Attachment A
Blended Lane
Project Summary

March 28, 2019
Blended Lane Overview

Provides Screening of both on person and accessible property of TSA Pre✓® passengers on a Standard lane during times that TSA Pre✓® volume does not warrant a dedicated lane or a specific TSA Pre✓® lane is not operationally available (Single Lane Checkpoints).

- Managers and Supervisors must make some decisions on when and where the Blended Lane will be deployed based on Checkpoint volume and TSA Pre✓® volume.

- Blended Lanes should be performed in one lane within a specific Checkpoint.
JAN Blended Lane Summary

Step 1: Create Problem Statement
Through October 2018, 93.4% of TSA Pre✓® Passengers at JAN (Single Lane Checkpoint) were required to divest accessible property and as a result were not receiving the full TSA Pre✓® experience.

Step 2: Describe Current Conditions

Baseline Data:
- Mean: 6.6%
- Median: 2.7%
- Standard Deviation: 7.9

Time Series Plot: Pre✓® passengers with full Pre✓® Experience

Initial Improvement efforts

Step 3: Set Opportunity Goal
Increase percentage of TSA Pre✓® passengers that receive full TSA Pre✓® experience from 6.6% to 95% by Jan 2019.

Step 4: Conduct Root Cause Analysis
Blended Lane Root Causes at JAN:
- No consistent means to determine vetting status of passenger property
- Process not formalized or inconsistent between Officers/Shifts/Checkpoints
- Inconsistent communication between DO and X-Ray Officers
- Method of queuing (peak hours) unbalanced

Step 5: Develop Solutions
Tested two solution sets:
- TSA Pre✓® bin for all TSA Pre✓® passengers
- Vetting Indicator to signal passenger vetting status to X-Ray

Step 6: Put Solutions into Place
Pilot demonstrated effective screening of TSA Pre✓® passengers (person & property) while maintaining throughput efficiency

<table>
<thead>
<tr>
<th></th>
<th>Total Pax</th>
<th>Total Pre✓® Pax</th>
<th>Percent with Full Pre✓®</th>
</tr>
</thead>
<tbody>
<tr>
<td>27-Nov</td>
<td>1937</td>
<td>695</td>
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<td>454</td>
<td>176</td>
<td>100%</td>
</tr>
</tbody>
</table>

Observed data during Pilot

Step 7: Follow Through & Sustain
Standardized the process at JAN
- Provided required materials
- Trained Officers on new process
- Track improvement & customer feedback over time
Blended Lane

Blended Lane Process Execution

TDC

- TDC calls next passenger forward
- TDC batches TSA Pre✓® and Standard Passengers in a 2:1 ratio
- TDC scans boarding pass for vetting status
- Passengers with TSA Pre✓® status are provided a blue TSA Pre✓® card

TDC must ensure consistency for the DO and X-Ray operator by grouping passengers.
Blended Lane Process Execution

Divest

• DO identifies passenger status (TSA Pre✓® card)

• DO provides passenger instructions on divesting and require them to stay with their property

• DO places the Vetting Indicator in front of property

• DO places next Vetting Indicator in front of next passenger of different status

The DO main focus is ensuring only TSA Pre✓® passengers receive TSA Pre✓® screening.
Blended Lane

Blended Lane Process Execution

X-Ray

- X-Ray conducts TSA Pre✓® screening protocol for all property following the TSA Pre✓® Indicator

- X-Ray conducts standard screening procedure for all property following the Standard Indicator

- X-Ray provided with manual switch to help track screening mode, located under the X-Ray monitors

- No change in the PSO Process

X-Ray Officers major difference is to be aware of vetting status when an electronic is left in a bag.
Blended Lane

Operational Guidance

- Blended Lanes are not intended to replace designated TSA Pre✓® lanes.

- Establishment of a TSA Pre✓® queue allows the TDC to group several TSA Pre✓® passengers and several Standard passengers together.

- A Checkpoint should only have one designated Blended Lane.

- Officers will need to certified on X-Ray in order to screen TSA Pre✓® passenger accessible property.

- When running a Blended Lane, the USP should be set to
  - The quote applies only to TSA Pre✓® passengers.
**Blended Lane**

**Results**

Demonstrate Results:
- Significant improvement in efficiency
- Higher Pre✓® passenger satisfaction
- Higher Officer satisfaction
- Limited screening error risk

"The feedback from the Airport, passengers and stakeholders has been phenomenal. We are still capturing 100% of the Pre✓® passengers. The standard and Pre✓® placards (vetting indicators) are working extremely well and the screening workforce really likes them."

Former AFSD - State of Mississippi
December 4, 2018
Next Steps

Actions at JAN, RSW, and DFW:
- Continue use of Vetting Indicators
- Continue to monitor and gain Leader/Officer feedback
- Incorporate lessons learned into final solution set
- Collect and analyze data on Officer performance

Actions for Airport usage:
- Finalize acquisition packet with SO Contract & Procurement
- Complete Operational Directive with Procedures
Appendix
Appendix

1. TSA Pre✓® vs Standard: Cognitive Load
2. Cognitive Load CES
3. Initial State Process
4. Observed State Process
5. JAN Baseline Data
6. JAN Baseline Data
7. JAN Baseline Data
## Appendix #1: Cognitive Load

### TSA Pre✓® vs Standard: Cognitive Load

<table>
<thead>
<tr>
<th>DO Divest Instructions</th>
<th>Pre✓</th>
<th>Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronics larger than a cell phone</td>
<td>Not Required</td>
<td>Required</td>
</tr>
<tr>
<td>Shoes</td>
<td>Not Required</td>
<td>Required</td>
</tr>
<tr>
<td>Compliant 311</td>
<td>Not Required</td>
<td>Required</td>
</tr>
<tr>
<td>Outerwear/light jackets</td>
<td>Not Required</td>
<td>Required</td>
</tr>
</tbody>
</table>

X-Ray Search Requirements

X-Ray operators need knowledge of vetting requirements for accessible property containing:
- Undivested electronics
- Certain inorganic/organic items
### Appendix #2: Larger Airports with CES

## TSA Pre✓®, Standard, & CES Cognitive Load

<table>
<thead>
<tr>
<th></th>
<th>Pre✓</th>
<th>Standard</th>
<th>CES (Reflects changes made 12-13-18)</th>
</tr>
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<tbody>
<tr>
<td><strong>DO Divest Instructions</strong></td>
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<tr>
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<td>Not Required</td>
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<tr>
<td>X-Ray Search Requirements</td>
<td></td>
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</tbody>
</table>
Appendix #3: JAN Current State Process

Initial State Process Map

Queue Passengers → Scan ID/Check Docs → TSA Pre✓®

Yes: Divest Property → Scan Person → Complete Screening

No: Divest Person & Property → Submit Property → Screen Property → Annotate/Pull Potential Threats

TSA Pre✓® passengers receive proper screening on person, but divest property for Standard X-Ray screening.

X-Ray views and evaluates images based on Standard screening procedures.

- Passenger arrival is sporadic
- TDC processes First-In First-Out

Transportation Security Administration

RCA REQUIREMENTS & CAPABILITIES ANALYSIS
Appendix #4: JAN Observed State Process

Observed State Process Map

- TSA Pre✓® passengers are batched and screened by TSA Pre✓® protocol during peak hours, but are screened as Expedited during non-peak hours (on person screened as TSA Pre✓®, but passengers divesting property)

- Queue Passengers
  - TSA Pre✓® separated at beginning of queue by STSO
  - Queue length up to 20 passengers
- Scan ID/Check Docs
- TSA Pre✓®
  - Yes
  - Submit Property
  - Divest Person & Property
- No
- Screen Property
- Annotate/Pull Potential Threats
- X-Ray views evaluates images based on last visual marker

Complete Screening

TSA Pre✓® Passenger
- Standard Passenger
- Divested Property
- Non-Divested Property
- Brick Indicator
Appendix #5: JAN Baseline Data

Volume & Pre✓® Data
1 Aug 18 – 5 Nov 18

Time Series Plot: Pre✓® passengers with full Pre✓® Experience

Baseline Data:
- Mean: 6.6%
- Median: 2.7%
- Standard Deviation: 7.9

Initial improvement efforts conducted by JAN in order to increase Pre✓® experience. Changes included use of vetting indicator as a means to communicate between the DO and X-Ray Officers.

Summary Report for Pre✓® Percent

Anderson-Darling Normality Test
- A-Squared: 0.22
- P-Value: 0.843

- Mean: 37.303
- StDev: 3.717
- Variance: 13.818
- Skewness: 0.173580
- Kurtosis: -0.035143
- N: 97

Minimum: 29.003
1st Quartile: 34.488
Median: 37.291
3rd Quartile: 39.845
Maximum: 46.793
95% Confidence Interval for Mean: 36.553 ± 0.952
95% Confidence Interval for Median: 36.591 ± 0.144
95% Confidence Interval for StDev: 3.255 ± 0.329

Pre✓® volume by percent:
- Mean: 37.3%
- Standard Deviation: 3.7
Appendix #6: JAN Baseline Data

Initial Site Visit: 9-10 Nov 18

Initial visit included data collection, observation, and discussion with Officers, Supervisors, and Leaders

<table>
<thead>
<tr>
<th>Hour</th>
<th>AIT Throughput</th>
<th>WTMD Throughput</th>
<th>Total Pax</th>
<th>% PAX Prev</th>
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<td>11</td>
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High Volume hours vary by Checkpoint. West appears to have a higher Prev® volume. East Checkpoint experiences peak hour volume between 0400-0600.

<table>
<thead>
<tr>
<th>Hour</th>
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* Data from PMIS
### Initial Site Visit: 9-10 Nov 18

#### Wait Times

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<th>Round 3</th>
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<td><strong>Wait time</strong></td>
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<td><strong>Enter Line to</strong></td>
<td><strong>Enter Line to</strong></td>
<td><strong>Enter Line to</strong></td>
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<td>TDC</td>
<td>Batch-avg</td>
<td>TDC</td>
<td>Batch-avg</td>
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<tr>
<td># of PAX</td>
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<td># of PAX</td>
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<td>Pre✓ Standard</td>
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<td>13</td>
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#### Items

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<tr>
<th>Round 2</th>
<th>Round 3</th>
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<tr>
<td><strong>Items Per Pax</strong></td>
<td><strong>Electronic %</strong></td>
<td><strong>Shoes %</strong></td>
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<tr>
<td>Pre✓ Standard</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.20</td>
<td>14%</td>
<td>14%</td>
</tr>
<tr>
<td>2.76</td>
<td>4%</td>
<td>36%</td>
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Notes: Passengers Reading Expedited Card and Divesting

Notes: Frontier Flight/Low PreCheck Numbers

Notes: TDC Talking to PreCheck Pax

### Key Observations:
Queuing method used (20 Pre✓® passenger, then 20 Standard, wait time incurred). Several limitations with "brick" method (number of markers, X-Ray requirement to pull, inability to maintain process throughout shift)
Attachment B
Single Lane TSA Prev®
Project Summary

UPDATE DATE WHEN SCHEDULED

Transportation Security Administration
RCA | REQUIREMENTS & CAPABILITIES ANALYSIS
JAN Single Lane Pre✓® Results

Bottom Line Up Front (BLUF)

Vetting Indicator (pictured here) demonstrated:
- Significant improvement in efficiency
- Higher Pre✓® passenger satisfaction (observed)
- Higher Officer satisfaction
- Limited screening error risk

"The feedback from the Airport, passengers and stakeholders has been phenomenal. We are still capturing 100% of the Pre✓® passengers. The standard and Pre✓® placards are working extremely well and the screening workforce really likes them."

AFSD - State of Mississippi
December 4, 2018

Recommend that Jackson-Medgar Evers International Airport (JAN) continue using the Vetting Indicators
Request additional trial of Vetting Indicators at 2-3 different locations prior to national implementation
**JAN Single Lane Pre✓® Summary**

**Step 1: Create Problem Statement**
Through October 2018, 93.4% of Pre✓® Passengers at JAN (Single Lane Checkpoint) were required to divest accessible property and as a result were not receiving the full Pre✓® experience.

**Step 2: Describe Current Conditions**
- **Time Series Plot:** Pre✓® passengers with full Pre✓® Experience
  - Baseline Data:
    - Mean: 6.6%
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    - Standard Deviation: 7.9
  - Initial Improvement efforts

**Step 3: Set Opportunity Goal**
Increase percentage of Pre✓® passengers that receive full Pre✓® experience from 6.6% to 95% by Jan 2019.

**Step 4: Conduct Root Cause Analysis**
Single Lane Pre✓® Root Causes at JAN:
- No consistent means to determine vetting status of passenger property
- Process not formalized or inconsistent between Officers/Shifts/Checkpoints
- Inconsistent communication between DO and X-Ray Officers
- Method of queuing (peak hours) unbalanced

**Step 5: Develop Solutions:**
Tested two solution sets:
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- Vetting Indicator to signal passenger vetting status to X-Ray

**Step 6: Put Solutions into Place**
Pilot demonstrated effective screening of Pre✓® passengers (person & property) while maintaining throughput efficiency

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*Observed data during Pilot*

**Step 7: Follow Through & Sustain**
Standardized the process at JAN
- Provided required materials
- Trained Officers on new process
- Track improvement & customer feedback over time
JAN Single Lane Pre✓® Pilot

Vetting Indicator Process Execution

**TDC**
- TDC calls next passenger forward
- TDC scans boarding pass for vetting status
- Passengers with Pre✓® status are provided a blue Pre✓® card

**Divest**
- DO identifies passenger status (Pre✓® card)
- DO places the Vetting Indicator in front of property
- DO places next Vetting Indicator in front of next passenger of different status

**X-Ray**
- X-Ray conducts Pre✓® screening protocol for all property following the Pre✓® Indicator
- X-Ray conducts standard screening procedure for all property following the Standard Indicator
- Standard Indicator appears orange with blue dot. Pre✓® Indicator appears green
- X-Ray provided with manual switch to help track screening mode, located under the X-Ray monitors

Indicators (16) were stored on top of the X-Ray tunnel

Positioning of Vetting Indicators (Divest)

X-Ray View of Indicator

X-Ray Switch
**Method Comparison: Officer Survey**

Vetting Indicators & marked bins were both RBS tested. Following multiple trials of each method, the team surveyed Officers that experienced both methods across all positions:

- Sixteen individuals who piloted both the bins and indicator solutions were interviewed.
- TSOs, LTSoS, STSOs, and Management were interviewed.
- 100% of respondents preferred the Vetting Indicator.

> "Blocks (Indicators) placed down and everything goes. Blocks are easier to see than the plates in the bin."

> ". . too much space used. Bins are in the way. Large luggage bags complicated. Faster processing of bags without the bin."

<table>
<thead>
<tr>
<th>Pre✓® Bin</th>
<th>TSO/LTSO/STSO Satisfaction with the Process as:</th>
<th>Vetting Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Divest</td>
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</tr>
<tr>
<td>4</td>
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<td>2.29</td>
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**JAN Single Lane Pre✓® Pilot**

**Pre✓® vs Standard: Cognitive Load**

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X-Ray operators need knowledge of vetting requirements for accessible property containing:
- Undivested electronics
- Certain inorganic/organic items
Next Steps

Actions at JAN:
- Continue use of Vetting Indicators
- Continue to monitor and gain Leader/Officer feedback
- Incorporate lessons learned into final solution set

Conduct additional pilot testing to confirm solution results:
- Select 2-3 appropriate Airports for implementation
  - Based on Airport/Checkpoint configuration, Pre✓® volume
- Coordinate logistics/material for solution implementation
- Prepare Officer training material
- Develop communication package for change management
- Develop complete implementation package for national rollout

8-10 Nov: JAN Baseline Observations
26-30 Nov: JAN Pilot & Implementation
21 Dec: Plan Approval
31 Jan: Complete Indicator Pilots
28 Feb: Complete "package" for national rollout
Appendix
Appendix

1. Initial State Process
2. Observed State Process
3. Baseline Data
4. Pilot Overview and Process Map Concepts
5. Team Observations
6. Cognitive Load CES
Appendix #1: JAN Current State Process

Initial State Process Map

- Queue Passengers → Scan ID/Check Docs
- Pre✓® passengers receive proper screening on person, but divest property for Standard X-Ray screening.
- No
- Divest Person & Property
- Yes
- Divest Property
- Complete Screening
- Screen Property
- Annotate/Pull Potential Threats
- Submit Property
- X-Ray views and evaluates images based on Standard screening procedures
- Pre✓® Passenger
- Standard Passenger
- Divested Property
- Non-Divested Property
- Passenger arrival is sporadic
- TDC processes First-In First-Out
Appendix #2: JAN Observed State Process

Observed State Process Map (post JAN adjustments)

- **Pre¥** passengers separated at beginning of queue by STSO
- Queue length up to 20 passengers

- **Pre¥** passengers are batched and screened by **Pre¥** protocol during peak hours, but are screened as Expedited during non-peak hours (on person screened as **Pre¥**, but passengers divesting property)

1. Queue Passengers
2. Scan ID/Check Docs
3. **Pre¥**
   - Yes: Submit Property
   - No: Divest Person & Property
4. Scan Person
5. Screen Property
6. Annotate/Pull Potential Threats
7. Complete Screening

X-Ray views evaluates images based on last visual marker

- **Pre¥** Passenger
- Standard Passenger
- Divested Property
- Non-Divested Property
- Brick Indicator
Appendix #3: JAN Baseline Data

Volume & Pre✓® Data
1 Aug 18 – 5 Nov 18

Initial improvement efforts conducted by JAN in order to increase Pre✓® experience. Changes included use of a marker (brick) as a means to communicate between the DO and X-Ray Officers.

Baseline Data:
- Mean: 6.6%
- Median: 2.7%
- Standard Deviation: 7.9

Summary Report for Pre-Check Percent

Pre✓® volume by percent:
- Mean: 37.3%
- Standard Deviation: 3.7
Appendix #3: JAN Baseline Data

Initial Site Visit: 9-10 Nov 18

Initial visit included data collection, observation, and discussion with Officers, Supervisors, and Leaders

High Volume hours vary by Checkpoint. West appears to have a higher Pre✓® volume. East Checkpoint experiences peak hour volume between 0400-0600.

* Data from PMIS
# Appendix #3: JAN Baseline Data

## Initial Site Visit: 9-10 Nov 18

### Wait Times

<table>
<thead>
<tr>
<th>Round 1</th>
<th>Round 2</th>
<th>Round 3</th>
<th>Round 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>East 0500</strong></td>
<td><strong>West 0900</strong></td>
<td><strong>East 1020</strong></td>
<td><strong>East 1241</strong></td>
</tr>
<tr>
<td><strong>PreCheck</strong></td>
<td><strong>Wait time</strong></td>
<td><strong>Enter Line to TDC</strong></td>
<td><strong>Wait time</strong></td>
</tr>
<tr>
<td># of PAX</td>
<td>TDC</td>
<td>Batch-avg</td>
<td># of PAX</td>
</tr>
<tr>
<td>PreCheck</td>
<td>61</td>
<td>6 min 45 sec</td>
<td>13</td>
</tr>
<tr>
<td>Standard</td>
<td>78</td>
<td>4 min 55 sec</td>
<td>15</td>
</tr>
</tbody>
</table>

### Items

<table>
<thead>
<tr>
<th>Round 2</th>
<th>Round 3</th>
<th>Round 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PreCheck</strong></td>
<td><strong>Items Per Pax</strong></td>
<td><strong>Electronic %</strong></td>
</tr>
<tr>
<td><strong>Standard</strong></td>
<td></td>
<td>2.20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.76</td>
</tr>
</tbody>
</table>

**Notes:**
- Passengers Receiving Expedited Card and Divesting
- Frontier Flight/Low PreCheck Numbers
- TDC Talking to PreCheck Pax

### Key Observations:
Queuing method used (20 Pre✓® passenger, then 20 Standard, wait time incurred). Several limitations with "brick" method (number of markers, X-Ray requirement to pull, inability to maintain process throughout shift).
Appendix #4: JAN Pilot

Pilot Overview

Solution sets and subsequent trials at JAN revolved around two primary improvement concepts:

- **Specific Pre✓® Bins**: Designate specific bins for all Pre✓® passenger property. Bins are easily distinguishable, both visually and via X-Ray, from normal Checkpoint bins.

- **Vetting Indicators**: Develop unique signal that indicates a change in passenger status for property presented to the X-Ray. Indicator must be accessible and visible via X-Ray.
Method Comparison: Data Analysis

From the hard data, the two methods are comparable:

- **Throughput** relatively equal when measured by the hour
- Number of times the X-Ray operator had to "switch" screening modes was the same for both methods
- **Bag Search Rates** were low, regardless of method
- The number of Pre✓® bins used over the course of 1-hour was higher than expected

<table>
<thead>
<tr>
<th></th>
<th>Bins</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Pre-Check Bins/Items</td>
<td>1.6</td>
<td>1.7</td>
</tr>
<tr>
<td>Total Average Throughput</td>
<td>116</td>
<td>119</td>
</tr>
<tr>
<td>Average No. of Pre-Check Passengers</td>
<td>36</td>
<td>38</td>
</tr>
<tr>
<td>Frequency X-Ray must change screening modes (Pre-Check to STD and back)</td>
<td>No Difference (pax flow controlled by TDC</td>
<td></td>
</tr>
<tr>
<td>Number Pre-Check Bins used / peak hr</td>
<td>58</td>
<td></td>
</tr>
<tr>
<td>Number Indicators placed during peak hr</td>
<td></td>
<td>38</td>
</tr>
<tr>
<td>Number total bins used during peak hr</td>
<td>178</td>
<td>121</td>
</tr>
</tbody>
</table>

*JAN lanes rarely remain loaded over the course of an hour.*
## Pre✓® Bin Process Execution

<table>
<thead>
<tr>
<th>TDC</th>
<th>Divest</th>
<th>X-Ray</th>
</tr>
</thead>
<tbody>
<tr>
<td>TDC calls next passenger forward</td>
<td>DO identifies passenger status (Pre✓® card)</td>
<td>X-Ray conducts Pre✓® screening protocol of property within Pre✓® bin</td>
</tr>
<tr>
<td>TDC scans boarding pass for vetting status</td>
<td>DO provides specific bin to Pre✓® Passengers. Bin usage controlled by DO</td>
<td>Pre✓® bins are larger than normal bins and marked with Pre✓® &quot;label&quot;</td>
</tr>
<tr>
<td>Passengers with Pre✓® status are:</td>
<td>Bins stored either under divest tables or behind DO against the wall</td>
<td></td>
</tr>
<tr>
<td>• Provided a blue Pre✓® card</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Advised to use the special bins</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### TSA Pre✓®

- In this lane you do not need to remove your:
  - Shoes
  - 3-1-1 compliant bag from carry-on
  - Laptop from bag
  - Light outerwear/jacket
  - Belt

### Pre✓® Sample Bin

### Positioning of Pre✓® Bins (Divest)

### Pre✓® Label

### Positioning of Pre✓® Bins
Appendix #4: JAN Pilot

Specific Pre✓® Bin: Concept

**TDC**
- TDC calls next passenger forward
- TDC scans boarding pass for vetting status
- Passengers with Pre✓® status are:
  - Provided a blue Pre✓® card
  - Advised to use the special bins

**Divest**
- DO identifies passenger status (Pre✓® card)
- DO provides specific bin to Pre✓® Passengers. Bin usage controlled by DO
- Bins stored either under divest tables or behind DO against the wall

**X-Ray**
- X-Ray conducts Pre✓® screening protocol of property within Pre✓® bin
- Pre✓® bins are larger than normal bins and marked with Pre✓® "label"

**Passenger Flow:**
- 2:1 Ratio (peak)
- First-In First-Out

**Pre✓® Card**

**Pre✓® bins:**
- Controlled by DO

**PSO**
- Stack Pre✓® bins in specific location
- Move Pre✓® bins to DO position

Pre✓® passengers use specific Pre✓® bin(s) for carry on property.
Appendix #4: JAN Pilot

**Vetting Indicator: Concept**

**TDC**
- TDC calls next passenger forward
- TDC scans boarding pass for vetting status
- Passengers with Pre✓® status are provided a blue Pre✓® card

**Divest**
- DO identifies passenger status (Pre✓® card)
- DO places the Vetting Indicator in front of property
- DO places next Vetting Indicator in front of next passenger of different status

**X-Ray**
- X-Ray conducts Pre✓® screening protocol for all property following the Pre✓® Indicator
- X-Ray conducts standard screening procedure for all property following the Standard Indicator
- Standard Indicator appears orange with blue dot, Pre✓® Indicator appears green
- X-Ray provided with manual switch to help track screening mode, located under the X-Ray monitors

**Prev® Indicator placed on X-Ray belt prior to Prev® passenger property. Standard Indicator placed on belt prior to Standard passenger property.**

**Passenger Flow:** 2:1 Ratio (peak) First-In First-Out

**Indicators**
- Pre✓® Passenger
- Standard Passenger
- Standard Bin/Property
- Start Pre✓® Indicator
- Start Standard Indicator

**SO or WTMD Officer**
- Move Vetting Indicator blocks from Recomp belt to DO position

**Requirements & Capabilities Analysis**
### Method Comparison: Team Observation

#### Pre✓® Bins
- **Divest**
  - Pre✓® passengers often started to divest in wrong bin; corrected by DO
  - Standard passengers did use a Pre✓® bin, corrected at mouth of X-Ray by DO
  - DO exhibited physical burden by handling Pre✓® bins

#### Vetting Indicators
- Pre✓® passengers appreciated recognition of status with the Indicator
- DO did forget to place Indicator at couple times during initial trials
- DO did forget “last passenger type” and placed additional Indicator
- DO used bowls to identify re-run items

#### X-Ray
- **Divest**
  - Different bin simplified X-Ray decision
  - Officers focus on items within each image as opposed to bin “size” or bin marker
  - Bigger bins were difficult to pull to the Manual Diverter Roller (MDR)

- **Pre✓® Bins**
  - Pre✓® passengers appreciated recognition of status with the Indicator
  - DO did forget to place Indicator at couple times during initial trials
  - DO did forget “last passenger type” and placed additional Indicator
  - DO used bowls to identify re-run items

- **X-Ray**
  - Indicator very easy to see
  - With multiple Indicators available, X-Ray no longer responsible for pulling Indicator
  - Use of the "switch" was inconsistent
## Method Comparison: Team Observation

### Pre✓® Bins

- Bin management was a challenge, with each bin weighing ~4.5 lbs
- Requiring passenger to place property in bins is different from experience at other locations and adds an additional step to the process
- 50 passengers require ~100 bins, requiring 2-3 extra bin runs per hour
- Not all items fit in bin, requiring use of bowls as signal to X-Ray

### Vetting Indicators

- Observed passenger flow was smooth, even during peak hours
- At times, X-Ray had to scroll back if they forgot what mode they were in (or ask the DO). This happened when Pre✓® passengers divested unnecessarily (X-Ray thought they missed an Indicator)
- Indicator/Block most effective when oriented horizontally on X-Ray belt
### Pre✓®, Standard, & CES Cognitive Load

<table>
<thead>
<tr>
<th>Item</th>
<th>Pre✓</th>
<th>Standard</th>
<th>CES (Reflects changes made 12-13-18)</th>
</tr>
</thead>
<tbody>
<tr>
<td>DO Divest Instructions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electronics larger than a cell phone</td>
<td>Not Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Shoes</td>
<td>Not Required</td>
<td>Required</td>
<td>Not Required</td>
</tr>
<tr>
<td>Compliant 311</td>
<td>Not Required</td>
<td>Required</td>
<td>Required</td>
</tr>
<tr>
<td>Outerwear/light jackets</td>
<td>Not Required</td>
<td>Required</td>
<td>Not Required</td>
</tr>
<tr>
<td>X-Ray Search Requirements</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Attachment C
BLENDED LANE

Blended Lane Operations

BRIEFING OBJECTIVE: Provide officers with the intent, benefits, and implementation process for Blended Lanes.

Intent: Provide a quick overview of the intent of blended lanes and the proper times to use it.
- Provide TSA Pre✓ screening to confirmed TSA Pre✓ individuals and their accessible property 100% of the time.
  - For airports with multiple checkpoints/lanes, this is intended for times of low TSA Pre✓ volume and should not be used during peak times.
- TSA Pre✓ passengers will no longer receive expedited screening.

Benefits: Make sure Officers know the benefit to Blended Lane TSA Pre✓ Operations.
- Efficiency: Blended Lanes permit TSA Pre✓ passengers to leave compliant 3-1-1 LGAs and laptops in their bag. Additionally, shoes, belts, and light outer jackets are not required to be screened by the x-ray.
- Customer Satisfaction: All TSA Pre✓ passengers receive full TSA Pre✓ screening no matter what time of day or checkpoint they pass through.

Implementation: Outline responsibilities at each position. Have materials with you to include, TSA Pre✓ cards, Vetting Indicators, and X-ray switch.

Travel Document Checker:
- Call up passengers grouped by status (TSA Pre✓ or Standard)
  - Recommend a 2:1 (2 X TSA Pre✓ to 1 X Standard)
- Scan Boarding Pass
- Provide TSA Pre✓ passengers with TSA Pre✓ card.

Divest Officer: The DO’s main focus is insuring only TSA Pre✓ passengers receive TSA Pre✓ screening
- Identifies passenger status (e.g., Blue TSA Pre✓ card)
- Provides passenger instructions on divesting and require them to stay with their property
- Places the Vetting Indicator horizontally in front of property so that the words are visible
to the x-ray operator
  • Places a new Vetting Indicator for next passenger of a **different status**

**X-Ray:** X-Ray officers major difference is to be aware of vetting status when an electronic is left in a bag
  • Conducts TSA Pre✓® screening protocol for all property following the TSA Pre✓® Indicator
  • Conducts Standard screening procedures for all property following the Standard Indicator
  • Are provided with a manual switch to help track screening mode (manual switch located under the X-Ray monitors).

  o This is a tool and not required for use

**WTMD:** Will collect the TSA Pre✓® cards. The USP will be set to and applied to TSA Pre✓® individuals only.

**Questions:** Identify additional resources available to officers and open for questions.
Attachment D
KEY ROLES AND PRACTICES

FEDERAL SECURITY DIRECTOR (FSD)

- Analyze quantity of materials required at airport for implementation of Blended Lanes
- Order materials from vendor
- Upon receiving materials, provide guidance to Airport staff on rolling out blended lanes
- Determine the optimal time to utilize Blended Lanes throughout the day

TRANSPORTATION SECURITY MANAGER (TSM) AND SUPERVISORY TRANSPORTATION SECURITY OFFICER (STSO)

- Identify the designated blended lane within each checkpoint
- Deliver shift brief to TSOs
- Champion Blended Lanes and provide benefits to TSOs
- Highlight guidance documents available to Officers
- Transition lanes into Blended Lanes:
  - Ensure TSA Pre✓ cards are available at the TDC
  - Vetting indicators placed near the tunnel of the x-ray
  - Switch present on the x-ray machine
  - Starting with the TDC, notify all staff that Blended Lanes will begin with the first passenger that has the TSA Pre✓ cards

TRANSPORTATION SECURITY OFFICER (TSO) AND LEAD TRANSPORTATION SECURITY OFFICER (LTSO)

- Participation in open discussions and feedback during training/briefings
- Read and sign off on the job aid
- Implement the procedure on the line

ASSISTANT TRAINING INSTRUCTOR (ATI)

- Monitor officer performance and provide On the job training (OJT) as required
- Ensure all required staff is trained
- Upload OLC codes for trained staff

WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know", as defined by 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.
As of [Insert date and Airport Code] began operating Blended Lanes. This process provides screening of both on person and accessible property of TSA Pre✓ passengers on a standard lane during times that the TSA Pre✓ volume does not warrant a dedicated lane or a specific TSA Pre✓ lane is not operationally available (single lane checkpoints).

The information below on roles and responsibilities must be reviewed and signed off prior to working on the checkpoint.

<table>
<thead>
<tr>
<th>TDC</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Passengers should be separated into TSA Pre✓ and Standard queues</td>
</tr>
<tr>
<td>• Call up passengers grouped by status (TSA Pre✓ or standard)</td>
</tr>
<tr>
<td>o Recommend a 2:1 (TSA Pre✓ to standard)</td>
</tr>
<tr>
<td>o For example, you have 5 TSA Pre✓ passengers in the TSA Pre✓ queue and 6 passengers in the Standard queue. Pull the next 4 passengers from the TSA Pre✓ line, then pull the next 2 from the Standard queue</td>
</tr>
<tr>
<td>• Scan Boarding Pass</td>
</tr>
<tr>
<td>• Provide TSA Pre✓ passengers with TSA Pre✓ card.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DO</th>
</tr>
</thead>
<tbody>
<tr>
<td>The DO's main focus is ensuring only TSA Pre✓ passengers receive TSA Pre✓ screening, and ensuring TSA Pre✓ and Standard property do not get mixed together</td>
</tr>
<tr>
<td>• Identifies passenger status (Blue TSA Pre✓ card)</td>
</tr>
<tr>
<td>• Provides passenger instructions on divesting based on status and require them to stay with their property</td>
</tr>
<tr>
<td>• Places the vetting indicator horizontally in front of property so that the words are visible to the x-ray operator</td>
</tr>
<tr>
<td>• Place new vetting indicator for next passenger of a different status</td>
</tr>
</tbody>
</table>

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X-Ray Operator

The primary change for the X-Ray Operator is to be aware of the vetting status of the property being screened. The key difference occurs when screening a bag with an undivested electronic.

- Conducts TSA Pre✓™ screening protocol for all property following the TSA Pre✓™ Indicator

- Conduct standard screening procedure for all property following the Standard Indicator

- X-Ray provided with manual switch to help track screening mode, located under the X-Ray monitors
  - Slide to TSA Pre✓™ when TSA Pre✓™ indicator appears on the screen and back to Standard when the Standard Indicator appears
  - This is a tool and not required for use

- Screen all property after the Crew “vetting indicator” in accordance with Crew screening protocol

- The X-Ray will stay in “Standard” mode. The X-Ray operator can clear automated bounding boxes on TSA Pre✓™ and Crew accessible property (unless item presents a threat)

Benefits:

- Efficiency: Blended Lanes permits TSA Pre✓™ passengers to leave compliant 3-1-1 and laptops in their bag. Additionally, shoes, belts, and light outer jackets are not required to be screened by the x-ray.

- Customer Satisfaction: All TSA Pre✓™ passengers receive full TSA Pre✓™ screening no matter what time of day or checkpoint they fly out of.

WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a “need to know”, as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.
Attachment E
Leader Rollout Guidance: Blended Lane TSA Pre✓ Operations

Purpose

Blended Lane operations are intended to provide an option to airports when Transportation Security Administration (TSA) Pre✓ lanes are not available. In order to institute Blended Lane TSA Pre✓ operations at an airport checkpoint, Transportation Security Managers (TSM) and Supervisory Transportation Security Officers (STSO) must determine when and where the Blended Lane will be deployed. TSMs and STSOs must understand and determine the appropriate circumstances under which to run a Blended Lane and where to do so, including establishment of the proper queues, and determining which specific lane to designate as the Blended Lane. The information below is intended to provide guidance on management and execution of Blended Lane operations.

I. Blended Lane Utilization:

A. Checkpoint leadership must determine the appropriate time(s) to conduct Blended Lane screening based on several factors:

1. Checkpoint Volume: Once a checkpoint drops to a single lane, a Blended Lane can provide an option for screening TSA Pre✓ individuals.

2. TSA Pre✓ Volume: When the forecasted TSA Pre✓ volume at a checkpoint drops below 20%, the checkpoint may transition one lane to a Blended Lane. For example, a checkpoint is operating a standard mod-set with a forecasted volume of 150 Standard individuals and 20 TSA Pre✓ individuals over the next hour. Since TSA Pre✓ volume does not justify an individual TSA Pre✓ lane, one of the lanes can be transitioned to a Blended Lane.

3. Checkpoints that employ a Blended Lane should have a specific lane designated for its use (for example, always Lane 2 at Checkpoint Z). The lane should be positioned to allow for both a Standard and TSA Pre✓ queue to flow to the Travel Document Checker (TDC) of the Blended Lane.

B. While Blended Lanes provide an additional screening option for Airport Leadership, locations that incorporate Blended Lanes should attempt to maintain Blended Lane operations vs not revert back to expediting TSA Pre✓ individuals. This provides a consistent screening experience for passengers and prevents confusion for the workforce.

II. Deployment:

A. To conduct Blended Lane operations, Officers within the lane rotation must have received the Procedural Overview and must be certified on conducting TSA Pre✓ X-ray screening of both standard and TSA Pre✓ accessible property.

SENSITIVE SECURITY INFORMATION

1. Procedural Overview must provide the information in Section IV (Blended Lane Procedures for each position) plus an explanation of the benefit. Blended Lane operations benefit Talking Points are outlined in the table below:

| TSA Pre✓* screening is more efficient | - Divesting TSA Pre✓* individuals is easier  
- TSA Pre✓* individuals require fewer bins  
- X-ray reviews fewer images |
|--------------------------------------|--------------------------------------------------|
| Higher TSA Pre✓* Individual Satisfaction | - TSA Pre✓* individuals expect not to have to divest property  
- TSA Pre✓* individuals want to be recognized by their status  
- TSA Pre✓* individuals prefer a separate queue |
| Higher enrollment into TSA Pre✓* | - The Agency can advertise TSA Pre✓* services are available nationwide  
- TSA Pre✓* individuals are thoroughly vetted, which reduces overall risk |

B. Prior to implementing blended lanes, officers will be required to attend a shift brief, and sign off on the one-page implementation guide.

C. Upon initial deployment, screening leadership must ensure all officers have been provided with ample time to comprehend and practice the Blended Lane process. Assistant Training Instructors (ATI) should be used to monitor officer performance and provide On the Job Training (OJT) as needed.

D. As officers are trained in the Blended Lanes process, Airports should ensure that trained officers rotate though blended lanes to keep their performance at an acceptable level.

III. Site Requirements and Set-up:

A. Checkpoint must have the following tools and materials to execute Blended Lane operations:

1. TSA Pre✓* Vetting Indicators (# to order will be based on projected volume)
2. Standard Vetting Indicators (# to order will be based on projected volume)
3. Crew Vetting Indicator (1)
4. Blended Lane TSA Pre✓*/Standard™ Switch (one for each x-ray machine)
5. TSA Pre✓* Cards, for individuals (based on projected volume or 30 minimum)
6. Expedited Cards, for individuals (based on projected TSA Pre✓* volume or 30 minimum)

B. To transition to Blended Lane operations, TSMs/STSOs must ensure:

1. TSA Pre✓* and Standard queuing lanes are established leading to the TDC
2. TSA Pre✓* cards are positioned at the TDC
3. TSA Pre✓* and Standard Vetting Indicators are positioned at the Divesture

Officer (DO) position (A “Crew” vetting indicator is also included in the Blended Lane kits)

4. The TSA Pre✓/Standard Blended Lane indicator switch on the X-ray screening equipment is fixed near the X-ray monitors (ideally between the monitors and the keyboard)

5. X-ray is set in standard screening mode with algorithms and Threat Image Projections (TIP) on

6. Walk-Through Metal Detector (WTMD) Unpredictable Screening Process (USP) is set to □ (NOTE: USP selection applies to TSA Pre✓ individuals only)

C. Each checkpoint must establish an inventory of vetting indicators and Pre✓ cards. Current level of inventory should be recorded by TSMs/STSOs prior to and immediately at the conclusion of executing blended lanes.

IV. Blended Lane Process:

A. Travel Document Checker (TDC):

1. TDC Officer calls up passengers grouped by status (recommend a 2:1 ratio).
2. TDC Officer scans boarding pass and checks identification (ID) in accordance with the TDC Standard Operating Procedures (SOP).
3. TDC Officer provides confirmed TSA Pre✓ individuals with TSA Pre✓ cards and instructs them to keep them in hand.
4. When operating a Blended Lane in combination with a Standard lane, the TDC must control the flow of individuals into the two lanes. TDC must ensure all TSA Pre✓ individuals are directed into the Blended Lane and not into the Standard lane.

B. Divesture:

1. Identify individual vetting status (TSA Pre✓ card, Expedited Card, No Card)
2. The DO places the appropriate vetting indicator in front of property. The blue vetting indicator is for TSA Pre✓, the white vetting indicator is for Standard, and the yellow vetting indicator is for Crew. Orient horizontally so that the indicator can be read by the X-ray operator.

3. The DO inserts the next vetting indicator in front of an individual’s accessible property of a different status or during a rotation.

NOTE: The DO can insert the appropriate indicator in front of accessible property if there is a delay between individuals. Frequently, there may be gaps between individuals that justify placing a new indicator down regardless of the previous individual status (for example, during very low volume).
4. Vetting Indicators are stored on top of the entrance to the X-ray tunnel or in designated location.

5. Provide divest instruction to individuals based on their status in accordance with the Screening Checkpoint SOP. The table below highlights the major differences in divest instructions between Pre✓® and Standard individuals.

<table>
<thead>
<tr>
<th>DO Divest Instructions</th>
<th>TSA Pre✓®</th>
<th>Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronics larger than a cell phone</td>
<td>Not Required</td>
<td>Required</td>
</tr>
<tr>
<td>Shoes</td>
<td>Not Required</td>
<td>Required</td>
</tr>
<tr>
<td>Compliant 3-1-1 LGAs</td>
<td>Not Required</td>
<td>Required</td>
</tr>
<tr>
<td>Outerwear/light jackets</td>
<td>Not Required</td>
<td>Required</td>
</tr>
</tbody>
</table>

C. WTMD

1. Collect TSA Pre✓® cards from TSA Pre✓® individuals
2. Return TSA Pre✓® cards to TDC as needed
3. Conduct USP only on TSA Pre✓® individuals (identified by card) that are selected. Expedited individuals are exempt from USP unless the Advanced Imaging Technology (AIT) is not in operation (reference Screening Checkpoint and Screening Policies for SOPs for the USP).
4. If an exempt individual is selected for USP, take next eligible TSA Pre✓® individual.
5. USP follows the TSA Pre✓ half-hour sequence of alternating between AIT and Explosives Trace Detection (ETD) of electronics.
D. X-Ray

1. Conduct screening procedures in accordance with Risk-Based Security (RBS) SOP for all accessible property following a TSA Pre✓® vetting indicator.

2. Conduct standard screening procedures for all accessible property following a Standard vetting indicator.


4. Utilize the manual "TSA Pre✓®/Standard" switch at x-ray machine to help track screening mode.

5. The table below outlines the primary differences between screening TSA Pre✓® and Standard accessible property.

<table>
<thead>
<tr>
<th>X-ray Screening/Search Requirements</th>
<th>TSA Pre✓®</th>
<th>Standard</th>
</tr>
</thead>
</table>

E. Property Search Officer (PSO)

1. Collect vetting indicators from the recomposition belt and return to the DO position as needed.

2. The PSO will conduct property search of accessible property in the same manner as any Standard or TSA Pre✓® lane following the procedures in the Screening Checkpoint and RBS SOPs, with the exception of the Liquid Container Screening procedures for individuals with medically exempt LGA (reference the RBS SOP).
V. Blended Lane Questions and Answers:

A. General:

1. When do I use the Blended Lane Process?
   Blended Lanes are intended to provide Airports / Checkpoints with some flexibility when screening TSA Pre✓® passengers at times when no TSA Pre✓® lanes are available. Blended Lanes are most effective when the forecasted TSA Pre✓® volume does not require a designated TSA Pre✓® lane; or, the Airport / Checkpoint has no other alternative to provide passengers with TSA Pre✓®.

2. When do I stop running the Blended Lane?
   Blended Lanes serve as a screening tool for Airport / Checkpoint leadership to employ as the situation allows. Ideally, a Blended Lane should always be running unless the checkpoint (or nearby checkpoint) has a dedicated TSA Pre✓® lane. The goal is to eliminate (or greatly reduce) the process of expediting TSA Pre✓® passengers.

3. When is the implementation date for Blended Lane?
   There is no specified implementation date. Airports have the ability to implement as soon as their circumstances allow based on factors such as: training (Pre✓® training and Blended Lane training), material ordering, peak periods, shift bids, etc.

4. Do I need to establish a TSA Pre✓® queue?
   Yes, if at all possible. Establishment of a TSA Pre✓® queue allows the TDC to group several TSA Pre✓® individuals and several Standard individuals together. One of the benefits of running a Blended Lane is to take advantage of the limited items that TSA Pre✓® individuals need to divest. This efficiency is lost if individuals are not grouped in some manner. If individuals continually alternate from TSA Pre✓® to Standard to TSA Pre✓®, the process for the DO and the X-ray Operator is more difficult. For Airports / checkpoints with limited queuing space, the TDC should control passenger flow into the Divest area based on grouping passengers by vetting status.

5. Can I run a Blended Lane when my checkpoint has more than one lane open?
   Yes, there are situations where checkpoints would benefit by running a mod- set with one Standard lane and one Blended Lane. Checkpoint leadership will have to determine (based on TSA Pre✓® volume) whether it makes sense to run a designated TSA Pre✓® lane vs a Blended Lane.

6. How do airports queue individuals into the TDC if running one Standard lane and one Blended Lane?
   From the TDC, Officers must ensure that TSA Pre✓® individuals flow to the Blended Lane while the Standard individuals remain balanced across the two
7. Can I establish multiple Blended Lanes within my checkpoint?

No. A checkpoint should only have one designated Blended Lane. Blended Lanes are not intended to replace designated TSA Pre✓® lanes. If a checkpoint’s TSA Pre✓® volume is significant, a designated TSA Pre✓® lane should be available. The Blended Lane is intended for periods of low TSA Pre✓® volume or times that only one lane is required to meet total (TSA Pre✓® and Non TSA Pre✓®) individual volume.

8. Do Officers need to be Pre✓® certified to run Blended Lane operations?

On a blended, a Phase 1 Officer would only be able to perform TDC, DO and WTMD (limited functions)
WTMD (Phase 1 Officer) cannot resolve any WTMD alarms (Non-resolved metal alarms, USP, etc...). They are required to send the passenger to an available Officer for resolution
The only way for an officer to be certified to conduct X-ray or on a Blended Lane, is to complete the TSA Pre✓® training

9. Can I use the Blended Lane process on ASL lanes?

No, the Blended Lane process is not currently compatible with ASL operations.

10. How do I monitor/report TSA Pre✓® volume vs Expedited volume when running a Blended Lane?

The best way to monitor and report individual numbers is similar to how checkpoints record the numbers currently. Collect the individual count from the AIT. This represents the Standard individual count. Collect the individual count from the WTMD. This will include both TSA Pre✓® Expedited, Standard, Employees, and Crew. To separate the TSA Pre✓® volume from the WTMD count, pull the LLLL count from the Boarding Pass Scanner (BPS) and subtract that number from the WTMD total. The BPS TSA Pre✓® numbers will be a running total; therefore, checkpoint personnel will need to record start/stop numbers. Other means of data collection can be utilized based on Airport procedures.

11. How do I take the LLLL numbers from the BPS?

a. Go to the BPS and scroll through the screens (by pushing the four corners of the screen) from the “Ready to Scan” display, past the “Mode Change” to the “Statistics/Settings” page. Select “Statistics.” This will display the daily statistics for LLLL.

b. The screen shots below illustrate the step-by-step process for pulling LLLL numbers from the BPS:

12. How many vetting indicators do I need at my checkpoint?

a. Number of indicators per checkpoint varies based on volume. Kits will be available with five TSA Pre✓© and five Standard; three TSA Pre✓© and three Standard; and finally one TSA Pre✓© and one Standard. All kits will have one Crew vetting indicator and one "TSA Pre✓©/Standard" switch for use by the X-ray Operator. Within the Blended Lane Procurement documentation, there is an initial allocation assigned to each Airport.

b. Checkpoints will also need to make TSA Pre✓© cards to hand out during Blended Lane operations. The number of TSA Pre✓© cards required depends on the typical TSA Pre✓© volume for the times that the Blended Lane is operating, but there must always be a minimum of 30.

13. Who is responsible for pulling the indicators from the Recomposition belt?

This depends on specific elements within the checkpoint (individual volume, layout, staffing, etc.). While many X-ray Operators prefer to pull the indicators, this is not recommended during periods of significant volume. The goal is to allow the X-ray Operator to focus on the monitors with minimal distractions. In many cases, the PSO or other lane personnel retrieve the indicators as they conduct housekeeping.

14. What do I do if the indicators fall through the rollers of the Recomposition belt?

Review with the DO the proper orientation of the indicators. If inserted horizontally, the indicators should not fall between the rollers. During screening operations, indicators will get turned and can possible end up vertically on the belt. When this happens, the indicator can fall through the gap in the rollers (especially on Smith's x-ray machine). The best solution is to block the gap with an additional roller or place a bin underneath the gap in the rollers.

B. WTMD

1. What is the correct USP percentage at the WTMD during Blended Lane operations?

a. When running a Blended Lane, must be set to and applied to TSA Pre✓© individuals only.

b. For lanes with no AIT, reference the Screening Policies for SOPs for USP settings.
c. The following chart illustrates USP exemptions:

<table>
<thead>
<tr>
<th>Individual Type</th>
<th>USP Exemptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local TSA employees, who present a local airport ID</td>
<td>Yes</td>
</tr>
<tr>
<td>Flight crewmembers in uniform, who present a valid aircraft operator ID</td>
<td>Yes</td>
</tr>
<tr>
<td>U.S. military personnel in uniform, who present a valid military ID</td>
<td>Yes</td>
</tr>
<tr>
<td>Federal Aviation Administration (FAA) Safety Inspectors with proper credentials</td>
<td>No</td>
</tr>
<tr>
<td>(FAA Form 110A)</td>
<td></td>
</tr>
<tr>
<td>Aircraft operator employees or representatives and airport employees, with valid</td>
<td>Yes (If not traveling)</td>
</tr>
<tr>
<td>Security Identification Display Area (SIDA) or sterile area ID</td>
<td></td>
</tr>
<tr>
<td>TSA Pre✓® individuals</td>
<td>No (If undergoing full</td>
</tr>
<tr>
<td></td>
<td>TSA Pre✓® screening)</td>
</tr>
</tbody>
</table>

2. What does the WTMD operator do when the USP selects a non TSA Pre✓® individual?

   a. If the WTMD selects an exempt individual, the WTMD operator should select the next TSA Pre✓® individual.

   b. USP selections are not the same as alarms. If no TSA Pre✓® individual is available for the WTMD USP selection, a count of quotes should be maintained. This should not be maintained beyond the next WTMD Officer rotation.

C. DO

1. As the DO, how do I track which property is whose and still work the length of the divest area?

   The DO does not (and should not) have to remain at the entrance of the X-ray tunnel to monitor items entering the X-ray. Individuals should still stay with their property until the property enters the X-ray tunnel.

   The DO needs to identify TSA Pre✓® individuals (via the TSA Pre✓® card) within the divest area and provide divest instructions specific to TSA Pre✓®. As those individuals approach the X-ray tunnel, the DO can move forward and place the appropriate indicator on the belt. Many DOs prefer to carry two indicators (one TSA Pre✓® and one Standard) as they move along the divest area.

2. Why does the positioning of the indicator matter?

   Ideally, the indicators are placed horizontally on the belt. This allows the X-ray Operator to clearly read the indicator on the X-ray screen and prevents the indicator from potentially falling through the rollers on the Reconstruction belt.
3. What does the DO do if he/she forgets what the last indicator was used?

If the DO loses track of the individual type that last entered the X-ray tunnel, he/she can always place an additional indicator in front of the current individual's accessible property.

4. What does the DO do if there is a significant gap between individuals?

Place a new indicator in front of accessible property. The DO should also place an indicator upon rotations to inform the next X-ray Operator of the current property type.

5. What do I do about individuals or airport employees dropping items within the divested property?

Individuals and airport employees frequently place items in a bowl at random times during the screening process. In most cases, this does not present a problem. A bowl with items like a wallet, cell phone, etc. will be screened in the same way under TSA Pre✓ screening and Standard screening. DOs need to be aware of individuals in a wheelchair and ensure the proper indicators are placed in front of their property.

D. X-ray:

1. When running a Blended Lane, do the X-ray algorithms stay on?

Yes. The algorithms remain turned on. Consider running a Blended Lane the same as running a Standard lane, but with some TSA Pre✓ accessible property included. The X-ray Operator can clear auto-alarms on TSA Pre✓ property that do not represent a specific threat.

2. What does the X-ray Operator do if he/she loses track of the type of property they are screening?

As the X-ray Operator is screening, there may be times that he/she loses track of the type of individual screening that is being conducted. This is why the X-ray Operator needs to utilize the "TSA Pre✓/Standard" switch. If the X-ray Operator is still not sure or does not remember if the switch was used, he/she can scroll back to the last indicator.

3. Where should the "TSA Pre✓/Standard" switch be positioned?

This manual switch should be as close to the X-Ray monitors as possible. It is magnetic so it can be placed at the most convenient position for the X-Ray operator to use yet not be distracted. Some Airports have attached a Velcro strip to the switch to allow it to be mounded to non-metal surfaces.

E. PSO:

1. As the PSO, how do I determine whether a particular bag check is a TSA Pre✓ bag or a Standard individual bag?

The property search process is the same for Standard items and TSA Pre✓ items (targeted search); however, it is important to differentiate when the property includes an undivested electronic. For Standard individuals, an undivested electronic calls for removal of the electronic and re-run of the bag and
the electronic. With TSA Pre✓® individuals’ property, often an annotation is due to clutter or multiple electronics that prevent the X-ray Officer from clearing the bag.

How to indicate TSA Pre✓® vs. Standard property for property search is a local decision and there are several techniques that allow the X-ray Officer to indicate the type of property sent to search. A few techniques include attaching a binder clip to all TSA Pre✓® items, placing one of the vetting indicators on top of the bag, or placing a bowl on top of the bag that require secondary search due to electronics.
June X-X, 2019

Coming Soon: Blended Lanes

On June, XX, XYZ will launch Blended Lanes as part of their full checkpoint operational strategy.

This process provides screening of both on person and accessible property of TSA Pre✓® passengers on a standard lane during times that the TSA Pre✓® volume does not warrant a dedicated lane or a specific TSA Pre✓® lane is not operationally available (single lane checkpoints). TSA Pre✓® passengers will be permitted to leave compliant 3-1-1 LGAs and laptops in their bag, while keeping shoes, belts and light outer jackets in their possession.

For more information, visit
BLENDED LANE  (Insert Checkpoint Name) Checkpoint

DATE

CHECKPOINT - Blended lane inventory

<table>
<thead>
<tr>
<th>Item</th>
<th>IN</th>
<th>OUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slider (1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vetting indicators-Pre-Check: (Insert Number for Checkpoint)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airport Code- Tracking number</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vetting indicators- Standard (Insert Number for Checkpoint)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vetting indicator-Crew-(1)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Party receiving the initial should initial each line item as they check them out and check them back in.

Signature

SENSITIVE SECURITY INFORMATION

Attachment F
SENSITIVE SECURITY INFORMATION

Date: June 6, 2019
To: Federal Security Directors
From: [Redacted], Assistant Administrator of Security Operations Coordination (Acting), Security Operations
Subject: 400.5 – ROUTINE – Operations Directive – OD-400-50-1-30 Blended Lane TSA Pre✓® Operations
Cc: NA
Primary POC: [Redacted]
Secondary POC: [Redacted]
References: None
Attachments:

A)

OD-400-50-1-30
Blended Lane TSA Pre✓

Purpose:
To release Operations Directive (OD) 400-50-1-30: Blended Lane Transportation Security Administration (TSA) Pre✓® Operations, which is in effect immediately and may be used at Federal Security Director (FSD) discretion.

Background:
This OD provides requirements for conducting Blended Lane TSA Pre✓® Operations to screen confirmed TSA Pre✓® individuals and their accessible property in accordance with the Risk-Based Security (RBS) Standard Operating Procedures (SOP) in the same screening lane as other non-TSA Pre✓® individuals.

WARNING: This record contains Sensitive Security Information that is controlled under 49 CFR parts 15 and 1520. No part of this record may be disclosed to persons without a "need to know", as defined in 49 CFR parts 15 and 1520, except with the written permission of the Administrator of the Transportation Security Administration or the Secretary of Transportation. Unauthorized release may result in civil penalty or other action. For U.S. government agencies, public disclosure is governed by 5 U.S.C. 552 and 49 CFR parts 15 and 1520.
Action:

1. FSDs must ensure the requirements provided in the OD are implemented when an airport conducts Blended Lane TSA Pre✓® Operations. The items listed below support the management of and provide specific Officer instructions for conducting Blended Lane TSA Pre✓® Operations and are available here:

   - Leader Rollout Guidance: Blended Lane TSA Pre✓® Operations (includes Frequently Asked Questions [FAQ])
   - TSA Pre✓® Cards template
   - Job Aid with one-page guide for signoff
   - Blended Lane Observation Reference Document
   - Instructions for ordering materials
   - Implementation video
   - National Shift Brief Talking Points
   - Breakroom Bulletin

2. Once the documentation listed above has been reviewed and the FSD determines Blended Lane TSA Pre✓® Operations should be implemented at their hub or spoke airport(s), operational tools – Vetting Indicators and a “TSA Pre✓®/Standard Switch” for use by the X-ray Operator – must be obtained:

   - The number of required vetting indicators per Blended Lane will vary based on anticipated airport volume. FSDs should refer to the Vetting Indicator Allocation to determine the appropriate quantity for implementation at their airport(s).

   - Vetting Indicators are available in kits of varying sizes. All kits will contain one Crew vetting indicator and one “TSA Pre✓®/Standard Switch.” Airports will have the option of ordering kits with one, three, or five each of TSA Pre✓® and Standard vetting indicators.

3. Vetting indicator kits may be purchased via a Blanket Purchase Agreement using the airport Government Purchase card (P-card) at https://radiopaque-solutions-inc.mysend.com/. Group orders may be placed by hub airports on behalf of the hub and its spokes.

4. Each Officer working on a Blended Lane must first receive the Blended Lane National Shift Brief and review the Blended Lane Job Aid. Each officer must also complete at least one of the following courses: Transportation Security Administration (TSO) Basic Training Program (BTP) Phase 1 (required only for the Travel Document Checker (TDC), Divestiture Officer (DO), and Walk-Through Metal Detector (WTMD) screening functions on a TSA Pre✓® lane or TSA Pre✓® training (required for all screening functions on a TSA Pre✓® lane). A minimum of 5

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SENSITIVE SECURITY INFORMATION

observations is required for each of the positions -- TDC, DO, X-ray Operator, WTMD, and Property Search Officer.

Please contact the POCs listed above if you have any questions.
Operations Directive

OD-400-50-1-30: Blended Lane TSA Pre✓ Operations

Expiration: Indefinite

This Operations Directive (OD) is effective immediately upon signature.

Summary

This OD provides requirements for Blended Lane Transportation Security Administration (TSA) Pre✓ operations to screen confirmed TSA Pre✓ individuals and their accessible property in accordance with the Risk-Based Security (RBS) Standard Operating Procedures (SOP) in the same screening lane as all other individuals. At the discretion of the Federal Security Director (FSD) or their designee, Blended Lane TSA Pre✓ operations may be conducted when TSA Pre✓ volume does not warrant a dedicated TSA Pre✓ lane, a specific TSA Pre✓ lane is not operationally available (for example, single lane checkpoints), and/or the airport or checkpoint has no designated TSA Pre✓ lane. Management of and specific Officer instructions for blended lanes operations are found in Leader Rollout Guidance: Blended Lane TSA Pre✓ Operations, which is available at https://office.ishare.tsa.dhs.gov/sites/ot/LSS/SharedWebPartPages/Blended%20Lanes.aspx

Requirements

FSDs must ensure the protocols below are carried out when conducting Blended Lane TSA Pre✓ operations:

A. A checkpoint only has one designated Blended Lane at a time.

B. The Walk-Through Metal Detector (WTMD) Unpredictable Screening Process (USP) is set at ✗

C. All X-ray screening equipment algorithms and Threat Image Projections remain on during all screening.

D. Points of entry to the Travel Document Checker and screening queue support the separation or identification and grouping of individuals based on vetting status. A designated TSA Pre✓ queue is recommended.

E. TSA Pre✓ individuals are provided with a TSA Pre✓ card at the Travel Document Check (TDC).

F. TSA Pre✓ individuals are directed to the WTMD to be screened in accordance with all applicable screening and alarm resolution measures per the RBS SOP.
G. TSA Pre✓® individuals' accessible property is separated from non-TSA Pre✓® individuals' accessible property prior to X-ray screening by use of TSA Pre✓® and non-TSA Pre✓® vetting status indicators on the X-ray belt.

H. The TSA Pre✓®/Standard indicator switch on the X-ray screening equipment is available for use to track the type of screening being conducted at the X-ray.

I. All TSA Pre✓® cards are collected from TSA Pre✓® individuals by the WTMD Officer.

Point of Contact
TSA Requirements & Capabilities Analysis Division, Continuous Process Improvement Branch, Intake site at Continuous Process Improvement Team

/s/
Executive Assistant Administrator
Security Operations
EXHIBIT

#5
MEMORANDUM OF INTERVIEW
OR ACTIVITY

Type of Activity:  
☑ Personal Interview
☐ Telephone Interview
☐ Records Review
☐ Other

Date and Time:
January 23, 2020
1300 hours

Activity or Interview of:

Director, Large Airports
Domestic Aviation Operations
Security Operations
TSA Headquarters
Telephone

Conducted by:
Transportation Security Specialist (TSS)
TSS

Location of Interview/Activity:
TSA Headquarters
West Building 9th Floor
Conference Room

Subject Matter/Remarks

Interview or Activity: Director [REDACTED] was personally interviewed regarding his knowledge of the TSA operation of blended lanes. Director [REDACTED] was cooperative and provided the following information:

- Prior to blended lanes a Pre-Check passenger who traveled through an airport that did not have Pre-Check lanes would get an "expedited card" (noting that they would receive expedited screening), would be allowed to keep his/her jacketed and shoes on, but would be required to remove electronics from his/her property similar to standard screening. The blended lanes concept was created to allow a Pre-Check passenger to also keep his/her electronics in their accessible property. (Attachment A Page 1; Question 1 of written statement)
- Blended lanes is similar to what the field had already been doing for years. (Attachment A Page 3; Question 5 of written statement)
- TSA established procedures and created indicators and a toggle switch to mitigate concerns or potential errors from the workforce. (Attachment A Page 4; Question 8 of written statement)

Case Number: 119 0386  
Case Title: OSC Disclosure

SENSITIVE SECURITY INFORMATION/FOR OFFICIAL USE ONLY


(Revised 12-15-08)
MEMORANDUM OF INTERVIEW OR ACTIVITY (continuation sheet)

- It is the vigilance of the divest officer to prevent the possibility of an individual from passing his/her Pre-Check or crew card to a standard passenger. (Attachment A Page 4; Question 9 of written statement)
- Recommends TSA establish controls for the expedited card, modify the toggle switch to include 'crew' and assess or conduct QAs to ensure procedures are adhered to. He states this could be done at the local level through testing, training drills and/or red team. (Attachment A Page 4; Question 10 of written statement)
- When a passenger approaches the Travel Document Checker (TDC), and is identified as being PreCheck™; the passenger is then provided an expedited card. The passenger then approaches the divest area, and the Divest Officer (DO) then (1) places a vetting indicator on the x-ray entrance belt before the passenger's accessible property; (2) places a vetting indicator at the end of the passenger's property; while the passenger approaches the WTMD. The indicators serve as dividers that segment a PreCheck™ passenger's property from a standard passenger's property. When the x-ray operator observes the first vetting indicator (under the x-ray the indicators will indicate Pre Check or Standard); the x-ray operator then switches the toggle switch to PreCheck™. This is done to serve as a reminder to the x-ray operator that the passenger's property is screened with accordance to a PreCheck™ passenger. Attachment C Page 1; Question 1 of written statement)
- When a passenger approaches the TDC and is identified as a selectee, there is a positive hand-off to the STSO or LTSO, who then facilities the screening of the individual. The screening process for a selectee is the same in a standard lane or a blended lane. (Attachment C Page 2 of written statement)

See the attached signed statements of Director for more specific information. Audio recording will be maintained in the case file.

Attachments:
- Signed Statement by dated January 30, 2020
- Additional Statement by dated April 10, 2020
Non-Disclosure Agreement

A representative from TSA Investigations has briefed me relative to an internal investigation.

I will not disclose or release any information provided to me, pursuant to the interview, without proper authority or authorization. Should situations arise that warrant the disclosure or release of such information, I will do so only and in accordance with the law, regulations, or directives applicable to the specific categories of information. I will honor and comply with any and all dissemination restrictions cited or verbally relayed to me by proper authority.

I further understand that any unauthorized release may result in civil penalty or other disciplinary action.

These provisions are consistent with and do not supersede, conflict with, or otherwise alter the employee obligations, rights, or liabilities created by existing statute or Executive Order relating to (1) classified information, (2) communications to Congress, (3) the reporting to an Inspector General of a violation of any law, rule, or regulation, or mismanagement, a gross waste of funds, an abuse of authority, or substantial and specific danger to public health or safety, or (4) any other whistleblower protection. The definitions, requirements, obligations, rights, sanctions, and liabilities created by controlling Executive Orders and statutory provisions are incorporated into this agreement and are controlling.

Print name: [Redacted]

Signature: [Redacted] Date: 1/23/2020

Issued by: [Redacted] Date: 1/23/2020

Witnessed: [Redacted] Date: 1/23/2020
Q1. Describe your involvement with the development and pilot for blended lanes?

A1. In the fall of 2018, I worked on a 60-day detail assignment for the Security Operations, EEA and DEAA as an Acting Senior Advisor. During the assignment in December of 2018, I was asked to establish a process that would provide Pre Check passengers with an opportunity to receive the Pre Check experience regardless of the commercial airport they departed from.

Prior to blended lanes, a Pre Check passenger who traveled through an airport that did not have Pre Check (lanes or checkpoints) would:

Upon approaching a Travel Document Checker (TDC), receive:

a. Expedited card – notating that the individual would receive expedited screening;

b. Allowed to keep his or her jacket on, shoes

c. Would be required to remove electronics from his or her property, similar to standard screening.

The blended lanes concept was intended to allow a Pre Check passenger to also keep his or her electronics in their accessible property verse removing them. Hence, resulting in a Pre Check passenger receiving a similar screening experience, regardless of the airport.
This concept, from what I understood was the ask of the TSA Administrator, driven by the Security Operations EEA [REDACTED]. Myself, my EEA and STSO Uniformed Advisor [REDACTED] traveled to Jackson Mississippi to discuss a number of items to include exploring the blended lanes concept.

Jackson, similar to other, non Pre Check airports had means of processing passengers who would receive expedited screening. (I.e. using the expedited card, allowing Pre Check passenger’s to keep his or her shoes on, requiring electronics to be removed, using bows or bricks to separate a passenger’s property).

Ultimately, the concept of blended lanes was not necessarily new to TSA; however, there was room to optimize the process in order to promote an improved process for the screening Officers.

Upon return to TSA HQ, post the Jackson trip; I coordinated with the LEAN SIX Sigma team who then took the concept and developed the current blended lanes product. At this time, I had departed my detail assignment and was no longer directly involved in the development or coordination.

When the final product was developed, the LEAN SIX Sigma group developed various products to include an I-Share site that housed an Operations Directive (owned by Security Operations), job the aid, shift briefs, and information for Federal Security Directors to assist them in purchasing the required blended lanes indicators and toggle switch. The concept was approved by the EEA of Security Operations. The communication information for blended lanes was messaged through Security Operations communications, AE [REDACTED] department.

In the fall of 2019, when assigned to Domestic Aviation Operations, under Domestic Aviation Operations AA [REDACTED], the LEAN SIX Sigma group transitioned the blended lanes product to Domestic Aviation Operations, as part of a transition from RCA to Security Operations. As a result, I then supported the continued coordination of the blended lanes indicators to the field. My role at that time was to simply reinforce field messaging on where to purchase the indicators, toggle switch and to own the resource I share site.

Q2. What is your role with regards to the blended lanes operation today?

A2. As the Operations Director for Large Hubs, I:
   a. Support the FSDs in the event there are questions with regards to the use of blended lanes – redirecting questions to the OD group within Security Operations and or coordinating questions for clarity through my leadership. (I do not recall having to redirect questions to the OD team, I did provide clarity to the FSDs that they were required to purchase the indicators. (smaller sized airports and at the larger sites, FSDs had the discretion to)
b. Supporting FSDs should there be questions with regards to the purchasing of the equipment. (I would defer them to guidance outlined in the FAQs or communications prior released)

c. Support AA [redacted] in ensuring airports under my AOR have purchased the blended lanes indicators. In 2019, AA [redacted] reinforced the use of blended lanes as a viable security tool for circumstances that do not warrant a dedicated Pre Check lane, checkpoint or for locations that do not have Pre Check. With the Mod Act, effective in April of 2020, the need for the tool became even more important as it helps to promote efficient screening when Pre Check volume becomes less optimal; hence affording opportunities to shift staffing resources to a standard lane and routing Pre Check passengers to the same lane versus sustaining staffing for a low volume dedicated Pre Check checkpoint or lane.

Q3. Do you have any metrics or information regarding the pilot program?

A3. I do not have metrics; however, I was briefed on the results whereas it was the LEAN SIX Sigma study for Jackson. At that time, it looked promising; however, from my understanding the effort was then taken to DFW and possibly another airport to gain more information in order to establish a business case for leadership to accept or deny the concept based on a review of the data. I was not involved in this, as I had returned to my previous role, post the completion of my detail assignment as a Senior Advisor.

Q4. Do you have any metrics or information on how blended lanes is operating in the field?

A4. I do not. I did coordinate with the Security Operations Resource Management team in the fall of 2019, to establish some version of metrics. At that time, I settled with only collecting information that illustrated what airports have blended lanes, through a metric that requires the field to notate a lane is blended, when operated as such. Today – I am not aware of other metrics associated with blended lanes.

Q5. Do you have any concerns regarding the blended lanes operation?

A5. I do not. I believe the product is very similar to what the field used for several years; however, I believe TSA enhanced the process through:

   a. Consistent indicators use and toggle switch
   b. Required OD

Q6. Are you aware of any concerns from HQ employee or field employees about the security of Blended Lanes?

A6. I am not aware. I am aware of the Whistleblower’s concern. I personally do not agree with his position on blended lanes.
Q7. Are you aware of any reported breaches, incidents or errors that have occurred because of the Blended Lane operation?

A7. I am not aware.

Q8. The whistleblower alleges that the "screening procedures for blended lanes include multiple steps that increase opportunities for human error and introduce exploitable gaps? How would you respond to that allegation?

A8. I do not agree. TSA established procedures and created tools (i.e. instituted indicators, a toggle switch) to mitigate concerns or potential errors from the screening workforce.

Q9. The whistleblower alleges that there are no controls in place to prevent an individual from passing his or her Pre-Check or crew card to a standard passenger. Are there any controls in place for this?

A9. I don't believe so, it is the vigilance of the divest officer who may observe such incident. Airports may also require passengers to present their boarding pass to the WTMD or AIT Officer, as a reverification should a boarding pass be Pre Check or not. (This too, I am not certain of)

Q10. Do you have any recommendations on how the blended lanes operation can be better?

A10.

a. Establish controls for the expedited card
b. Modify the toggle switch to include 'crew'
c. Assess or conduct QAs on blended lanes to ensure procedures are adhered too. This could be done at the local level through local testing, training drills and/or red team.

I have read this entire statement consisting of __5__ pages. I have been given the opportunity to make corrections. I declare under penalty of perjury that the foregoing is true and correct.

Signature: [Redacted]

Initials: [Redacted]

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Executed on this the 30\(^{\text{th}}\) (Day) of JAN (Month), 2020.

Signature of Investigator: [Redacted] Date: 2/3/2020

Initials: [Redacted]

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Page 5

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SENSITIVE SECURITY INFORMATION

Name: [REDACTED] Date: 4/10/2020

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I, [REDACTED] hereby make the following statement to Investigator [REDACTED] who has identified herself to me as an Investigator with the TSA Investigations Division. (Below print your statement of facts including: WHO, WHAT, WHEN, WHERE, HOW, and WHY.)

Q1. In your written statement dated January 30, 2020 you stated that TSA established procedures and created tools (i.e. instituted indicators, a toggle switch) to mitigate concerns or potential errors from the screening workforce. Please explain how the procedures and tools specifically mitigated concerns or potential errors.

A1. When a passenger approaches the Travel Document Checker, and is identified as being Pre Check; the passenger is then provided an expedited card (laminated card that states expedited screening). The passenger then approaches the divest area, and the Divest Officer (DO) then (1) places an indicator on the x-ray entrance belt before the passenger’s accessible property; (2) places an indicator at the end of the passenger’s property; while the passenger approaches the WTMD. (The indicators serve as dividers that segment a Pre Check passenger’s property from a standard passenger’s property). When the x-ray operator observes the first placed indicator (under the x-ray the indicators will indicate Pre Check or Standard); the x-ray operator then switches the toggle switch to Pre Check. (This is done to serve as a reminder to the x-ray operator that the passenger’s property is screened with accordance to a Pre Check passenger). Not until the second indicator is observed, that the x-ray operator will switch the toggle back to standard.

Q2. In your written statement you stated that you would make the blended lanes operation better by (a) Establish controls for the expedited card, (b) Modify the toggle switch to include ‘crew’, and (c) Assess or conduct QAs on blended lanes to ensure procedures are adhered too. Please provide more information on each of these.

Initials: [REDACTED]
SENSITIVE/SECURITY INFORMATION

A2.

(a) The expedited cards are developed at the local level (laminated); I am not certain if airports have measures in place to record the number of expedited cards available during a given shift, and perhaps a quality assurance measure in place to ensure cards are returned just after a passenger approaches the WTMD. (In most cases, the card is provided to the WTMD Officer who then hands the card back to the DO). I do believe this is very low risk due to the distance from the WTMD and DO.

(b) There may be an opportunity to also include crew on the toggle switch. (This may come in handy for sites; as crew will also receive a form of expedited screening and I believe there is a designed crew indicator that is available for the workforce. (It would just align with the indicator offerings)

(c) Perhaps institute a random QA process where an LTSO or STSO will observe the blended lane operation to ensure all requirements are being adhered to. (In most cases, the smaller size airports have the STSO or LTSO in the lane rotation. Finding an opportunity for either to step aside to observe the process may help to further complement the process – I do though believe this is low risk)

Q3. Can you provide clarification on how a selectee would be screened in a blended lane? Is the process different than in a standard screening lane?

A3.

I would confirm with procedures; however, it is my understanding that when a passenger approaches the TDC and is identified as a selectee, there is a positive hand-off to the STSO or LTSO, who then facilitates the screening of the individual (i.e. assisting with the divest, processing the selectee through the WTMD, X-Ray etc.) Basically, all processing additional passengers is on hold until the selectee’s property is screened.

(b) The process is also not different from standard screening.

******************************************************************************** Nothing Follows  ********************************************************************************

I have read this entire statement consisting of 2 pages. I have been given the opportunity to make corrections. I declare under penalty of perjury that the foregoing is true and correct.

Signature: [Redacted]

Executed on this the 10 (Day) of April (Month), 2020.

Initials: [Redacted]
MEMORANDUM OF INTERVIEW OR ACTIVITY

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<td>Interview or Activity: Former TSA Branch Manager was telephonically interviewed regarding his knowledge of the TSA operation of blended lanes. was cooperative and provided the following information:</td>
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<td>- In September of 2018, Security Operations Executive Assistant Administrator (EAA) tasked RCA who in turn tasked Lean Six Sigma to develop the concept of blended lanes to answer the Senate TSA Modernization Act to ensure those that paid for pre-check would always get pre-check screening procedures. (Audio 3:52)</td>
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<td>- Blended lanes was a concept meant for small checkpoints and for low volume. (Audio 15:05)</td>
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<td>- Purpose of the pilot was to determine the suitability of the new process. For pre-check passengers to receive full pre-check screening. (Audio 16:00)</td>
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<td>- After the initial pilot at Jackson, MS, LSS briefed senior leadership and decided to conduct more trials at 2 more airports to work out any issues with the training and procedures documents. Additionally, the Human Factors team was brought in to review the cognitive burden aspect. (Audio 13:00)</td>
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MEMORANDUM OF INTERVIEW OR ACTIVITY (continuation sheet)

- TIPS scores were reviewed and covert testing was done (local testing) during the pilot. LSS requested covert testing by the Red Team but was told that Red Team does not conduct testing of pilot operations. (Audio 16:40)
- The claim that blended lanes resulted in improved efficiency increased passenger satisfaction, higher officer satisfaction, and limited screening error risk, stated they conducted interviews with employees and passengers, but this was not documented anywhere. (Audio 23:14)
- LSS, in pilot documents, stated that the pilot revealed the vetting indicators made the process smoother, with less errors by officers and passengers. stated this was supported by videos and observations taken by the LSS Team. (Audio 29:01)
- LSS did not look into the vulnerability of the possibility of passing a pre-check card to someone who was not pre-check, because this process was not an addition to the blended lanes process, but was already a current process. (31:09)
- LSS did a risk analysis and flowchart regarding the possibility of a standard passenger getting pre-check screening, but does not recall whether that was shared with anyone or where the document could be. (Audio 33:00)
- The blended lanes operation was meant for lower volume and wanted specific queues (Pre-Check and Standard) to reduce the cognitive burden. (Audio 42:00)

Audio recording will be maintained in the case file.
EXHIBIT #7
MEMORANDUM OF INTERVIEW OR ACTIVITY

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**Interview or Activity:** Deputy Assistant Administrator (DAA) [Redacted] was personally interviewed regarding his knowledge of the TSA operation of blended lanes. DAA [Redacted] was cooperative and provided the following information:

- Pilot project for blended lanes was first conducted at Jackson, MS airport because that was the home of the Congressman who asked for the expansion of pre-check to accessible property. The pilot was to determine the best procedure to use. (Audio 4:25)
- Lean Six Sigma (now called the Process Improvement Branch) Branch Manager [Redacted] and Human Performance Branch (HPB) Branch Manager [Redacted] were told to work together to draft the memo passing to program to Security Operations (SO) to ensure it was a consolidated effort that took into consideration the HPB input. (Audio 7:48)
- In the interview, he was not sure whether the recommendations from the HPB evaluation were acted upon. [Redacted] and [Redacted] were tasked with how to best move forward. (Audio 9:55) In his written statement he stated that most of the recommendations were fully incorporated into the blended lanes training/briefing materials. Some were not technically feasible and are being held in abeyance for consideration in the future. (Page 2; Question 2 of written statement)
MEMORANDUM OF INTERVIEW OR ACTIVITY (continuation sheet)

- The recommendations to conduct TIP assessment and covert testing have not been acted on yet. These have been discussed with SO and will be assessed in the future. (Page 3; Question 2 of written statement)
- The security effectiveness testing could be done by SO locally, but the cognitive burden study would be done by the HPB. (Audit 13:56)
- RCA was responsible for the development of the program, but SO is responsible for the implementation and continued assessment of the program. (Audit 16:15)
- RCA transitioned the program to SO in May 2019. The HPB assessment on blended lanes was not shared with SO, however in the transition memo, RCA included a recommendation to “assess TSO cognitive burden and threat detection in the next 3-6 months to ensure security effectiveness remains at an acceptable level.” (Audio 10:51 and Written Statement Attachment B)
- In the interview, he agreed that SO would need the HPB evaluation report in order for them to make decisions about the program going forward, but was unsure of whether the HPB evaluation report was shared with SO during the transition. (Audit 16:37) In his written statement he states the report was an internal RCA document. (Page 2; question 1 of written statement)
- [Redacted] did express her concerns about the program, and DAA [Redacted] advised her to work with [Redacted] to get a good product. (Audit 18:50)
- In the interview, DAA [Redacted] stated he had not seen the HPB report titled "Test Report for Risk-Based Screening, dated November 2019, regarding task switching". (Audio 21:04) In his written statement he clarifies that the report contains data collected from an airport in October 2019 and will be combined with data from another airport in March 2020 with the final report due in May 2020.

TSS Note: Lean Six Sigma (LSS) was commonly called Performance Improvement Branch prior to the recent TSA reorganization. They are now referred to as Continuous Improvement Branch/LSS.

See the attached signed statement of DAA [Redacted] for more specific information. Audio recording will be maintained in the case file.

Attachments:
  - Signed Statement by DAA [Redacted]
  - Email from [Redacted] to [Redacted] dated February 24, 2020
  - Signed memo transitioning the blended lanes program from RCA to SO
Name: [REDACTED]
Duty Assignment: TSA HQ
Current Position: Deputy Assistant Administrator
Pay Band: TSES
Telephone Number: [REDACTED]
Investigator(s): [REDACTED] and [REDACTED]

I, [NAME], hereby make the following statement to Investigator [REDACTED], who has identified herself to me as an Investigator with the TSA Investigations Division. (Below print your Statement of facts including: WHO, WHAT, WHEN, WHERE, HOW, and WHY.)

Q1. What was your involvement with the development of blended lanes?
A1.
The Blended Lanes Projects was one of many ongoing projects within Requirements and Capability Analysis. In late 2018, RCA initiated the project as a result of a specific request from Security Operations. Security Operations requested help establishing the blended lane concept as Congress requested that TSA establish a full PreCheck experience at small airports or checkpoints that did not have dedicated PreCheck lanes.

I am the Deputy Assistant Administrator for RCA, and as such have overall responsibility for all work within RCA. The project was assigned to be led by the Process Improvement Branch, as this branch had great success with the development and rollout of the Enhance Accessible Property Screening Program. The team embarked on a pilot program at the Jackson, MS airport to collect data and develop the Blended Lane Concept of Operations. They developed a promising solution. Security Operations wanted to implement the solution immediately; we specifically held off until we completed data collection at two additional airports, RSW and DFW.

About the time the second round of data collection was to begin, the Human Performance Branch raised concerns with RCA leadership, myself included, with concerns that the Blended Lane Solution could potentially increase cognitive load on TSOs. The Assistant Administrator for RCA, [REDACTED], convened a meeting with both the Performance Improvement Branch, led by [REDACTED], and the Human Performance Branch, led by [REDACTED]. I attended the meeting, as well as other members of RCA senior staff. At the meeting, [REDACTED]...
Indicated that there were Human Performance concerns that should be addressed in the final product.

At the meeting, AA directed Ms. and Mr. to collaborate to ensure the final procedure included mitigation efforts for the Human Factors concerns. After the second round of data collection the group produced a modified procedure and concept of operations. AA specifically asked Mr. and Ms. if all the rollout materials (training, Operations Directive, shift brief, etc) incorporated Human Factors concerns identified in the below referenced report. They both replied in the affirmative.

After the revisions were incorporated, AA signed out the transition memo. The Report titled "Blended Lane Evaluation" was not included in the memo folder, as its contents were largely incorporated into the Blended Lanes training/briefing materials, etc. The intent of the report was as an internal RCA assessment, the contents which were used to inform the final Blended Lane solution. Most of the recommendations in the report were included in the final field guidance.

Normally as DAA, I would have reviewed and approved a memo such as this transition memo prior to signature by the AA. In this case, because of the timing of the memo, I was not available to review the memo as I was on annual leave, then had outpatient surgery which caused me to be on sick leave interleaved with telework. But I had generally been apprised of the ongoing activities related the project.

One additional note...much of the field guidance on blended lanes is contained on the TSA Frontline Ishare page. This will be referenced through the response. The Procedures Team, which works in RCA, is in the process of coalescing all the information that has been provided to the field into a single, easy to read Standard Operating Procedure for officer use. This is an entirely normal sequence of events where an Operational Directive will be rolled into a subsequent SOP.

Q2. The Human Performance Branch (HPB) under Requirements and Capabilities Analysis (RCA) evaluated the blended lanes operation. Their report indicated 18 recommendations. Has your office, or any office, taken any action on these 18 action items? If not, why not.

A2.
The report is titled "Blended Lane Evaluation, and dated 26 April 2019. This report was developed by the Human Performance Branch to provide input into the development and execution of the Blended Lanes project. Please note that the intent of this report was to provide Human Factors considerations into the Blended Lane concept; most of the recommendations annotated below were fully implemented in the program in either the training or Security Operations guidance provided to the field. Some of these recommendations were not technically feasible and are being held in abeyance for consideration in the future. Some, such as the recommendation for 10 TSOs to staff a Blended Lane, were not feasible as the entire shift at a smaller, single lane airport is less than
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10 personnel. Others, to include TIP assessment and covert testing, have not been acted on yet. The recommendation to assess the cognitive load on officers posed by task switching was initiated this past fall, and a report should be available in May 2020. The data collection includes Blended Lanes as a subset of a larger analysis. Below is a discussion of actions taken for each recommendation:

1. Perform testing in the blended lane. The blended lane CONOPs was tested at three airports and was modified accordingly as the process was developed. The Red Team has encountered Blended Lanes during covert testing but tries to avoid them as they focus on Standard screening. Red Team testing focused on Blended Lanes has been discussed with Security Operations and Inspections and will be executed moving forward.

2. Examine how this process affects TIP scores. TIP scores have not been specifically assessed in the blended lane. This has been discussed with Security Operations and will be assessed in the future.

3. Consider automation of the x-ray screening system as opposed to physical vetting status indicators. This recommendation was considered technically unfeasible but may be reconsidered for incorporation in the future. This recommendation also suggested to inventory the vetting indicators. A Vetting Indicator Inventory tool is provided on the TSA Frontline Ishare Page.

4. Refine airport Indicators on vetting and PreCheck cards to eliminate misuse. This recommendation was implemented in the vetting status placard design to include airport-specific Identification. Blended Lanes use the PreCheck cards that were previously developed for TSA use.

5. Establish distinct parameters for this procure. The RCA team collaborated on the Operations Directive (OD-400-50-1-30) that Security Operations provided to the field that promulgated blended lanes. RCA also collaborated on Leader Rollout Guidance that was also provided to the field. Both documents state that “Once a Checkpoint drops to a single lane, a Blended lane can provide an option...”. Both also state that “When the forecasted Pre Check volume at a checkpoint drops below 20%, the checkpoint may transition one lane to a blended lane.” The OD further states that a blended lane can be used at and airport with no dedicated Pre Check lane. National shift briefs further define low times of Pre Check volume and that Blended Lanes should not be used during peak times.

6. Develop a purposeful, effective training program... Completed. Developed Process in Action videos available on TSA Frontline. The Blended Lane Checklist available on the TSA Frontline page defines roles and responsibilities for each position required by a blended lane. The Blended Lane Observation Reference Document available on the TSA Frontline Ishare page provides on the Job Training.

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recommendations for TSOs working Blended Lanes and is a reference tool to ensure that procedures are properly implemented.

7. Ensure that all officers rotate through the blended lanes at least once per week. Blended Lane Guidance available on TSA Frontline requires that officers rotate through Blended Lanes for proficiency and consistency. The "once per week" recommendation was not adopted.

8. Examine effectiveness (decrease or increase in detection), efficiency, and Officer performance. See Answers A2.1 and A2.2 above on the intent to conduct Blended Lane effectiveness studies moving forward.

9. Examine and define the adequacy of staffing levels (10 officers were recommended). The Blended Lane National Shift brief outlines the duties for each position; the recommendation of 10 officers was not adopted; this exceeds the staffing available at most locations where Blended Lanes have been implemented.

10. Refine protocol and assign specific duties. Blended Lane Guidance and the Blended Lane Job Aid available on the TSA Frontline Page contain this information.

11. Develop and Implement an internal communications plan. Blended Lane National Shift Brief and Blended Lane Break Room documents available on the TSA Frontline Ishare page contain this information.

12. Determine and provide all airports with an adequate number of indicators and PreCheck cards. Completed.


14. Determine the best way to automate the x-ray notifications when screening PreCheck property versus standard property. This is not technically feasible at this time but may be incorporated in the future.

a. Until automation is feasible, gather and refine data on the "switch indicator". TSO input on the utility of the switch indicator was considered during the Blended Lane development.

15. Provide effective signage....provide brief explanation on PreCheck cards. There is no specific signage required for the Blended Lane. Pre Check cards used for the Blended Lane program are the same as those used for other TSA screening procedures.
16. Pre Check cards should be large enough to prevent accidental loss. The Pre Check cards used for the Blended Lane program are the same as those used for other TSA applications.

17. Perform Cognitive Task Analysis on TSO’s. See A7 below. This initiative began in Fall 2019.

18. Conduct research on the effects of high volume operations on TSO’s. High Volume operations are not unique to the Blended Lanes procedures. The intent of the program is that it is used at lower-volume airports where the volume does not require a dedicated PreCheck lane. See answer A2.5 above. The data collection ongoing now will inform potential recommendations on “batching” passengers in either a standard or PreCheck lane to mitigate some of the task switching.

Q3. Who owns the responsibility of reviewing and taking action on the recommendations listed in the HPB Evaluation of blended lanes?

A3.
As mentioned in A2, RCA was responsible for incorporating recommendations into the OD, field guidance, training as well as other supporting documentation. RCA is also responsible for following up on the recommendation regarding a cognitive load study. SO is responsible for implementing the blended lanes in accordance within the leadership guidance. As with any procedures, SO is also responsible for evaluating performance through observation, Field Evaluation Testing and future review of TIP scores. RCA with SO is responsible for working with Inspections to initiate Red Team testing. Those discussions are ongoing. Finally, RCA is responsible for working with SO to provide any support or answer any questions as needed from the implementation of Blended Lanes.

Upon completion and review of the additional cognitive load studies, RCA will be responsible for working with SO to make any recommended improvements to the blended lane concept based on the studies.

Q4. Who received the HPB Evaluation report regarding blended lanes?

A4.
The HPB report was delivered to the Performance Improvement Branch as recommendations to consider while moving forward with Blended Lanes. See A2 above. At a minimum it was circulated at the management level within RCA as the recommendations were incorporated into the guidance documentation according to the project lead. At this point, I have not determined who beyond RCA received a copy, although there would have been no prohibition to so. As previously stated, it was an internal effort to inform the Performance Improvement Branch as they developed the Blended Lane solution.
Q5. In the action memo handing off blended lanes operation from Requirements and Capabilities and Analysis to Domestic Operations, the HPB evaluation report was mentioned, with a recommendation to “assess cognitive burden and threat detection” in the next 3-6 months. Has that assessment been conducted? Is it planned to be conducted?

A5. When asked this question during the interview on February 20th, I did not have the latest update on this specific recommendation. Since that time, the HPB team has provided an update on the assessments that are ongoing. The first set of data collection occurred at BWI and was delivered this past November. The second set of data will be collected the week of March 9 in Indianapolis. This data on officer cognitive load will be compiled into a report to be delivered OOA May 2020.

Q6. Former HBP branch manager discussed her concerns with you regarding blended lanes. What were her concerns and what action did you take regarding her concerns?

A6. Ms. [redacted] raised her concerns to various people within RCA, to include myself and AA [redacted]. Her concerns centered around the cognitive load challenges of this Blended Lane concept and were reflected in the recommendations that were included in report referenced in A2 above. As mentioned in A1 above, as a result of her concerns, AA [redacted] convened a meeting between the Performance Improvement Branch and Ms. [redacted] to ensure her concerns and recommendations within the blended lane evaluation report were adequately addressed in the development of the Blended Lane CONOPs, training and supporting documentation. In addition, I discussed the matter with [redacted] supervisor, to additionally ensure that [redacted]’s team work with [redacted]’s team to implement the recommendations.

Q7. In November of 2019, RCA completed a report titled “Test Report for Risked-Based Screening.” The purpose of that report was to determine the consequences of task switching. They conducted a task switching test using AT X-ray Images. The report states “the result of that test replicate some for the predictions from cognitive psychology suggesting a decrease in performance when frequently switching tasks.” What action was taken based on this report? If none, why not?

A7. The referenced report contains data collected from BWI Airport on the effects of cognitive burden at the checkpoint. This cognitive burden can be increased by officers having to switch frequently between tasks. This analysis was initiated as referenced in the transition memo signed by AA [redacted] (undated, May 8 2019 was listed on the tracking sheet) specifically: “Human Performance Assessment – recommendation to assess TSO cognitive burden and threat detection in the next 3-6 months to ensure security effectiveness remains at an acceptable level.” As per answer A5 above, the results of this particular study will be
considered with the data gleaned from the follow study to be conducted in IND in March, with the final report due in May.

Q8. Who received a copy of this report?
A8. At this point, to my knowledge this report has been shared informally within key managers in RCA. Once the follow-on studies have been completed, the results will be consolidated into a briefing deck. Both the briefing deck and associated reports will be shared with the appropriate stakeholders involved in developing improvements to the Blended Lane program. These may include reps from the Procedures team, Performance Improvement Branch, Risk team, Security Operations and others that may be involved in developing recommended improvements. In addition, leadership from both RCA and SO will be appropriately briefed on the results and recommended next steps.

****************************************************** Nothing Follows ******************************************************

I have read this entire statement consisting of 7 pages. I have been given the opportunity to make corrections. I declare under penalty of perjury that the foregoing is true and correct to the best of my recollection.

Signature: [Redacted]

Executed on the 8th (Day) of March (Month), 2020.

Signature of Investigator: [Redacted] Date: 3/9/2020

Initials: [Redacted]
Attachment A
— I’m wrapping things up before I head out, but the email exchange below is an important one that I will reference in my statement as I finalize it. As I mentioned in my interview, we wanted to send over a product to SO that was integrated that incorporated the results of the work from both the CPI and HPB group. This email provides evidence of that. The final memo signed included the recommendation for the cognitive load and effectiveness testing, which we have since embarked upon.

With this information I do not believe it is necessary to interview Austin as I was able to fill in the blanks that I thought he might have.

Thanks.

Deputy Assistant Administrator
Requirements and Capability Analysis (RCA)
DHS/TSA
601 12th Street South
Arlington, VA 20598

Below is a critical email that highlights two key points:

1. [Redacted]'s concern regarding threat injects being left out – after discussing with her, we did add a bullet item in the memo to ensure local covert testing should be carried out for Blended Lanes and an analysis should be completed after a period of time. The goal was to collect enough data to assess.
2. [Redacted]'s point regarding the inclusion of HPBs recommendations in the guidance documents that went to Security Ops along with the memo for action.
Ok will do.

Please mention this at stand up

Sent with BlackBerry Work
Subject: RE: Blended Lanes memo

All,

The HPB recommendations ARE included in the leadership guidance portion of the documentation. We did not specifically call them out as "HPB recommendations" because this is an Operations support memo and if the recommendations are included why would we call it out separately. We have actually told the airports what they need to do from an Ops Support perspective including the recommendations in the documentation.

As far as the threat testing goes, what was mentioned is that airports need to be ensure that they conduct threat testing on blended lanes, which they would do through their FSD directed and FET testing. If we are requiring OI to conduct threat testing, then it would not be included in this memo since the memo is a transition memo to SO.

Please review the documents that attached especially the leadership guidance, as you will find the elements that are pertinent to this process listed in the document.

[Signature]
TSA, RCA
Lean Six Sigma Branch Manager
Sent with BlackBerry Work

From: [Redacted]
Date: Monday, May 06, 2019, 8:06 AM
To: [Redacted]
Subject: RE: Blended Lanes memo

This makes sense to me. This is why we wanted to review the "final" product before sending it up the chain.

Please quickly propose additions to the memo that reflect the HF report and non-focus on security effectiveness.

I would agree we are not trying to "hold this up" — but there must be a fully informed and documented decision process.

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From: [Redacted]
Date: Monday, May 06, 2019, 6:36 AM

Subject: RE: Blended Lanes memo

- Good morning.
I don't see any reference to the HF report nor to threat detection testing. That was the one thing we all agreed on, (at least I thought we did) which is not referenced at all in the memo.
I, by no means, want to hold this up. If our leadership decides not to reference the need for detection testing, then, so be it. The report should at least be attached to the memo, so we can assess any risk and move forward.
From: 
Sent: Friday, May 3, 2019 6:14 PM 
To: 
Subject: RE: Blended Lanes memo

Thanks for your adjustments to the memo. I do not have any other things to add and it looks good on my end, so no edits from me.

I am not sure of what else needs to be discussed, based on our joint meeting in which all of the pertinent HPB recommendations were included in the leadership guidance document, per our agreement. The attached documents is a “blended product”.

not sure what we would be working on with this, but we can have discussions on whatever you would like.

I would just like the memo to go forward to transition this on to SO, so that we are not blamed for the reason when it’s held up and they are already moving forward.

Thanks,

TSA, RCA
Lean Six Sigma Branch Manager

Sent with BlackBerry Work

From: 
Date: Friday, May 03, 2019, 3:09 PM 
To: 
Subject: RE: Blended Lanes memo

You guys work out your blended product and send orca communications a final version for review. I thought we were past this based off of our last discussion where we determined that HPB’s recommendations were incorporated into the final product. Attached are all docs for the teams joint review.

Thanks,

Executive Advisor
Requirements and Capabilities Analysis (RCA)

From:
We have two different perspectives from two different technical disciplines. I think it makes sense to do a quick review of the "blended product" (ha ha) from both of them, before sending it up...

After I am finished with the memo then it moves forward not back to you and Tye? What are your concerns?

Hi,

If you need any assistance with the memo, please let me know. Also, I would appreciate reviewing the memo when you are finished, as I would assume that [name] would, too!

Have a great weekend.

Regards,

Manager - Human Performance Branch
Requirements and Capabilities Analysis
Department of Homeland Security

Cognitive Science at TSA (Video)