Buddhist, English-speaking, American Indian, female, old, etc., but we are all AMERICANS. And though we may expend much time focusing on our differences, we are all in support of the truly American ideals of liberty and justice.

The catastrophic events of September 11, 2001, may have been one of the darkest, loneliest, most vulnerable hours of our history, but now, galvanized by the task at hand, focused on our unwavering belief in democracy, we are stronger through our unity. Just as we were in 1941, when America, still suffering from the great depression and ill-prepared for war, tapped into all segments of our society—bringing women of all races, backgrounds, and creeds into the workforce in large numbers for the first time—joining together, to develop the strongest army the world had ever seen, turning the war and ultimately defeating the forces against democracy.

And though we are strong and united with civilized people everywhere against the forces of terrorism, we must realize that the cultivation of democracy, both home and abroad, is a continuous process, and there is greater work to do. It is work that starts inside all of us individually, because, if we want to change the world, we, first, have to change ourselves. We begin this by starving the intolerance, impatience, insensitivity, meanness, and arrogance within us—those barriers of attitude that we think are building us up, when really they are just knocking our fellow humans down, those barriers that keep a few—and ultimately all of us—from being the best, citizens, employees, friends, spouses, parents, or siblings that we can be.

To accomplish our mission, we will require the very best employees with the wide range of skills, talents, and experiences that they have available. But even this is not enough, because we can only cultivate the best in a sustainable environment—one that nurtures open communication, alternative views, creative thinking, and preserving relationships.

At the U.S. Customs Service our unity is our strength. As long as we all remain bonded by our belief in freedom and democracy, we can ensure that we are successful in securing America's land, air, and sea from those that pursue tyranny. To that ideal, let us all remain united in efforts to maximize the freedom and contributions of all people. ★

"Diversity" in Our Own Words

- *Look at America. You do not see just one group of people in any American setting—a baseball game, the symphony, the opera, shopping malls, neighborhoods, schools, or churches. . . All of our ancestors came to this land for one thing: the opportunity to make a better life by living freely. And we came from every point of the globe to live as "Americans." E Pluribus Unum. "Of many, one."*

— Julia Kerslake, South Atlantic CMC

- *I think we can only have true "Diversity" in a country like ours due to our "Freedom." We are blessed as a country to have such wonderful diversity and the opportunity to learn so much from each other.*

— David Garza, East Texas CMC

- *Diversity means having differences. Freedom enables differences to exist without constraints or limits. As freedoms are restricted, diversity does not necessarily disappear, but is inhibited.*

— Sue B. Zaner, Headquarters

- *Since September 11, 2001, the diverse colors of the U.S. Customs Service and America have become brighter. I have noticed a desire in Customs employees to understand different cultures. Our response to September 11 has demonstrated that although Customs is diverse in culture, we are certainly one in compassion and strength.*

— Lenard Angevine, New York CMC

- *The aftermath of September 11 demonstrated that Americans were not oblivious to diversity. Rather, Americans became a nation unified regardless of our differing backgrounds, heritage, or cultures.*

— Christine Accas, Headquarters

- *Freedom allows us to be diverse (different). Diversity is respecting differences.*

— Gloria Gladden, Headquarters

that the waste contained 104 ppm, seven times the legal limit. The engineers also entered false notations in the oil record books that clean bilge waste had been discharged overboard. This allowed Carnival Corporation to save millions of dollars that should have been spent to properly dispose of the oily bilge waste.

In a plea agreement filed in federal court in Miami, Carnival Corporation agreed to pay a

\$9 million fine. This was the largest criminal fine ever imposed on a cruise line operator for environmental violations in a district. An additional \$9 million will be paid as court ordered community service to various groups to fund environmental projects, initiatives, emergency response, and education dedicated to the preservation and restoration of the environment and ecosystems in South Florida. ★



HOMELAND SECURITY

Who's Who in Homeland Security

In a special issue, *Government Executive*, a monthly business magazine for government executives, profiled key players in the Homeland Security effort including U.S. Customs Commissioner Robert C. Bonner and Director of Operation Green Quest Marcy Forman.

Government Executive named Commissioner Bonner as one of the top government leaders in Homeland Security. In the article, Bonner described the challenge of maintaining security at the border without choking off the trade flow: "The border should not be the nation's first and only line of defense against international terrorists or drug smugglers. Quite the contrary, it should be the nation's last line of defense, reserved for those high-risk persons, cargo, and vehicles we know we must inspect thoroughly to make sure that terrorist weapons and other contraband, including illegal drugs, do not enter the country. All others, the low risks, should move more freely across the border with far fewer inspections."

The magazine named Marcy Forman as one of the forerunners "in the counter-terrorism effort against al Qaeda, leading Operation Green Quest, a multi-agency task force that seeks to 'disrupt and dismantle' terrorist networks by going after their funding." ★

OIT

CustomsNet has a new "look and feel"

Customs Intranet site (CustomsNet) has a new "look and feel" that makes it easier to find information, whether it's policy directives, forms, training information, press releases, or the latest news about the Homeland Security merger.

CustomsNet has an easy-to-navigate organizational structure and a separate homepage for every Customs office. Each office also has a convenient "downloads" section for frequently used information. Points of contact are listed on every homepage, along with a Web comment form.

to this site for other employees to view. Quick links to other homeland security affected agency sites and to news sites are also listed.

- The Customs Forms Index button provides online access to commonly used HR forms including life insurance, health insurance retirement, savings plan, workers' compensation, and leave forms.

- The Employees Services button provides quick access to Human Resources Management homepage, Retirement Express, Health and Wellness, and Training pages. Employees can find copies of training guides and listings of Customs classes and directions to class locations on the training page.

- Employees can now search databases on CustomsNet. For example, Customs Rulings Online Search System, or CROSS, contains about 82,000 Customs rulings. The rulings collections are separated into Headquarters and New York and span the years 1989 to present. Collections can be searched individually or collectively. In addition, employees can search the Policy database to get copies of Customs directives (see August 2002 issue of *U.S. Customs Today*).

CustomsNet will continue to grow to meet the needs of all employees. Feedback on the redesign should be addressed to the Office of Information and Technology's Web Team at cnettech@customs.treas.gov. ★

The old CustomsNet is still temporarily available by typing "intranet" in your browser window. If you have any pages bookmarked on the old CustomsNet, you need only substitute the word "intranet" for the word "customsnet" or "cnet" in the URL.

The screenshot shows the CustomsNet homepage with a navigation bar at the top. The main content area is divided into two columns. The left column, titled 'FEATURE HEADLINES', contains several news items: 'Homeland Security' (dated June 6, 2002), 'CustomsNet is best viewed at 800 x 600 with the office toolbar closed', 'CROSS' (Customs Rulings Online Search System), and 'Customs Directives Online Search System (CDOSS)'. The right column, titled 'employee services', lists various services like 'HR homepage', 'Retirement Express', 'Health and Wellness', 'Welcome to U.S. Customs Training', and 'quick links'. At the bottom, there is a footer with navigation links and the Customs.gov logo.

What's on the Cnet?

Here is a sample of the information available on the new site:

- Homeland Security site includes links to useful information concerning Customs impending move to the proposed Department of Homeland Security. The Frequently Asked Questions link lists common questions and answers. From this link, you can submit a homeland security question, to be addressed by the Customs Homeland Security Communications Task Force, and possibly posted

Special Agent awarded Bronze Star



Mike Kennedy, right, receives Bronze Star from Colonel Mark Rosengard, Deputy Chief Special Forces, OMC-A, 10th Special Forces Group.

On July 3, 2002, Major Michael Kennedy, a U.S. Customs special agent on reserve duty with the U.S. Army, was awarded the Bronze Star for meritorious service in Afghanistan.

Kennedy was hand-picked to serve in the United States Embassy in Kabul, Afghanistan. His leadership and joint experience ensured that the Office of Military Cooperation (OMC) accomplished every mission in support of Operation Enduring Freedom. His exceptional dedication and leadership were vital in establishing an OMC in the newly reopened Embassy in the capital city of a combat zone.

Kennedy was also instrumental in the organization of a multimillion-dollar, multi-agency, multi-national cooperative effort to establish the Afghan National Army (ANA), interfacing with officials at the highest levels of Afghan government, numerous international military organizations, and the United Nations. Kennedy's organizational abilities ensured that every force and logistics package was tailored appropriately for each phase of ANA program preparation, and was delivered at the right place and right time.

Just as importantly, Kennedy's communication ability proved exceptionally effective in establishing rapport with the former warlords of Afghanistan as they strove to become leaders in the newly-formed Afghan National Army. He further cemented that relationship and supported the legitimacy of

the process by assisting and maintaining the communications between those military leaders and the leaders of the new Afghan Interim and Transitional Authorities.

Kennedy's organizational experience, coupled with his attention to detail and management capacity, allowed him to orchestrate numerous visits for national-level dignitaries ranging from the Secretary of Defense to the President's Special Envoy. In every case, these critical events were conducted in a manner that ensured the principals received the information they needed, and saw the people and things that mattered—all of which ensured the critical coordination of information and information-sharing about operations across Afghanistan in support of Enduring Freedom.

Mike Kennedy has performed with exceptional proficiency in a position of significant responsibility at a time of national crisis, with risk to his own personal safety in a combat environment. As a direct result of his dedication, commitment, and leadership, his organization has made a critical contribution to the U.S. campaign to rid Afghanistan of al Qaeda and other terrorist networks. His service is in keeping with the finest traditions of military service, and reflects great credit upon himself, Combined/Joint Task Force Mountain/ Afghanistan, the United States Army, and U.S. Customs.

Mike Kennedy plans to return to U.S. Customs Headquarters in November 2002 after completing his tour of active duty. ★

IN MEMORIAM

In memory of Customs employees and retirees

Retirees

Gerald Mueller
Supervisory Customs
Patrol Officer
Douglas, Ariz.
7/9/02

Adan Munoz, Jr.
Customs Inspector
Hidalgo, Tex.
8/4/02

Harry Z. Haroian
Supervisory Import
Specialist
New York, N.Y.
8/8/02

Charles Henderson
Asst. District Director,
Commercial Ops
Houston, Tex.
7/21/02

William B. Cusick
Senior Customs Inspector
JFK, N.Y.
8/8/02

U.S. Customs Today publishes employee and retiree death announcements as soon as the information is verified. Employees who wish to provide this information may contact Karen Ramey at 202.927.0910. ★

To access CustomsNet, type <http://customsnet> or <http://cnet> in the address field of your Web browser.



An agency transformed

Continued from page 5

interagency organizations to ensure Customs was appropriately represented and to guarantee that information moved swiftly and intact through Customs offices and partner agencies. Says Parrish, "The goal of combating terrorism must be to deter the attack by making the terrorist believe that we have simply made it too difficult for him to succeed. Information and intelligence are key."

Adds Roy Surrett, Director, Special Operations/Anti Terrorism, "Minutes after the attack, Customs Intelligence locked onto every avenue that could have pointed federal law enforcement to the attackers, their accomplices on the ground, or a second wave getting ready for another assault. Before 9/11, 85 percent of our efforts were directed toward drug interdiction. After 9/11, 100 percent of our energy was focused on anti-terrorism."

A year after the attack, Surrett's people are still working 24/7 to gather the intelligence data anti-terrorist organizations need. And the office is succeeding by using many of the same strategies used to track down drug smugglers.

Find the money

Operation Green Quest requisitioned space in Customs Headquarters in October, and an expert financial crimes



team began to strike at organizations suspected of funneling money to terrorist organizations. Special Agent Marcy Forman was named Director of Green Quest, and the operation hit the ground running.

The task force fanned out across the United States, seizing millions of dollars from franchises of Al-Barakaat, a money-transfer network based in the Persian Gulf. They snatched a Fed Ex package stuffed with \$1 million inside on its way to the Mideast, a suitcase with \$624,000 sewn into the lining—also bound for a terrorist source country—and \$16 million from a miscellaneous assembly of criminals intent on smuggling it through airports, seaports, and border crossings.

Nine months later, Forman's multi-agency task force has seized more than \$22.8 million in smuggled currency and monetary instruments from reaching terrorist or any other criminal organizations. According to Forman, instinct accounts for the group's success; they had years of experience tracking dirty money. "Operation Green Quest," she says, "draws on the same techniques we've used in the past to track money launderers smuggling drug proceeds. The difference is that after 9/11, we targeted countries known to harbor or produce terrorists, and we focused on shipments to or from those locations."

What also makes Green Quest different is the arsenal of expertise the operation brings to the government's anti-terrorism campaign, a staff drawn not just from Customs, but also from the IRS, DOD, DOJ, IRS, ATF, the Secret Service, the U.S. Postal Inspection Service, OFAC, FinCen, the Naval Criminal Investigative Service, and the FBI.

For Assistant Director Jerry Robinette, the operation translates into an opportunity Customs has long deserved: "Customs finally had an appropriate forum to demonstrate a very special talent. For Customs, pursuing financial crimes has always been an end in itself; for other agencies, it's more often been a means to an end. Customs has taken the lead in Green Quest because in the end, the real passion to go after the money has always belonged to this agency."

Customs hires a record 2,500

Congressional hiring initiatives in response to the terrorist attacks resulted in the most aggressive hiring posture for Customs in years. Normally each year, Customs replaces about 400-500 inspectors and 100-200 agents who leave the agency — now, Customs Quality

Recruitment (QR) team was faced with bringing on board during FY02 more than 1,600 inspectors and over 700 agents.

"The QR team responded rapidly; they quickly re-engineered hiring procedures and reached out to applicants across the country particularly on the northern border, with great success—we met our recruitment goals and are prepared to meet them again in FY03," says Robert M. Smith, Assistant Commissioner for Human Resources Management. "This was only possible because we had a team effort with the active support of OI, OFO, and Internal Affairs staff."

Between May and July, QR representatives traveled to key northern border locations to conduct on-site screening and drug testing, leading to over 1,100 "same-day" tentative selection letters, and expedited clearances. The team has already made several thousand offers to additional applicants to prepare for FY03.

OTD: playing the numbers

On September 11, 2001, Dr. Marjorie Budd, Assistant Commissioner for Training and Development, was off-site at a conference in Glynnco, Ga. With her are all her senior staff and OTD managers from the field. Ironically, they were there to put together a training plan for the next fiscal year. Less than an hour into the meeting, after they learn of the attack, Budd and her staff know it's time to go back to the drawing boards.

For OTD, the next days and weeks are about numbers, big numbers. Almost immediately, the office began to offer anti-terrorism training to Customs personnel across the country, quickly developing and implementing new courses, registering and graduating classes in weeks instead of months. Inspectors and canine officers are trained to detect weapons of mass destruction, to ferret out bombs, to interdict the biological and chemical weapons the press has latched onto as part of a "what if" scenario making headlines around the world.

Customs has no "what if." The men and women learning to distinguish between a vial of headache medicine and a tube of something much worse won't let it happen.

Now OTD's top priority is protection and detection, training inspectors need to recognize the strategies of terrorists intent on smuggling dual technologies, chemical precursors, and component parts in and out of the United States. Inspectors focus on interdiction techniques on the U.S. border, but they also learn how to target and seize shipments overseas, playing out preemptive strategies that could head off disaster long before it hits home. Budd's office forms a partnership with the OFO and the OI, developing practical training that simulate real-life encounters with terrorists and their weapons of mass destruction.

With Customs aggressive—and successful—campaign to recruit and hire hundreds of new inspectors and other personnel, OTD began to work overtime to accommodate four times the number of recruits it was used to training every year. OTD and the Office of Anti-Terrorism brought managers and supervisors back to the classroom as well, challenging them with table-

top crisis scenarios—a car bomb on a busy bridge, the release of nerve gas in a crowded airport, a container of radioactive material discovered in a dockyard. Field exercises in emergency situations come next: dress rehearsals for the real event.

"I doubt Customs has ever mounted a training effort of this dimension in so short a time," says Budd. "But the determination of our staff, and the sense that we were on the front lines just as surely as anyone else, drove this office to outperform itself."

New legislation makes partners of Congress and Customs

The airline industry was hit hard by 9/11. Americans were reluctant to fly; the downturn in airline ticket sales began to filter through the economy at large, and both the government and the public realized the time had come to face what could be serious economic repercussions. After extensive discussions with the airline industry and Congress, President Bush signed the Aviation and Transportation Security Act, a signal that the Administration will not allow 9/11 to limit the freedom of travel or to sabotage the economy.

The new law requires the recently formed Transportation Security Administration to recruit, hire, and train more than 30,000 new federal employees, "passenger-screeners" slated to be on the job at the nation's 429 commercial airports by Nov. 19, 2002. For Customs, the new security force promises important opportunities to ID terrorists before they even enter the United States.

The Office of Field Operations created the Office of Border Security, a 24/7 unit with access to information across the government. Commissioner Bonner pushes for mandatory airline participation in the Advanced Passenger Information System.

He got what he asked for, and soon APIS became more than an incentive for airlines to work with Customs on a voluntary basis: after 9/11, APIS became a critical enforcement tool, a new weapon for Customs personnel who still remember the day U.S. aircraft were transformed into flying bombs. APIS works like this: airline personnel electronically transmit data on every passenger on every aircraft to OBS analysts on take-off. By the time a plane lands, Customs knows who's on it and what their presence on U.S. soil could mean to the country.

OFO pushed for another important change as well. Before 9/11, the radiation pagers that some inspectors carry were called "health and safety devices," prophylactics intended to prevent dangerous exposure to radiation. After 9/11, OBS redefined the radiation pager—like APIS, its purpose changed. The radiation pager became another enforcement tool, a device capable of warning Customs personnel that radioactive materials may be moving through a port. Customs decided to provide a radiation pager to every Customs inspector at every port: 4,000 of the devices were already in the field, and 4,500 more are on the way.

Shield America

In December, Customs Office of Strategic

Investigations launched Shield America, an ambitious effort to engage U.S.

manufacturers in the struggle to keep weapons of mass destruction, dual-use technology, and technological components out of the hands of America's enemies. Special Agent Mike Vanacore and his team began to reach out to thousands of businesspeople across the country, enlisting Americans moved by the events of 9/11 in the campaign to strengthen export control.



"We've gone out and talked to hundreds of manufacturers since 9/11," says Vanacore. "One of the differences is now manufacturers really want to be a part of Shield America. Our job is to teach them how to help us, to make genuine partners out of companies that produce dual-use technology and component parts terrorists need to launch more attacks."

The Shield America team, which has already prevented the export of nuclear trigger devices bound for Iraq and F-14 parts headed for Iran, started to focus on perils making headlines in the press—biological and chemical threats.

Also in December, Commissioner Bonner hailed the newly-signed Ridge/Manley Agreement and Smart Border Plan as the first, critical step one in a long-range, layered strategy to secure the global trading system. He called new technology, biometric identifiers, and new ways to share information critical deterrents to terrorism.

2002: global games and international security

In February, 500 Customs officers traveled to Salt Lake City to provide security for the Winter Games, 2002 Olympics. AMICC provided airspace security, while the OI, OFO, and OIT worked 24/7 to guarantee the safety of athletes and spectators. Customs officers worked day and night with their counterparts from the Secret Service and the FAA. AMICC did more than 8,000 background checks on pilots and passengers flying into Salt Lake City and identified more than 300 people with criminal histories. Inspectors used Customs Intel to target suspicious outbound flights. The Aviation Operations Center honed in on 34 targets of interest, and the FAA announced it intends to prosecute 11.

Customs inspectors in Salt Lake City searched every aircraft, using high-tech equipment and low-tech know-how. They swabbed more than 1,000 planes for traces of chemical or biological weapons, used magnetic wands to search 6,000 passengers and crew, x-rayed every single piece of baggage, and passed samples on to Customs chemists, who reexamined material using isotope identifiers, an atomizer III, vapor tracers, and radiation detectors.

Aftermath

One year later, 6 WTC remains an empty space, but Customs is now an organization whose anti-terrorism mission extends beyond the walls of the buildings it occupies, across America, in the skies, on the water, and in a growing number of foreign countries, where Customs officers far from home undertake a lonely, hard, and critical duty.

Customs offices and divisions with a full roster of assignments were transformed by the events of September 11, their missions reshaped in record time. New offices have also materialized since the attack on New York and Washington, staffed by Customs employees inspired by the idea that this may be the most important work they have ever done.

Full cooperation is now the norm between Customs and other law enforcement agencies at home and abroad. A new Department of Homeland Security promises to reshape Customs even further in coming months. And at Headquarters and in the field, Customs employees are standing up, on duty 24/7, ready to meet an enemy they have pledged never to forget. ★



A lone Customs inspector on duty, securing America's border.

Photo by Gerald L. Nino