



**U.S. Customs and  
Border Protection**

SEP 14 2011

MEMORANDUM FOR: See Distribution (b) (6), (b) (7)(C)

FROM: Thomas S. Winkowski  
Assistant Commissioner  
Office of Field Operations

SUBJECT: Active Lane Management

With the successful implementation of the Western Hemisphere Travel Initiative (WHTI), the Office of Field Operations has transformed the way we do business at the land borders. Radio Frequency Identification (RFID) technology, improved License Plate Readers (LPRs) and Vehicle Primary Client, are now integral to our operations and have clear security benefits to all CBP core missions. However, deployment of these technologies was just the first phase of our transformation. I need your help, and the concerted effort of your port managers, to continue our successful momentum by capitalizing on opportunities to further improve our processes.

Through your concerted efforts we were able to increase land border query rates from 5 to 97% over the course of a few years – allowing officers to make better admissibility decisions and interdict dangerous persons. The issuance and use of RFID enabled documents has also increased exponentially. It is my expectation that Field Directors and all land border Port Directors within your area of responsibility optimize these notable improvements, coupled with deployment of Light Emitting Diode (LED) signage where deployed, to establish active lane management at all land border ports of entry.

It is the Port Director's responsibility to monitor and make adjustments to lane designations as traffic conditions and infrastructure limitations warrant. Ready Lanes, Dedicated Commuter Lanes (DCLs) and LED signage are established best practices being deployed so Port Directors can re-designate lanes and communicate to the public as appropriate.

It is my clear expectation that, barring infrastructure constraints, Port Directors will practice active lane management. In priority order, a DCI must always have the shortest wait times, followed by Ready Lanes, and lastly, the general lanes. However, general lane wait times will not become so long as to endanger public safety or port security. When DCL wait times are longer than 15 minutes, general lanes will be re-designated, using LED signage where available. If Ready Lane wait times are more than half as long as general lanes, additional general lanes will be re-designated Ready Lanes, using LED signs where available.

Active lane management is not to be considered a substitute for a thorough inspection; rather, it is the opportunity to leverage pre-enrollment, facilitative technology and port infrastructure to improve inspectional efficiency.

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Trusted Traveler Programs such as NEXUS and Secure Electronic Network for Travelers Rapid Inspection (SENTRI) allow members' access to a DCL that expedites crossing between the United States, Canada and Mexico. NEXUS and SENTRI require a biographic and biometric check in addition to an interview to determine eligibility.

LED signage will improve traffic management, provide direct and clear instructions to travelers, and increase efficiency in the inspection process. A signage message library was established to facilitate rapid selection and display of messages to the traveling public. While the signage software, which is not CBP networked, allows for the creation of ad hoc messages, this will not be used without prior approval of the Port Director when practical and only in emergency or exigent circumstances. (b) (7)(E)

(b) (7)(E)

LED signage is now operational at Lynden, Sumas, Blaine and Calais along the northern border and Brownsville, Eagle Pass, Pharr, Laredo, and Otay Mesa along the southern border, with additional deployments at El Paso, Nogales, Lukeville and San Luis in the coming months. Buffalo is planned for May 2012. Signage at San Ysidro will be deployed as the reconstructed lanes are completed.

A Ready Lane is a primary vehicle lane dedicated to travelers with RFID enabled travel documents. These documents include a Passport Card, Enhanced Driver's License (EDL) or Enhanced Tribal Card (ETC), Trusted Traveler Documents (NEXUS, SENTRI, Global Entry or FAST) or the new RFID enabled Border Crossing Card (BCC) or Permanent Resident Card (PRC). Approximately 30% of vehicles along the southern border qualify for the Ready Lane. Ready Lanes encourage travelers to obtain RFID enabled travel documents by providing a dedicated lane with wait times that are less than general wait times.

Active Lane Management is analogous to management of toll booths on a highway. Trusted Traveler Lanes are similar to EZ Pass lanes, Ready Lanes to exact change lanes and general lanes would be similar to full service lanes.

The Land Border Integration (LBI) Program Management Office (PMO) is available as needed to provide guidance and training on optimization of tools for successful lane management. To further facilitate, the LBI PMO is currently exploring options to streamline wait time reporting requirements. A pilot is underway in the Seattle and Buffalo Field Offices to automate wait time reporting; Ready Lane wait times will soon be added to the Border Wait Time web site and the LBI PMO is exploring the possibility of automatically generating Situation Room Reports.

If you have questions or concerns, please contact Ms. (b) (6), (b) (7)(C) Director, LBI PMO at (b) (6), (b) (7)(C)

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