

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: DHS FY 2017 Budget Amendment Justification: NEED BY 11 AM  
**Date:** Friday, March 17, 2017 11:03:25 AM

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Yes – we are back to (b) (5) for o&s ti maint

(b) (6), (b) (7)(C)  
[REDACTED]

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**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, March 17, 2017 11:02 AM  
**To:** (b) (6), (b) (7)(C)  
[REDACTED]  
**Subject:** RE: DHS FY 2017 Budget Amendment Justification: NEED BY 11 AM

I assume you are all discussing as I write. Please let me know if I can assist.

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**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, March 17, 2017 7:48 AM  
**To:** (b) (6), (b) (7)(C)  
[REDACTED]  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: DHS FY 2017 Budget Amendment Justification: NEED BY 11 AM  
**Importance:** High

Should we huddle and discuss? I don't have the answers to all of these.

## **BACKGROUND**

-  
CBP's current TI portfolio requiring routine maintenance and repair needs includes approximately 654 miles of primary fence, (b) (7)(E) 1,273 miles of roads, 14 bridges and 11 boat ramps. On average, CBP spends approximately (b) (5) annually to maintain and repair its tactical infrastructure portfolio.

### **QUESTIONS:**

Not for the CJs – but for briefing next week and for OMB brief today – we need to get into where on these

From DD: Is this the level of funding requested in the original PB request?

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The \$999 million investment includes the construction of a new Border Wall system in areas identified by United States Border Patrol (USBP) as operational requirements, to include, but not limited to San Diego and the Rio Grande Valley (RGV) Sectors. This funding will allow CBP to fund design, real estate planning, environmental planning and acquisition, construction and construction oversight for a new border wall system to include fence replacement in San Diego, as well as a new border wall system and levee wall system in the Rio Grande Valley

Sector. The anticipated investment allows CBP to swiftly respond to Administration priorities and USBP operational requirements.

**QUESTION:**

I believe we should show a little more leg here. They've already heard the (b) (5) for the flevee figure; I told them total of (b) (7)(E) of new "wall". Can we break out the SD, flevee, other in terms of mileage assumptions and funding assumptions? Caveat it to say that this is our budget estimate and that the prototype competition, etc. will result in definitized costs/etc.

**Investment Description**

CBP anticipates investing approximately (b) (5) for road construction and other tactical infrastructure (TI).

**QUESTION:**

Is this funding level all RGV (b) (7)(E)? Thought it was more. If so, we probably need to mention other sectors in the write up...

On average, CBP spends approximately (b) (5) annually to maintain and repair its tactical infrastructure portfolio; however, this does not cover the entire requirement. An additional \$179 million is requested for new road construction and other tactical infrastructure needs. USBP continuously identifies new road construction requirements that are necessary to patrol and access the border to execute maintenance and repair needs. **Approximately \$122 million of the funds requested will address operational requirements for road construction across the southwest border in order to provide better, safer, and more efficient border access for the Border Patrol**

**QUESTION:**

Can we add sectors or is it really everywhere? Some location info..

(b) (6), (b) (7)(C)

Director, Business Operations Division (Acting)  
Border Patrol & Air and Marine Program Management Office  
Facilities Management and Engineering  
Office of Facilities and Asset Management

(b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, March 17, 2017 10:35 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

< [REDACTED] (b) (6), (b) (7)(C) >

**Subject:** FW: DHS FY 2017 Budget Amendment Justification: NEED BY 11 AM

**Importance:** High

BPAM/ [REDACTED] (b) (6), (b) (7)(C)

For your immediate action...please see the comments on page 15, 32, and 35-36.

Best,

[REDACTED] (b) (6), (b) (7)(C)

[REDACTED] (b) (6), (b) (7)(C)

[REDACTED]

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**From:** [REDACTED] (b) (6), (b) (7)(C)

**Sent:** Friday, March 17, 2017 10:30 AM

**To:** [REDACTED] (b) (6), (b) (7)(C)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] >

**Cc:** [REDACTED] (b) (6), (b) (7)(C)

[REDACTED]

[REDACTED] >

**Subject:** FW: DHS FY 2017 Budget Amendment Justification

**Importance:** High

All—

Additional OMB Comments, responses due to me **NLT 11 AM today**—no exceptions:

**NON-RESPONSIVE**

Border Infrastructure (Page 32): **OFAM**

[REDACTED] **NON-RESPONSIVE**

TI (Pages 35-36): **OFAM**

Let me know if you have any questions.

Thank you,

(b) (6), (b) (7)(C)

# NON-RESPONSIVE

From: (b) (6), (b) (7)(C)  
 To: (b) (6), (b) (7)(C)  
 Subject: FY17 Requirements - Close Hold  
 Date: Thursday, November 10, 2016 3:53:21 PM  
 Attachments: [Emailing 2017 PDO SWB V3.docx.msg](#)  
 Not Responsive  
[msgrs01.ada](#)

Fysa

From: (b) (6), (b) (7)(C)  
 Sent: Thursday, November 10, 2016 1:22:44 PM  
 To: (b) (6), (b) (7)(C)  
 Subject: IT Requirements - Close Hold

Here is what I received from (b) (6) today. I'm going through and updating our cost out spreadsheet including the proper caveats and assumptions for everyone to look over. A snapshot of the requirements and costs is below.

Southern Border Requirements through FY19 - FY23												
Tactical Infrastructure Requirement (miles)	San Diego	El Centro	Yuma	Tucson	El Paso	Big Bend	Del Rio	Laredo	Rio Grande Valley	TOTAL	Cost Per Mile (\$M)	Total Cost Est (\$M)
New Access Roads	0.0	2.0	0.0	0.0	0.0	45.0	0.0	40.0	120.0	207.0	(b) (5)	(5)
Repair/Improve Access Roads	27.0	56.0	16.8	385.0	74.5	165.0	1200.0	175.0	375.0	2474.3		
Fence Replacement	54.0	13.4	8.0	11.5	4.3	0.0	0.0	0.0	0	91.2		
New Primary Fence	31.4	0.0	0.0	49.0	27.2	2.9	0.0	0.0	49.1	159.6		
New Primary Fence (O-1 - O-3)									14.0	14.0		
New Secondary Fence	0.0	6.5	2.5	0.0	0.0	0.0	0.0	0.0	0.0	9.0		
New Vehicle Fence	0.0	0.0	0.0	0.0	0.0	3.3	0.0	0.0	0.0	3.3		

*Note: Above Costs are for construction and do not include the lifecycle costs*

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Emailing: 2017 PDO SWB V3.docx  
**Date:** Thursday, November 10, 2016 11:07:33 AM  
**Attachments:** [2017 PDO SWB V3.docx](#)

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(b) (6), (b) (7)(C)

Updates to SDC secondary fence and LRT primary fence (because they couldn't seem to remember what 9:00 et is)....

(b) (6), (b) (7)

**USBP  
Program Decision Option (PDO)  
Submittal Request**

**Date:**                    **November 2016**

**Program/Project:**

Title:                    Access and Mobility and Land-Based Surveillance Capability

Description:            San Diego Sector  
                              El Centro Sector  
                              Yuma Sector  
                              Tucson Sector  
                              El Paso Sector  
                              Big Bend Sector  
                              Del Rio Sector  
                              Laredo Sector  
                              Rio Grande Valley Sector

**Submission Type (Fill in the relevant boxes below):**

Core Enhancement	<input checked="" type="checkbox"/>
Core Offset	<input type="checkbox"/>
Negative Excursion	<input type="checkbox"/>
Above Guidance	<input type="checkbox"/>
Enterprise Services	<input type="checkbox"/>
Information Technology	<input type="checkbox"/>

**Locations:**

**SOUTHWEST BORDER**



**Strategic Alignment:**

*Missions, Goals, and Objectives*

**DHS FY 14 -18 Strategic Plan Alignment**

**Mission 1: Prevent Terrorism and Enhance Security**

Goal 1.1: Prevent Terrorist Attacks

- Strategy 1.1.1 Analyze, fuse, and disseminate terrorism information
- Strategy 1.1.2 Deter and disrupt operations
- Strategy 1.1.3 Strengthen transportation security
- Strategy 1.1.4 Counter violent extremism

**Mission 2: Secure and Manage Our Borders**

Goal 2.1: Secure U.S. Air, Land, and Sea Border and Approaches

Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations and Other Illicit Actors

**Mission 3: Enforce and Administer Our Immigration Laws**

Goal 3.1: Strengthen and Effectively Administer the Immigration System



Goal 3.2: Prevent Unlawful Immigration

**CBP Vision 2020 Alignment**

**Goal One: Counter Terrorism and Transnational Crime**

Objective A: Understand the Threat Environment

**Goal Two: Advance Comprehensive Border Security**

Objective A: Increase Situational Awareness of the Air, Land and Maritime Borders

Objective B: Detect, Interdict and Disrupt Illegal Cross-Border Activities

**Goal Four: Promote Organizational Integration, Innovation, and Agility**

Objective A: Advance CBP Mission Effectiveness through Transformational Technologies and Innovative Business Practices

**CBP 2017 Commissioner's Priorities Alignment**

Priority #5 Enhanced Border Security

**Gaps and Requirements:**

Based on 2015 and 2016 capability gap analysis it has been determined that Transnational Criminal Organizations (TCO) continually exploit the following US Border Patrol (USBP) critical vulnerabilities:

Commented [LAJ1] <sup>(b)(5)</sup> [REDACTED]

(b) (7) (E)

(b) (7) (E)

**Operational Impact:**

Investments in these capability areas, ensure the USBP is positioned to address threats from Terrorism and TCOs by directly impacting each one of these capabilities. These capabilities, combined with other capabilities enable USBP Agents to effectively and safely succeed at the border security mission.

Because the USBP must confront an agile, well-funded and ever adaptive threat, seven days a week, twenty four hours a day, there are negative mission impact if these critical capabilities are not supported:

1. (b) (7) (E)
- 2.
- 3.
- 4.

5.  
6.  
7.  
8.  
9.

(b) (7)(E)

Solutions and Funding Estimates:

NON-RESPONSIVE

**NON-RESPONSIVE**

**NON-RESPONSIVE**

3

**NON-RESPONSIVE**

**NON-RESPONSIVE**

**NON-RESPONSIVE**



**NON-RESPONSIVE**

**NON-RESPONSIVE**

# NON-RESPONSIVE



**NON-RESPONSIVE**

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**NON-RESPONSIVE**



**NON-RESPONSIVE**

**NON-RESPONSIVE**

**NON-RESPONSIVE**

Rio Grande Valley Sector							
Infrastructure	Year 1	Year 2	Year 3	Year 4	Year 5	D&D	O&S Per Year
Access Roads-New (miles)	(b) (7)(E), (b) (5)						
Access Roads-Repair (miles)							
Access Roads-Maintain (miles)							
Fence Replacement (miles)							
Fence- New Primary (miles)							
Fence- New Secondary (miles)							
Fence- Vehicle Barrier (miles)							
Gates							
TOTAL COST							

10

**Desired Outcome:**

Investments in critical force multipliers for the Southwest Border will increase certainty of arrest by improving agent’s ability to predict, detect, identify, track, classify, respond and resolve. Overarching mission benefits will include improved Mission Effectiveness and Officer Safety throughout the southwest US Border Patrol Sectors. Mission Effectiveness is defined as the certainty of successfully achieving the US Border Patrol’s Mission Essential Tasks (METs);  
(b) (7)(E)

**Justification:**

Based on 2015 – 2016 Capability Gap Analysis Process (CGAP) and IRD documentation, where available, the USBP has determined the capability areas listed above are critical vulnerabilities and if mitigated will result in increased certainty of arrest and officer safety.

Investments can take the form of either materiel or non-materiel purchases. This PDO specifically calls out materiel solutions, the capability they support. Non-materiel opportunities, impacts and or investment areas will be noted as a secondary aspect. The estimated number of recommended investments will be noted in the Plan/Milestone/Schedule portion of the PDO.

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<sup>10</sup> RG CORE Cards, RGV IRD  
 RG [\(b\) \(7\)\(E\) Refresh](#)  
 H.R. 399, Secure Our Borders First Act of 2015-Southern Border

Operational and Maintenance costs will be estimated in the Cost Estimation table in the Program Change Summary of the PDO.

Replacement of existing assets will need to occur in identified areas based on the needs of the USBP.

Sector planning documentation, such as the Initial Requirements Document (IRD) will contain the current baseline of assets, where they are located and what their current impact is.

**POA&M**

*TBD*

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: new Map Request  
**Date:** Tuesday, June 06, 2017 12:07:27 PM  
**Attachments:** [RGV Map Request.pdf](#)  
[MR408 - BPAM FY18 Proposed Barrier Budget Briefing\\_V4 - RGV Levee Wall S....pdf](#)

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Hi (b) (6), (b) (7)(C)

I marked up the map we received this morning.

Here's what we're looking for:

- 3 Maps for RGV – Zone O-1 through O-6, Zone O-7 through O-13 (which is what you had pulled already, Zone O-14 through the end of RGV)
- Add the zones for labels, but we don't need the mileages per segment
- All three will include the Primary Pedestrian Barrier and the Existing PF (Primary) – so for the third map we have no proposed barrier there
- Remove the Table up top
- Label the Maps as Rio Grande Valley Sector Proposed Border Wall System

Does this help?

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Special Projects Analyst  
Agile Group  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, June 6, 2017 11:51 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) >

**Subject:** new Map Request

Hi (b) (6), (b) (7)(C) –

We have yet another MR coming your way. (b) (6), (b) (7)(C) is working the MR and writing on a map to show you what is needed, but can get 15 mins with you to walk through this? Can you do 12:30 EST?

(b) (6), (b) (7)(C)  
Director, Business Operations Division  
Border Patrol & Air and Marine Program Management Office  
Facilities Management and Engineering  
Office of Facilities and Asset Management  
(b) (6), (b) (7)(C)

Rio Grande Valley Levee Wall

(b) (5), (b) (7)(E)

-Label by zone (remove mileage)

(b) (5), (b) (7)(E)

-Add total mileage

-Need 3 total maps for RGV - zone 0-1 through 0-6  
- zone 0-7-13

zone 0-14 - end of RGV (no proposed barrier here) June 5, 2017

To include Primary Pedestria Barrier (should total (b) (7)(E))

LEGEND

Proposed Barrier

Primary Pedestrian Barrier (b) (7)(E)

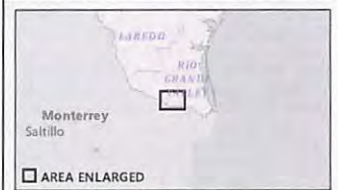
Existing Pedestrian Fence

Primary

\*If sheet measures less than 11x17" it is a reduced print. Reduce scale accordingly.

1 in = 2.69 mi

1:170,140



Michael Baker INTERNATIONAL


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# Rio Grande Valley Levee Wall

(b) (7)(E), (b) (5)

## LEGEND

### Proposed Barrier

 Primary Pedestrian Barrier (b) (7)(E)

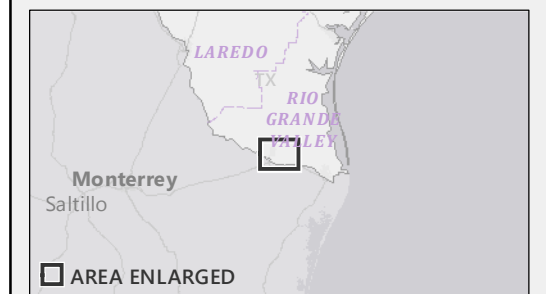
### Existing Pedestrian Fence

 Primary

*"If sheet measures less than 11x17" it is a reduced print.  
Reduce scale accordingly.*

1 in = 2.69 mi

1:170,140



**Michael Baker**  
INTERNATIONAL

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BW11 FOIA CBP 004343



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: SAC-HS Minority & Majority FENCE RFI\_DRAFT  
**Date:** Friday, January 13, 2017 9:37:07 AM  
**Attachments:** (b) (5)

---

(b) (5)

(b) (6), (b) (7)(C)  
Senior Attorney (Trade & Finance)  
Office of Chief Counsel  
U.S. Customs and Border Protection  
1300 Pennsylvania Avenue, NW Room 4.4B  
Washington, DC 20229

(b) (6), (b) (7)(C)

ATTORNEY-CLIENT PRIVILEGED/ATTORNEY WORK PRODUCT

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**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, January 12, 2017 4:42 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** SAC-HS Minority & Majority FENCE RFI\_DRAFT  
**Importance:** High

(b) (6), (b) (7)(C)

Please find draft responses to the SAC/HS fence inquiry regarding cost and real estate attached for your review. Highlighted in red are the responses that we might need particular attention to regarding real estate.

OFAM would like a copy for review by COB tomorrow. I am on leave tomorrow, but I am flexible and can make edits in the morning or tonight if needed. I will be offline most of the day after noon tomorrow.

Thanks,

(b) (6)

(b) (6), (b) (7)(C)

Kearns & West  
OA/FM&E/BPFTI PMO  
**(b) (6), (b) (7)(C)**