ATTACHMENT 1

Meeting Minutes
Arizona Border Surveillance Technology Plan
July 22, 2010

Start time of Meeting: 12:30 PM
End time of Meeting   1:30 PM
Location of Meeting   DHS Headquarters, Conference Room 5107

Principals in Attendance:

Janet Napolitano,	Secretary, Department of Homeland Security (DHS)
Dr. Tara O'Toole	Under Secretary, DHS Science and Technology
(b) (6)	Deputy Chief of Staff
(b) (6)	Chief of Staff, DHS Science and Technology
Alan Bersin	Commissioner, U.S. Customs and Border Protection (CBP)
David Aguilar	Deputy Commissioner, CBP
Mark Borkowski	Assistant Commissioner, CBP, Office of Technology Innovation and Acquisition
(b)(6);(b)(7)(C)	Deputy Chief, CBP, Office of Border Patrol
(b) (6)	Deputy Director, Homeland Security Studies and Analysis Institute (HSSAI)

Commissioner Bersin initiated the meeting by providing an executive summary to highlight the purpose of the briefing. In his opening comments he highlighted the following key points.

- CBP had completed the first phase of the Analysis of Alternative (AoA) as requested by Secretary Napolitano.
- The AoA was a collaborative effort between CBP and DHS.
- The Border Patrol utilized the results of the AoA to provide recommendations for a baseline deployment of technology for Arizona which includes Tucson and Yuma Border Patrol Sectors.
- CBP will continue this approach and extend the AoA to other areas along the southwest border and recommend technology baselines.

Commissioner Bersin concluded his remarks and asked Assistant Commissioner (AC), Mark Borkowski, to provide Secretary Napolitano with an overview of AoA. In his presentation, AC Borkowski provided the following remarks relative to this section of the briefing.

- The AoA did produce a "quantitative, science based" assessment of types of technology approaches.

- The AoA was asked to consider whether or not the SBInet technology developed in Tucson and Ajo was cost effective technology that should be considered as an option for other areas along the southwest border.
- An AoA considered both effectiveness and cost of technologies.
- An AoA does not dictate a point solution, but it provides a test of reasonableness and inputs to the operational community.
- This phase of the AoA concentrated on the basic requirement of awareness of border activity through surveillance and detection to facilitate apprehension.
- In this phase there were four basic technology approaches analyzed by the AoA.
  - Agent Centric- (b) (7)(E)
  - Mobile, (b) (7)(E)
  - Fixed Systems (b) (7)(E)
    (b) (7)(E)
  - Aviation Centric- (b) (7)(E)

AC Borkowski then provided a more detailed discussion surrounding the Air Centric approach as it relates to (b) (7)(E) and how it was evaluated in the AoA.

- The AoA did not evaluate whether or not we need the (b) (7)(E) capabilities because it supports many other DHS missions and complements border operations.
- (b) (7)(E)

The major differences between the (b) (7)(E) and (b) (7)(E) are as follows.

- (b) (7)(E)
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AC Borkowski finished the AoA portion of the briefing by providing these general conclusions.

- The AoA illustrates that there is no "one size-fits all" solution.
- (b) (7)(E) must be taken into account when selecting the best solution.
- Mixing and matching technologies can increase overall effectiveness in any given area.

At this time, AC Borkowski turned the briefing over to Deputy Chief (b)(6);(b)(7)(C) to present the operational assessment of the AoA and the process by which they used this information to recommend the baseline of technology for the Arizona Sectors. Deputy Chief (b)(6);(b)(7)(C) started by stating that their goal had been to identify the appropriate mix of technologies to gain situational awareness to manage the Arizona border. He then provided an overview of the process that was followed by their office.

- A panel of agents from the Tucson and Yuma sectors were convened to review the AoA and make technology recommendations based on the AoA results.

- The panel was provided a detailed brief by the HSSAI on the AoA, as well as instruction on how to interpret and use the data contained within the report.
- When considering technology solutions for a given area, agents were asked to defer to the lowest cost technology to meet their situational awareness requirement.
- Border Patrol, in addition to the AoA results, utilized information from their individual concept of operations, Operational Requirements and Budget Based Planning process, and the Arizona surge documents to support their decisions.
- After the group finished their proposed technology laydowns, they doubled back to the AoA results to make certain that their recommendations were reasonable based on the AoA results.

Deputy Chief (b)(6);(b)(7)(C) referenced two maps that were generated for this briefing; one map highlighted the current laydown of technology in the Arizona Sectors and the other illustrated the proposed laydown of technology for Arizona based on their operational assessment.

Deputy Chief (b)(6);(b)(7)(C) then focused on the (b) (7)(E) station to exemplify how the agents in this working group proposed (b) (7)(E) as the best capability for the (b) (7)(E) border area and how the AoA results supported this decision.

Deputy Chief (b)(6);(b)(7)(C) then transitioned back to AC Borkowski who briefed one of the AoA charts that was done for the (b) (7)(E) area by HSSAI to exemplify the previous discussion by Deputy Chief (b)(6);(b)(7)(C).

Deputy Chief (b)(6);(b)(7)(C) then resumed his presentation by explaining that the working group had proposed technology solutions for all of the Arizona Sectors. The recommendations covered Focus areas 1, 2, and 3 for Tucson Sector and then Yuma Sector independently. Deputy Chief (b)(6);(b)(7)(C) utilized Focus Area 1 as an exemplar of the mixed solutions suggested by the agents and the Rough Order of Magnitude (ROM) costs for each set of technologies.

Secretary Napolitano then asked several questions related to the effectiveness and practicality of utilizing (b) (7)(E) along the border. Operational discussion ensued to show where (b) (7)(E) has its advantages based on enforcement tactics used by the Border Patrol.

Finally, Deputy Chief (b)(6);(b)(7)(C) talked to the ROM costs associated with the deployment for Focus Area 1 which was presented as follows.
- (b) (5) million initial investment
- million annual operations and maintenance costs (O&M).

Focus Area 2, 3, and Yuma sector were also listed on this chart and Secretary Napolitano wanted to know why the O&M costs for focus area 3 were higher. In the back-up charts it was pointed out that there were (b) (7)(E) and (b) (7)(E) which had higher maintenance and personnel costs.

Commissioner Bersin then introduced Dr. Tara O'Toole, the Under Secretary for DHS Science and Technology, who briefed the implications for SBInet. Under Secretary O'Toole emphasized the following conclusions.

- There is a role for **(b) (7)(E)** similar to the SBInet technology in areas along the border.
- This type of capability based upon the knowledge we have today has proven very effective.
- DHS and CBP can leverage what we have learned from the SBInet program and utilize the **(b) (7)(E)** technology in the future but with these general caveats:
  - o Not the right answer for all border areas
  - o SBInet is not the system to integrate all other technologies
  - o SBInet itself is not cost effective

Under Secretary O'Toole also emphasized that comprehensive technology integration may someday be useful, but not currently. We will focus our efforts with localized command.

Commissioner Bersin then resumed briefing CBP's go forward plan.

- CBP is recommending that **(b) (7)(E)** and **(b) (7)(E)** be completed and tested as planned.
- Continue the AoA and other technology evaluations beyond Arizona.
- Utilize **(b) (7)(E)** as a technology where appropriate.
- Continue leveraging benefits from our investment in SBInet technology.
- Emphasize our messaging that this is a change from the original SBInet concept.
- Evaluate the implications to the Boeing contract.

AC Borkowski then spoke to more detail concerning the Boeing contract.

- CBP is recommending that we exercise the current option year on the Boeing contract.
- Exercising this option allows the following work to be done.
  - o Completion of testing and construction of **(b) (7)(E)** and **(b) (7)(E)**
  - o Maintenance of **(b) (7)(E)**
  - o Storage of steel for fence construction and repair.
- Boeing contract does not lock DHS into buying anything else from Boeing.

Commissioner Bersin then stated that CBP is proposing the following recommendations for Secretary Napolitano's approval.

- Adopt the proposed technology deployment as the basis for near term decisions.
- Continue deployment and testing **(b) (7)(E)** s in **(b) (7)(E)** and **(b) (7)(E)**
- Communicate and message the changes to the SBInet program.
- Continue the AoA process along the rest of the border.
- Optimize the technology deployments based on operator judgements, the AoA, results of the **(b) (7)(E)** testing, and budget decisions.

Secretary Napolitano expressed that she was inclined to adopt the recommendations made by CBP but asked that a decisional document be packaged by CBP and submitted through the Executive Secretariat. Additionally, she gave the following instructions to CBP.

1. As we continue doing more AoAs, we should open the aperture to consider more technologies than those we might have used in the Arizona AoA. Secretary Napolitano mentioned the DoD technologies that might be available.
2. Secretary Napolitano asked that CBP do a legal review of the Boeing contract and focus on the following subjects.
   - **(b) (5)**
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3. As we continue doing more AoAs and technology deployments, Secretary Napolitano would like CBP to begin using DoD personnel experienced in base and border security to be part of a peer review panel that would assist us in technology deployments and analysis.
4. We need to change the SBInet name and begin working our external and internal messaging to key stakeholders.
5. Secretary Napolitano asked to see the work behind the Operations and Maintenance costs associated with the technology deployments. She commented that we need to see where we can be more cost effective.
6. Secretary Napolitano asked CBP to provide her a budget plan that reflects the technology recommendations in the briefing.

Commissioner Bersin told Secretary Napolitano that they would follow up on her requests. He noted that CBP had produced a couple of draft documents that covered proposed messaging for the change in the SBInet label and strategy, along with our initial attempt at capturing technology deployments against our budget. Commissioner Bersin stated that he had given the initial draft to **(b) (6)** for her comment and review.

Meeting Adjourned: