

(b) (5)

(b) (5)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Appropriations Staff Fence RFI  
**Date:** Friday, January 13, 2017 12:07:27 PM  
**Attachments:** [SAC-HS Minority Majority FENCE RFI DRAFT 011317 OCC USBP ENV INPUT CLEAN.docx](#)  
**Importance:** High

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

Please find a clean version attached of the appropriations staff fence RFI. This include OCC, ENV, & USBP input.

(b) (6), (b) (7)(C) – Can you please confirm the stat below? (b) (5)  
(b) (5).

(b) (6), (b) (7)(C) – Can you please reconcile (b) (6), (b) (7)(C) comments? This is due to OFAM for review by COB today.

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

• (b) (5)

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

SAC/HS Majority

1. CBP has indicated on multiple occasions the ROM has been reported for fencing at (b) (5)/mile; however, they have heard from numerous senior officials at CBP that the estimate is closer to (b) (5) / mile for new fencing. Please provide clarity on the two figures and verify CBP's estimate for NEW pedestrian fencing.

ANSWER:

The average cost to construct new primary pedestrian fence is estimated to be between (b) (5) per mile. This is based off of the historical (b) (5) per mile, which did not include the real estate acquisition cost, and was adjusted to add in risks associated with new construction in areas where there is currently no fence.

The cost to construct new primary pedestrian fence includes average costs of:

- (b) (5) per mile for real estate and environmental planning, construction and construction oversight
  - (b) (5) per mile for real estate acquisition
  - (b) (5) per mile in all Sectors except Laredo & Rio Grande Valley
  - (b) (5) per mile in Laredo & Rio Grande Valley. (This is due to additional constructions risks with building new pedestrian fence along the river where there are limited or no levees).
- Approximatel (b) (5) per mile for environmental mitigation
- Approximatel (b) (5) per mile for staffing increases required to support the program

\*It should be noted that these estimates do not account for future market fluctuations (e.g. increased fuel costs, labor, raw materials).

\*Additionally, please note that these estimates will continue to fluctuate as U.S. Border Patrol (USBP) requirements are finalized.

SAC/HS Minority (RESPONSES REQUESTED BY FRIDAY, JANUARY 13, 2016 COB)

2. What did we spend on the 650 miles of fence in place today?

ANSWER: CBP has spent approximately \$2.3 billion to construct fence.

3. What was the average cost per mile when those segments were initially constructed?

ANSWER: The average cost per mile was \$6.5 million for pedestrian and \$1.8 million for vehicle.

4. How many miles are actually fence vs vehicle barriers?

*Note:* OCA does have this information from previous inquiries, but provided for awareness.

ANSWER: Approximately 354 miles of pedestrian fence and 300 miles of vehicle fence/barrier.

4. Does CBP have any measures of the success of the existing fence? Or the failure? (Various news articles have referred to a drop in apps with the fence, but from CBP's POV how much is directly applicable to the fencing vs. other factors (economy, family reunification, etc?)

Note: Please refer to the NYT article referenced by staff.

**ANSWER: USBP to provide input**

Historically, CBP has deployed tactical infrastructure in areas of high threat. Following deployments, CBP routinely noticed a reduction in apprehensions.

6. What are the sources of the various estimates of the cost of new fencing? Any source more reliable than another?

ANSWER: We are not aware of the sources of the various public fence estimates and can only speak to the validity of the numbers we have been utilizing.

7. Do the various estimates assume all 1,200 to 1,400 (or 1,989 full) additional miles? 20 foot wall? Forty foot wall?

ANSWER: Again, we are not aware of the sources of the various public fence estimates and can only speak to the validity of the numbers we have been utilizing. The location and height of border fence is based upon the operational requirements identified by USBP.

8. Do the estimates assume costs of purchasing private property? How many miles currently unfenced are on private land?

ANSWER: Again, we are not aware of the sources of the various public fence estimates and can only speak to the validity of the numbers we have been utilizing.

Miles of current unfenced border that occur on private land is difficult to determine without official operational requirements from US Border Patrol and knowing where actual new fence placement would occur in relation to the border. Fence placement would take into consideration many factors including but not limited to the terrain and topography adjacent to the border or the existence of a flood plain, such as along the Rio Grande. Along the Rio Grande, final fence placement could be located thousands of feet from the border. Without fence requirements and knowing where actual fence placement would occur, CBP is not in a position to conduct the necessary title research to identify landownership of current unfenced border area.

9. What was the cost per mile of the double wall between Tijuana and San Diego?

ANSWER: The referenced double fence was constructed prior to the creation of the Department of Homeland Security and CBP. This is considered legacy fence and CBP does not have an accurate estimate of the cost for any legacy fence segments.

Portions of the BIS were completed by former INS and are considered legacy fence. Other portions were constructed by DHS/CBP. Because some of the BIS is legacy fence and some was constructed by CBP, it is difficult, if not impossible, to produce accurate cost estimates.

10. What examples do we have of the private land owners opposing or going to court over the land? How many lawsuits outstanding covering how many miles (and length of cases)?

ANSWER: Real estate acquisition for border fence construction is a very complex issue, particularly in Texas. There are many different factors that affect the number and status of condemnation cases. CBP makes every effort to acquire property through negotiating offers to sell with landowners.

Border-wide, the Government had to initiate approximately 400 land acquisitions for PF225 (not including VF300 or the RGV Gates Project).

- Of those 400 acquisitions, 330 condemnations were required.
  - Of those 330 condemnations, 122 were adversarial in that the Government and the landowners could not reach an agreement on the fair market value of the property.
  - The remaining 208 cases were required to clear title issues or because landownership could not be sufficiently determined at all.
  - The majority of condemnation cases have been settled, all without going to trial. (b) (5)

BP has not calculated the average time per case.

Real estate acquisition data can be impacted by state or county title records; title ownership records that might be joined or severed due to divorce or other family disputes; or inability to sufficiently identify ownership/titles at the county level. In these instances, the Government is required to file condemnation actions in U.S. District Court, even if a landowner is otherwise willing to sell the property.

NOTE: Most of the 122 adversarial cases also faced title issues that had to be resolved by the court. By CBP's best calculation, the 122 adversarial cases cover approximately 29.3 total miles of fence swath and to some extent includes mileage that was not actually built (approximately six miles for segments O-1, 2, 3 in Rio Grande Valley Sector, making the number of adversarial cases related to approximately 23.3 miles of CONSTRUCTED fence).

- CA: there were 6 adverse cases covering approximately 1.2 miles of fence swath
- AZ: there were 13 adverse cases covering approximately 3.7 miles of fence swath
- NM: there was 1 adverse case covering approximately 1.0 mile of fence swath
- West TX (El Paso Sector & Del Rio Sector): there were 8 (2 in El Paso Sector) adverse cases covering approximately 1 mile of fence swath.

#### HAC/HS Majority

Requested during briefing held yesterday on Border Migration – has not been tasked through formal Get Back process at this time.

11. Provide maintenance costs of tactical infrastructure (e.g., pedestrian fencing).

ANSWER: On average, CBP spends \$50-55 million per year to maintain and repair all of its tactical infrastructure, at the cost of approximately \$85,000 per mile. This cost includes maintenance and repair of approximately 2,000 gates, approximately 30 boat ramps, thousands of miles of roads with associated bridges, approximately two thousand light posts, hundreds of drainage systems and grates, thousands of acres of vegetation and debris removal and other infrastructure, making it difficult to pin point exact totals for fence specifically. That said, CBP estimates it spends approximately \$12 million per year to maintain and repair existing pedestrian and vehicle fence. The majority of our maintenance and repair needs is for roads to access border fence.

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** C2 Briefing Book  
**Date:** Friday, January 13, 2017 3:09:21 PM  
**Attachments:** [C2 Briefing Book Overview of Fence Discussion OFAM 01 18 17Final.docx](#)

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

Here is the Final C2 Briefing Book submission with (b) (6), (b) (7)(C) comments (which were to delete the Watchout for and put N/A).

Thanks-

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

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

Program Information Specialist, Business Operations Division  
E3 Federal Solutions  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering

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

## OVERVIEW OF THE FENCE DISCUSSION

January 18, 2017

11:30 am

### 4.4A Commissioner's Small CR

#### Overview:

- CBP Commissioner, CBP Enterprise Services' Office of Facilities and Asset Management (OFAM), Office of Chief Counsel (OCC), and U.S. Border Patrol (USBP) Discussion: Overview of CBP Fence and Roads
- Overall Goal: Follow up meeting held on Wednesday, December 21, 2016, which provided CBP leadership with a better understanding of existing fence and road mileage, estimated cost to construct and maintain fence and roads, estimated fence and road construction schedules, fence and road construction enablers, and proposed fence and road requirements.
- Participants: You will be meeting with Deputy Commissioner McAleenan, Chief Morgan, Executive Assistant Commissioner Alles, Assistant Commissioner Borkowski, Assistant Commissioner Calvo, and Executive Assistant Commissioner Vitiello. A full list of participants is provided below.

#### Discussion Points:

- USBP Priority Requirements
  - (b) (7)(E) of *new* pedestrian fence miles (San Diego, El Paso and Rio Grande Valley Sectors).
  - (b) (7)(E) of priority replacement pedestrian and vehicle fence (b) (7)(E) of vehicle fence to be upgraded to pedestrian fence).
  - Other priorities include acquisition of (b) (7)(E) in RGV Sector and ~(b) (5) in maintenance of roads along the Southwest border.

Requirement Type	New Miles	Acquisition/Initial Costs ROM (-50%/+100%) Cost	20 Year Recurring Costs (Maintenance and Repair)	Total End State Cost
New Primary PF	(b) (7)(E), (b) (5)	(b) (7)(E), (b) (5)	(b) (7)(E), (b) (5)	(b) (5)
Replacement Primary PF And VF to PF				
RGV Real Estate (b) (7)(E)				
Southwest Border Road Maintenance				
Total Costs \$			(b) (5)	

- OFAM Requirements/Planning:

- (b) (5)
- (b) (5)

- Procurement Strategy

- (b) (5)

**Watch Out For/ If Asked:**

N/A

**Background:**

- CBP is responsible for sustaining the Tactical Infrastructure (TI) “fence” portfolio, which includes border fence and gates, roads and bridges, drainage structures and grates, lighting and electrical components, and vegetation and debris removal in support of USBP.
- The TI Program was established in 2007 to oversee the construction and maintenance of the pedestrian and vehicle fence. Since then, the TI Program has expanded to include all other components of the TI portfolio referenced above.
- Currently, CBP has approximately 654 miles of primary fence, 37 miles of secondary fence and 14 miles of tertiary fence. Current pedestrian fence includes a mixture of legacy fence designs such as landing mat, newer designs including welded wire mesh, fence on levee (also known as levee wall) and the preferred bollard fence design. Current vehicle fence includes primarily post on rail and Normandy designs.

TABLE 1 – Primary, Secondary, and Tertiary Fence

Sector	Primary	Primary	Primary Fence	Secondary	Tertiary
	Pedestrian Fence	Vehicle Fence	Total	Pedestrian	Pedestrian
Big Bend (BBT)	(b)	(7)	(E)		
Del Rio (DRT)					
El Centro (ELC)					
El Paso (EPT)					
Laredo (LRT)					
Rio Grande Valley (RGV)					
San Diego (SDC)					
Tucson (TCA)					
Yuma (YUM)					
TOTAL					

- Today, CBP focuses its efforts on executing timely maintenance and repair of deployed TI assets and replacing existing legacy fence, in addition to preparing to deploy any potential new fence requirements if funding is appropriated.
- OFAM’s Border Patrol & Air and Marine Program Management Office continues to coordinate with USBP on TI requirements and the USACE to execute construction. Included in the brief are USBP’s updated new fence requirements.
- NOTE: While tactical fencing provides a persistent method to impede illegal cross-border activity, it is not the only solution to mitigate capability gaps. Rather it is one element of a system making up the U.S. Border Patrol’s multi layered approach to National Security. This system is inclusive of materiel solutions such as tactical infrastructure, fences and other physical barriers, tactical and permanent checkpoints, all-weather roads to gain border access, lighting and surveillance technology and staffing enhancements. These not only serve as force-multipliers, but also greatly enhance officer safety. Non-materiel solutions include training, common sense policy, and modifications to enforcement postures, which are all part of the full-spectrum requirement solutions. All efforts are geared towards attaining

maximum situational awareness and operational efficiency while creating a safer environment for our agents.

**PRESS:** (CLOSED)

**CBP/OPA Services Required:**

- N/A

**PARTICIPANTS:**

CBP

Kevin K. McAleenan, Deputy Commissioner

Mark Morgan, Chief, U.S. Border Patrol

Carla Provost, Deputy Chief, U.S. Border Patrol

Ronald Vitiello, Executive Assistant Commissioner, Operations Support

Randolph Alles, Acting Executive Assistant Commissioner, Enterprise Services

Mark Borkowski, Assistant Commissioner, Office of Acquisition

Tobin Ruff, Assistant Commissioner, Office of Acquisition

Karl Calvo, Assistant Commissioner, Office of Facilities and Asset Management

(b) (6), (b) (7)(C), Chief of Staff, Office of Facilities and Asset Management

(b) (6), (b) (7)(C), Director, OFAM Border Patrol & Air and Marine Program Management Office

(b) (6), (b) (7)(C), Senior Attorney, Office of Chief Counsel

(b) (6), (b) (7)(C), Associate Chief Counsel, Office of Chief Counsel

**Staff Responsible for Briefing Memo:**

(b) (6), (b) (7)(C) *Director, OFAM Border Patrol & Air and Marine Program Management Office* (b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RGV Segments with Banding  
**Date:** Friday, June 02, 2017 11:33:48 AM  
**Attachments:** (b) (5)

---

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

Portfolio Management and Analysis Branch

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

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

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Levee Wall Miles  
**Date:** Monday, June 05, 2017 1:51:50 PM  
**Attachments:** [MR 394 FY17 Overview V6 with Projects.pdf](#)  
(b) (5)  
**Importance:** High

---

All, we need to do a couple things in advance of this upcoming call next Monday:

(b) (6), (b) (7)(C) can you please amend the attached map?

We want to keep the light blue line on the map for "Proposed No-Levee", but we want to remove from the map all the "Fence-ID" labels for each of the pieces along that light blue line. That includes: (b) (7)(E)

(b) (6), (b) (7)(C) since you own the below spreadsheet, can you please amend it for us?

Instead of tab-1, we need a tab that shows Hidalgo County Levee Wall only. In other words, it'd have all of the pieces except those listed above (b) (7)(E). Therefore, the header wouldn't say "RGV (b) (7)(E) Proposed Project Grouping" – it would say "RGV (b) (7)(E) Proposed Project Grouping for Hidalgo Levee Wall."

Finally, we will look to you at USACE to recommend whether the (b) (7)(E) levee wall piece (b) (7)(E) should be its own Project-3, or whether it should be grouped with Project-4?

(b) (5) <<Project Grouping with COA Comparison (3).xlsx>>

Any questions, please let me know...

v/r

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

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

-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, June 05, 2017 12:52 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Levee Wall Miles  
**When:** Monday, June 12, 2017 4:00 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Telephone: (b) (7)(E) Participant code: (b) (7)(E)

<< [REDACTED] (b) (5) [REDACTED] >>

# RGV Proposed Barrier

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

## LEGEND

### Proposed Project

- RGV Project 1
- RGV Project 2
- RGV Project 3
- RGV Project 4

### Other Proposed

- Proposed No-Levee

### Existing

- Pedestrian

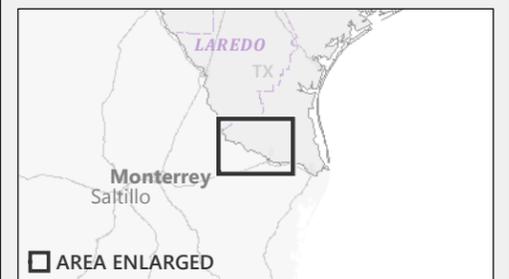
### Base Map

- US 115th Congressional
- USBP Station

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

1 in = 6.75 mi

1:427,920



**Michael Baker**

INTERNATIONAL

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BW11 FOIA CBP 004360

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Levee Wall Miles  
**Date:** Monday, June 05, 2017 4:20:39 PM  
**Attachments:** [MR 394 FY17 Overview\\_V6 with Projects.pdf](#)  
(b) (5)  
**Importance:** High

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(b) (6), (b) (7)(C) pls keep (b) (6), (b) (7)(C) on your email

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

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

---

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

**Sent:** Monday, June 05, 2017 1:52 PM

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

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

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

**Subject:** RE: Levee Wall Miles

**Importance:** High

All, we need to do a couple things in advance of this upcoming call next Monday:

(b) (6), (b) (7)(C) can you please amend the attached map?

We want to keep the light blue line on the map for "Proposed No-Levee", but we want to remove from the map all the "Fence-ID" labels for each of the pieces along that light blue line. That includes: (b) (7)(E)

(b) (6), (b) (7)(C) since you own the below spreadsheet, can you please amend it for us?

Instead of tab-1, we need a tab that shows Hidalgo County Levee Wall only. In other words, it'd have all of the pieces except those listed above (b) (7)(E)

(b) (7)(E) Therefore, the header wouldn't say "RGV (b) (7)(E) Proposed Project Grouping" – it would say "RGV (b) (7)(E) Proposed Project Grouping for Hidalgo Levee Wall."

Finally, we will look to you at USACE to recommend whether the (b) (7)(E) levee wall piece (b) (7)(E) should be its own Project-3, or whether it should be grouped with Project-4?

<<MR 394 FY17 Overview\_V6 with Projects.pdf>> <

(b) (5)

Any questions, please let me know...

v/r

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

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

-----Original Appointment-----

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

**Sent:** Monday, June 05, 2017 12:52 PM

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

**Subject:** Levee Wall Miles

**When:** Monday, June 12, 2017 4:00 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Telephone: (b) (7)(E) Participant code: (b) (7)(E)

<< File: (b) (5) >>

# RGV Proposed Barrier

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

## LEGEND

### Proposed Project

- RGV Project 1
- RGV Project 2
- RGV Project 3
- RGV Project 4

### Other Proposed

- Proposed No-Levee

### Existing

- Pedestrian

### Base Map

- US 115th Congressional
- USBP Station

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

1 in = 6.75 mi

1:427,920



**Michael Baker**

INTERNATIONAL

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BW11 FOIA CBP 004363

**From:** (b) (6), (b) (7)(C)  
**To:** [CALVO, KARL H.](#)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RGV Segments with Banding  
**Date:** Friday, June 02, 2017 11:47:47 AM  
**Attachments:** (b) (5)

---

Karl here is the information you asked for RE RGV segments.

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

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: RGV (b) (7)(E)  
**Date:** Thursday, June 08, 2017 8:16:34 AM  
**Attachments:** (b) (5)  
NON-RESPONSIVE

---

(b) (6), (b) (7) -can you please advise/clarify what you need me to do today relative to these segments? From a H&H perspective, the levee wall and associated enforcement zone components will need to be modeled but should not be a big lift to demonstrate no impact.

Thanks,

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

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, June 8, 2017 7:48 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: RGV (b) (7)(E)

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

If I am understanding your email correctly...

The attached spreadsheet is being revised to get back to the number of (b) (7)(E) (b) (6), (b) (7) was working with (b) (6), (b) (7)(C) to revise the spreadsheet but I have not seen it yet.

From (b) (6) email:

(b) (6), (b) (7) since you own the below spreadsheet, can you please amend it for us? Instead of tab-1, we need a tab that shows Hidalgo County Levee Wall only. In other words, it'd have all of the pieces except those listed above (b) (7)(E). Therefore, the header wouldn't say "RGV (b) (7)(E) Proposed Project Grouping" – it would say "RGV (b) (7)(E) Proposed Project Grouping for Hidalgo Levee Wall."

Finally, we will look to you at USACE to recommend whether the (b) (7)(E) levee wall piece (b) (7)(E) should be its own Project-3, or whether it should be grouped with Project-4?"

Also attached is the updated map.

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, June 08, 2017 7:28 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: RGV (b) (6), (b) (7)(C)

What does the (b) (7)(E) align too? The O-1, O-3 and phase 1 levee wall segments?

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, June 7, 2017 10:19 AM  
**To:** (b) (6), (b) (7)(C)

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

Subject: RGV (b) (7)(E)

We need to work with sector ibwc and come up with our best case projects alignment

Pls set up before (b) (6), (b) (7)(E) goes on vacation thx

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** URGENT - USACE to please Revise Spreadsheet RE: Levee Wall Miles  
**Date:** Thursday, June 08, 2017 10:43:42 AM  
**Attachments:** NON-RESPONSIVE  
[RE Levee Wall Miles.msg](#)  
**Importance:** High

---

Good morning (b) (6), (b) (7)(C) I have been asked by (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C) to send you this request.

Please review the attached map that (b) (6), (b) (7)(C) created.  
Also please review my earlier email – also attached.

Clearly, (b) (7)(E)(b) (7)(E) was part of Project-3, along with all the proposed non-levee segments (including former projects O-1 & O-3).

However, per (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C) we now need to distinguish the total (b) (7)(E) of new levee wall from the remaining non-levee projects.

Therefore, we'll need you to please update the spreadsheet found in the attached email before the scheduled Monday afternoon meeting.

It seems to me that segment (b) (7)(E) could be grouped in with what is now referred to as Project-4. Essentially that leaves the remaining non-levee segments associated with the former O-1 and O-3 PF225 segments as a separate project.

For now, I recommend amending your spreadsheet to create three wall projects.  
For this reason, it may make sense to renumber them – i.e. to make the third levee wall project “Project-3” and to make the non-levee project “Project-4”.  
However, I'll leave it to you to take my input and make the necessary changes you deem make the most sense.

In any regard, we need your input by tomorrow if at all possible, so (b) (6), (b) (7)(C) can make the necessary adjustments to the attached map – i.e. to properly reflect each segment's “Project #.”

Thank you again sir!

v/r  
(b) (6), (b) (7)(C)  
[Redacted]

---

**From:** (b) (6)  
**Sent:** Tuesday, June 06, 2017 10:06 PM  
**To:** (b) (6), (b) (7)(C)  
[Redacted]

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

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

Subject: RE: Levee Wall Miles

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

Here is your requested revision. Please note that we've change the MR# to help with the tracking on our side, the information presented is the same, however.

Thanks,

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

---

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

Sent: Tuesday, June 06, 2017 8:51 AM

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

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

Subject: RE: Levee Wall Miles

More simply put - if it isn't along levee, dont label it in this map.

---

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

Sent: Tuesday, June 06, 2017 8:48:37 AM

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

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

Subject: RE: Levee Wall Miles

Yes, I think we are on the same page, but please call me to discuss if you have any questions.

Bottom line, we want no text boxes showing fence\_ID's along the light blue non-wall portion. We inly want wall segments labelled.

Thanks,

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

---

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

Sent: Tuesday, June 06, 2017 7:46:38 AM

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

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

**Subject:** Re: Levee Wall Miles

The light blue line is not labeled on this map. Are you asking to remove all of the labels on the map for fence segments?

Please advise

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

---

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

**Sent:** Monday, June 5, 2017 1:51 PM

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

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

**Subject:** RE: Levee Wall Miles

All, we need to do a couple things in advance of this upcoming call next Monday:

(b) (6), (b) (7)(C) can you please amend the attached map?

We want to keep the light blue line on the map for "Proposed No-Levee", but we want to remove from the map all the "Fence-ID" labels for each of the pieces along that light blue line. That includes: (b) (7)(E)

(b) (6), (b) (7)(C) since you own the below spreadsheet, can you please amend it for us?

Instead of tab-1, we need a tab that shows Hidalgo County Levee Wall only. In other words, it'd have all of the pieces except those listed above (b) (7)(E)

Therefore, the header wouldn't say "RGV (b) (7)(E) Proposed Project Grouping" – it would say "RGV (b) (7)(E) Proposed Project Grouping for Hidalgo Levee Wall."

Finally, we will look to you at USACE to recommend whether the (b) (7)(E) levee wall piece (b) (7)(E) should be its own Project-3, or whether it should be grouped with Project-4?

Any questions, please let me know...

v/r

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

-----Original Appointment-----

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

**Sent:** Monday, June 05, 2017 12:52 PM

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

**Subject:** Levee Wall Miles

**When:** Monday, June 12, 2017 4:00 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** Telephone: (b) (7)(E) participant code: (b) (7)(E)

<< File (b) (5) >

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Levee Wall Miles  
**Date:** Monday, June 5, 2017 12:51:46 PM  
**Attachments:** [MR 394 FY17 Overview V6 with Projects.pdf](#)  
(b) (7)(E)  
**Importance:** High

---

All, we need to do a couple things in advance of this upcoming call next Monday:

(b) (6), (b) (7)(C) can you please amend the attached map?

We want to keep the light blue line on the map for "Proposed No-Levee", but we want to remove from the map all the "Fence-ID" labels for each of the pieces along that light blue line. That includes: (b) (7)(E).

(b) (6), (b) (7)(C) since you own the below spreadsheet, can you please amend it for us?

Instead of tab-1, we need a tab that shows Hidalgo County Levee Wall only. In other words, it'd have all of the pieces except those listed above (b) (7)(E). Therefore, the header wouldn't say "RGV (b) (7)(E) Proposed Project Grouping" – it would say "RGV (b) (7)(E) Proposed Project Grouping for Hidalgo Levee Wall."

Finally, we will look to you at USACE to recommend whether the (b) (7)(E) levee wall piece (b) (7)(E) should be its own Project-3, or whether it should be grouped with Project-4?

Any questions, please let me know...

v/r

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

-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, June 05, 2017 12:52 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** Levee Wall Miles  
**When:** Monday, June 12, 2017 4:00 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Telephone: (b) (7)(E) Participant code: (b) (7)(E)

<< File: [REDACTED] (b) (5) >>

# RGV Proposed Barrier

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

## LEGEND

### Proposed Project

- RGV Project 1
- RGV Project 2
- RGV Project 3
- RGV Project 4

### Other Proposed

- Proposed No-Levee

### Existing

- Pedestrian

### Base Map

- US 115th Congressional
- USBP Station

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

1 in = 6.75 mi

1:427,920



**Michael Baker**  
INTERNATIONAL

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BW11 FOIA CBP 004373

**From:** (b) (6), (b) (7)(C) on behalf of (b) (6), (b) (7)(C)  
**To:** [CALVO, KARL H.](#); (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** CIR O-1 thru O-3 Brief  
**Attachments:** NON-RESPONSIVE  
[8 May Brief CIR Final O-1 to O-3.ppt](#)  
**Importance:** High

---

5/8- Briefs attached. Please print for meeting.

<<8 May Brief CIR Final O-1 to O-3.ppt>> < NON-RESPONSIVE >

Purpose is for TI Director (b) (6), (b) (7)(C) to update XD and other Directors on status and path forward. Agenda and read aheads forthcoming.

R/

**From:** (b) (6), (b) (7)(C) on behalf of (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** CIR O-1 thru O-3 Brief  
**Start:** Wednesday, May 08, 2013 2:00:00 PM  
**End:** Wednesday, May 08, 2013 3:00:00 PM  
**Location:** BPFT1 Large Conf Room/ VTC/ (b) (7)(E)  
**Attachments:** NON-RESPONSIVE  
[8 May Brief CIR Final O-1 to O-3.ppt](#)  
**Importance:** High

---

5/8- Briefs attached. Please print for meeting.

<<8 May Brief CIR Final O-1 to O-3.ppt>> < NON-RESPONSIVE >

Purpose is for TI Director (b) (6), (b) (7)(C) to update XD and other Directors on status and path forward. Agenda and read aheads forthcoming.

R/

# CBP Office of Administration Facilities Management and Engineering

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O-1 to O-3 Planning Brief



U.S. Customs and  
Border Protection



# Agenda

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Purpose: Discuss O-1 to O-3 Planning Process and Use on Other Potential Comprehensive Immigration Reform (CIR) Related Projects

- Rio Grande Valley (RGV) Sector Statistics
- RGV Current Situation
- Acquisition Strategy and Timeline
- Budget
- Design
- Real Estate
- Environmental
- Risks
- Staffing
- Adapting to Change
- Next Steps



U.S. Customs and  
Border Protection

# Rio Grande Valley Sector Statistics



Source: U.S. Customs and Border Protection, as reported in the USA Today (April 2, 2013)

\*Only Tucson Sector has more apprehensions at 120,000



U.S. Customs and Border Protection

# RGV Current Situation

## Rio Grande Valley (RGV)

- 316 miles of border with Mexico
- 6 Border Patrol Stations
- Rio Grande City and McAllen Stations abut proposed fence segments O-1 to O-3
- Existing Primary Pedestrian Fence is (b) (7)(E) miles
- O-1 to O-3 segments originally under Pedestrian Fence (PF) 225
- Comprises approximately (b) (7)(E) miles of fence between Roma and Rio Grande City (see map)
- IBWC concurrence with new alignment (satisfies treaty requirement)
- South Texas is a high priority for Border Patrol



# Acquisition Strategy and Timeline



- ✓ Flexible Approach
- ✓ Leverage multiple vehicles (Existing MATOC, New MATOC, Stand-Alones, Steel)

## Course of Action:

- Concurrently pursue Acquisition plans for both 'C' and MATOC strategies
  - Award on existing MATOC must be made by Feb 15
- Keep all options on the table
- Retain flexibility to seize opportunities.

## Base Plan:

Segment	O-3	O-1	O-2
Acq Strat	Existing MATOC	New MATOC	Stand Alone
Start	<div style="display: flex; justify-content: space-around; font-size: 4em; font-weight: bold;"> <span>(b)</span> <span>(5)</span> </div>		
Acq Plan Complete			
Base Contract Award			
Design Complete			
RE Certified			
Construction Complete			



U.S. Customs  
Border Protection

# Design

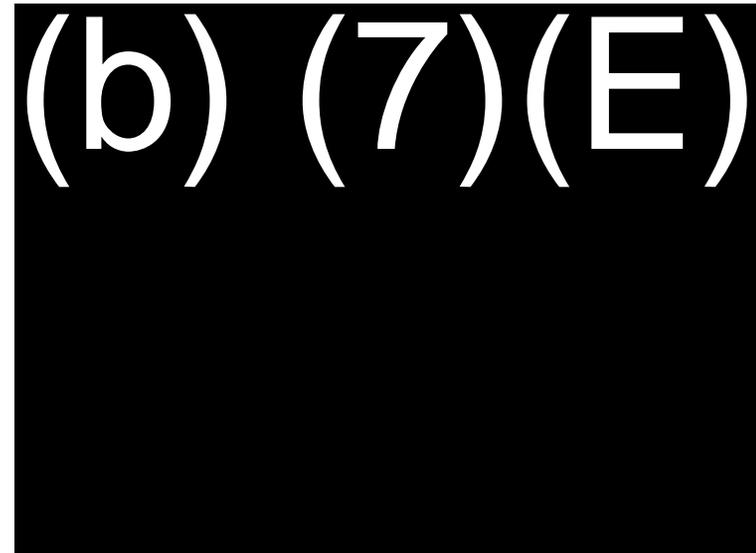
O-1 through O-3 will be constructed using:

- Existing Design
- TI Design Standards

Bollard with Steel Plate



Gate



U.S. Customs and  
Border Protection

# Real Estate

- ROM RE Budget: (b) (5)
- Projected RE Schedule: ( (b) (5) )
  - O-3: (b) (5) – In Hidalgo County; Owners already ID'd; Title work underway)
  - O-1: (b) (5) – Starr County; (b) (5)
  - O-2: (b) (5) – Starr County + more new owners; (b) (5)
- Key Assumptions:
  - (b) (5)
  - (b) (5)
- Land Acquisition Options: (will be evaluated tract-by-tract)
  - (b) (5)
  - (b) (5)
- Significant Risks: (b) (5)  
(b) (5)



# Environmental

- 2008 Environmental waiver applies
- ROM ENV Cost: (b) (5)
- Projected ENV Schedule
  - Phase I ESA
  - Cultural/Biological Surveys
  - ESP
  - Outreach
  - ESSR
- Monitors
- Possible Mitigation
- Remediation



# Risk

- 3 Point Estimate:
  - Low: \$(b) (5)
  - Medium: \$
  - High: \$
- Top Risk Categories:
  - Real Estate
  - Latent Conditions
  - Contractor Performance
- Milestones Affected (In order of frequency):
  - Construction Start Date
  - Obtain ROE-SE
  - Real Estate Certification



# Staffing

---



## BPFTI

- Skill sets
- Communication

## ECSO

- Utilizing current staffing
- Leveraging existing USACE Districts' capabilities
- Leveraging surge capabilities within USACE



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# Budget

## Preliminary ROM

---



**Total: \$(b) (5)**

Primary Drivers:

• Construction:	\$ (b) (5)
• Real Estate:	\$ (b) (5)
• Contingency*:	\$ (b) (5)
• Construction Management:	\$ (b) (5)
• Design:	\$ (b) (5)
• Environmental:	\$ (b) (5)
• Project Management:	\$ (b) (5)
• Other:	\$ (b) (5)

*\*Contingency is based on risk assessment of projects (see slide 9)*



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# Adapt to Changing Requirements

*Aggressive planning and execution; retain flexibility to incorporate additional requirements*

## Consistent, Scalable Approach:

- Real Estate & Environmental
- Acquisition: O-1, 2, 3 vehicles, existing vehicles in supporting Districts
- Risk: Real Estate driven
- Budget: Detailed estimates; risk-burdened
- Staffing: Corridor alignment

Leverage existing capabilities and capacities in supporting Districts

## Past Success on Similar Programs

**PF225**  
\$1.099B Program  
USACE execution of 201.1 miles

**VF300**  
\$255M Program  
USACE execution of 192.6 miles

**4 executing Districts in 2 Divisions**

**High visibility, high political interest**

**525+ USACE employees across  
37 Divisions, Districts, and Labs**

**Environmental, Real Estate, and Strategic  
Communications**



U.S. Customs and  
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# Next Steps

- 
- 
- 
- 
- 
- 

(b) (5)



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** O1-03 Updated DRAFT PRD  
**Date:** Friday, March 22, 2013 3:26:33 PM  
**Attachments:** [O1-3 Draft PRD 32213.docx](#)

---

Good Afternoon Everyone,

Attached you will find the current working draft of the O-1 – O-3 PRD. Please keep in mind that sections of this PRD are expected to change as comments and edits are received.

Regards,

(b) (6), (b) (7)(C)  
Program Analyst, Business Operations  
Border Patrol Facilities & Tactical Infrastructure  
Program Management Office  
Facilities Management & Engineering  
(b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy*

Border Patrol Facilities and Tactical Infrastructure PMO  
Tactical Infrastructure Project Requirements Document

**Project Name:** O-1-O-3 RGV (b) (7)(E) Primary Fence Construction

**Purpose of PRD:** This document authorizes designation of project, baselines, scope, cost and schedule. This document authorizes funding for all planning, acquisition, environmental assessment, programming design and construction activities.

**OBP Requirement: FY [XXXX]**

[This section should be developed by the OBP HQ Strategic Planning, Policy, & Analysis Division. It should detail the OBP Mission Need and Operational Requirement being met by this project. Language should cover what the need is and how operations will be affected.]

<b>PROJECT SUMMARY</b>	
<b>Project Type:</b>	Primary Pedestrian Fence
<b>Project #:</b>	O-1 - (b) (7)(E) O-2 - [REDACTED] O-3 - [REDACTED]
<b>Reporting Metric:</b>	Total Miles: (b) (7)(E) O-1 - (b) (7)(E); O-2 - (b) (7)(E); O-3 - (b) (7)(E)
<b>Service Provider:</b>	USACE
<b>Initial Cost Estimate:</b>	TBD
<b>Planned Start Date:</b>	Month/Year – total duration to be (b) (5)   (b) (5) for Real Estate clearance, (b) (5) for construction)
<b>Planned End Date:</b>	Month/Year

**Project Description/Objective:**

This project involves the construction of an estimated (b) (7)(E) of new primary pedestrian fence (PF). The project consist of 3 separate fence segments, segments O-1 and O-2 are located in Roma and Rio Grande City, Starr County, Texas. Segment O-3 is located in Los Ebanos, Hidalgo County, Texas; along the International Border. The new PF will be comprised of bollard style fence. This project is to be a design, bid, build construction contract.

This fence is located both within urban areas and undeveloped wildlife habitat areas, where there are numerous houses, utilities and miscellaneous structures in proximity to the proposed alignments. There are also dump-sites, significant drainage arroyos, erosive soils and areas of dense vegetation in the undeveloped areas, which presents significant challenges. The presence of many drainage features and potential sinkhole areas increases the probability of multiple (b) (7)(E) [REDACTED]. The area is situated in an area identified by USFWS as a significant migra two endangered species of cats (ocelot and jaguarundi), and is known to be the site of several different populations of rare, threatened, and endangered plants including Zapata Bladderpod, Star Cactus, Walker’s manioc and Johnson’s Frankenia.

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The proposed alignments have been strategically analyzed by CBP from a law enforcement perspective and by USACE and IBWC from a flood control perspective. The USACE and CBP in conjunction with USFWS have analyzed the area from a habitat, vegetation, and a wildlife habitat perspective. A hydraulic model has been developed by USACE and review and approved by IBWC for the proposed alignments.

Other challenges include: opposition, significant sensitive oversight (reporting, public affairs), Security issues, NGO opposition, opposition for Mexico, high level political involvement (congressional and Whitehouse),

**Points of Contact and Roles**

<b>Name</b>	<b>Role</b>	
TBD	BPFTI PMO Project Manager	
TBD	USACE Project Manager	
<b>(b) (6), (b) (7)(C)</b>	BPFTI PMO M&R PM/COR	
	BPFTI PMO Design Lead	
	BPFTI PMO Real Estate Lead	
	USACE Real Estate Lead	
	BPFTI PMO Environmental Lead	
	USACE Environmental Lead	
	BPFTI PMO Financial Management Branch Analyst	
	BPFTI PMO Project Analyst	
	OBP Representative	
		BP Field Contact (Include location and position)

**Diagrams/Exhibits/Conceptual Designs:**

(b) (7) (E)

**Photographs:**

**Real Estate Acquisitions**

**BACKGROUND:**

The Real Estate process for O-1, 2, 3 was initiated back in 2007 as part of 225 to acquire privately-owned land required along the original 60-foot-wide swath. Approximately (b) (7)(E) of the original (b) (7)(E) swath was on U.S. Fish and Wildlife Service (USFWS) refuge land, thus it was cleared by virtue of the 2008 waiver. Soon after the project was de-scoped from PF225 because of the International Boundary and Water Commission (IBWC) enforcement of the 1970 boundary treaty with Mexico, all negotiations and any active condemnation cases that had already been filed were placed 'on-hold'.

To put the scope of real estate work in context – when the real estate process was paused, there were

(b) (5)

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(b) (5)

Since that time, the alignment has shifted as a result of consultation with IBWC. Of the total <sup>(b) (7)(E)</sup>, approximately <sup>(b) (7)(E)</sup> of the new alignment overlaps with the original alignment. (b) (5)

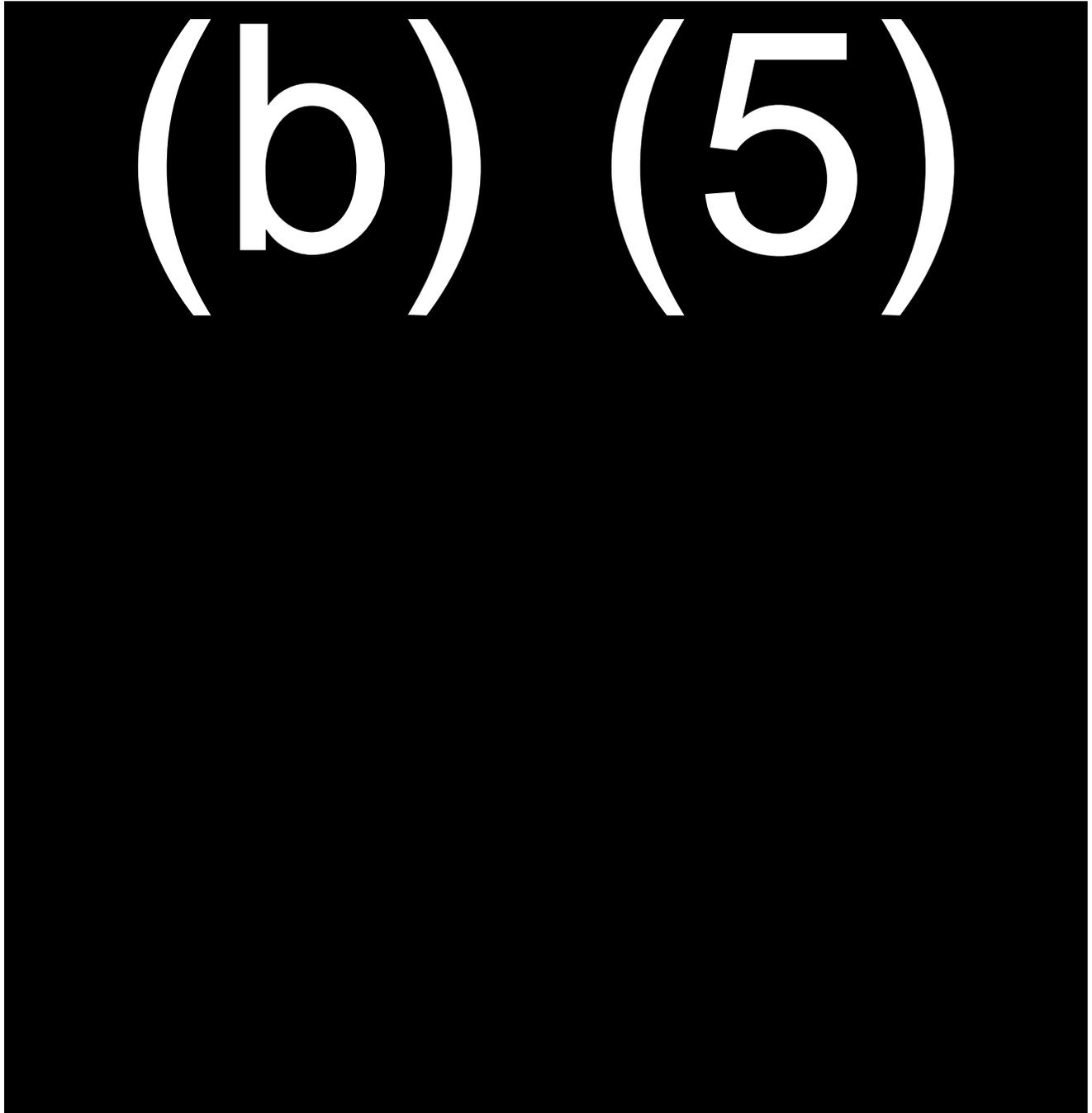
(b) (5)

ACQUISITION PROCESS GOING FORWARD:

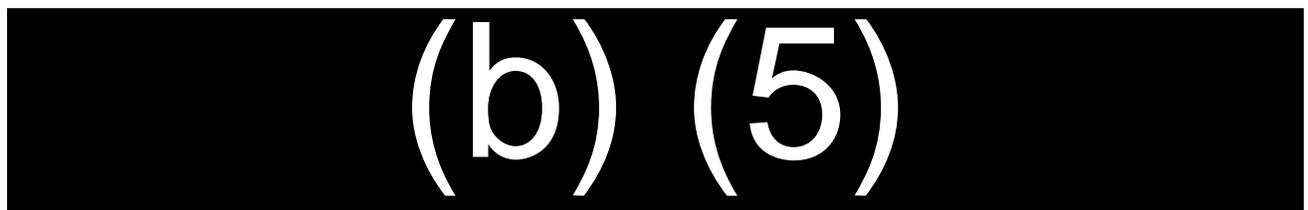
(b) (5)

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SCHEDULE:



NEPA/Environmental Permits



(b) (5)

**“Other” Approvals**

(b) (5)

**Schedule of Deliverables**

*[List key deliverables and their anticipated start date, duration and end date. Attach a detailed schedule as an addendum]*

Schedule of Deliverables														End Date	
Key Deliverables	Costs	Start Date	FY14				FY15				FY16				
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>		4 <sup>th</sup>

(b) (5)

*Q1 Oct – Dec; Q2 Jan – Mar; Q3 Apr – Jun; Q4 Jul – Sep*

**Schedule Assumption(s):**

Environmental scheduling assumptions include:

- a)
- b)
- c)

(b) (5)

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**Initial Cost Estimate**

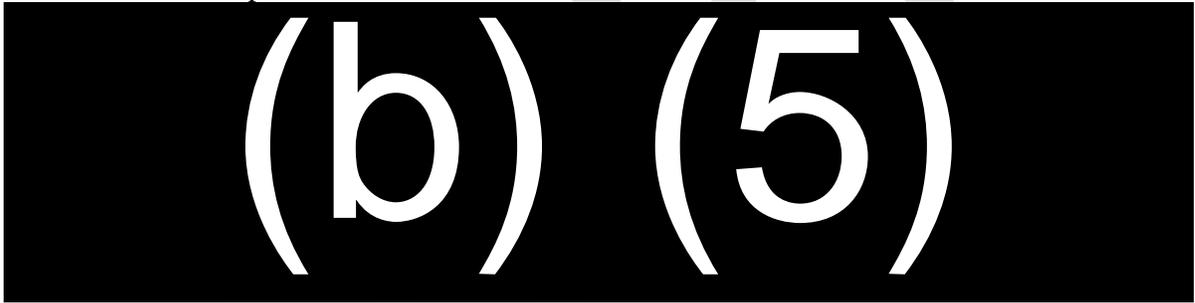
\$ Total Project Cost	FY13	FY14	FY16	FY16
<input type="checkbox"/> Construction <input type="checkbox"/> BSFIT <input type="checkbox"/> O&M <input type="checkbox"/> D&D	<input type="checkbox"/> Construction <input type="checkbox"/> BSFIT <input type="checkbox"/> O&M <input type="checkbox"/> D&D	<input type="checkbox"/> Construction <input type="checkbox"/> BSFIT <input type="checkbox"/> O&M <input type="checkbox"/> D&D	<input type="checkbox"/> Construction <input type="checkbox"/> BSFIT <input type="checkbox"/> O&M <input type="checkbox"/> D&D	<input type="checkbox"/> Construction <input type="checkbox"/> BSFIT <input type="checkbox"/> O&M <input type="checkbox"/> D&D
\$	\$	\$	\$	\$

[Note: A detailed WBS and cost analysis will be required and submitted as a separate document post-PRD approval. Template will be provided.]

Cost Assumption(s):

Environmental cost assumptions include:

- d)
- e)
- f)
- g)
- h)



**Potential Project Risks/Mitigations**

<b><u>Project Risks</u></b>				
Category	Risk	Probability (%)	Impact	Mitigation Strategy
<b>Contractor Performance</b>	(b) (5)	(5)	(5)	(5)
<b>Contractor Performance</b>				
<b>Contractor Performance</b>				

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<b>Contractor Performance</b>	
<b>Design</b>	
<b>Design</b>	
<b>Environmental</b>	
<b>Environmental</b>	

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<b>Environmental</b>	<b>(b) (5)</b>
<b>External Entity Compliance</b>	
<b>Latent Conditions</b>	
<b>Latent Conditions</b>	
<b>Latent Conditions</b>	

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Latent Conditions	<b>(b) (5)</b>
Latent Conditions	
Latent Conditions	
Latent Conditions	
Real Estate	

Scope	(b) (5)
-------	---------

**Interrelated Projects**

*[List any interrelated project dependencies on other projects including projects such as Military Deployment Constraints, Facilities, SBInet towers, or projects within other agencies or private construction. The Acquisition Directive refers to this as “Interoperability.”]*

#	Interrelated Projects
001	
002	
003	
004	

**Disposal Plan**

*[As directed in the FM&E Policy Document on Project Management, effective November 1, 2012, and in the FM&E RPAM 10042, the method, timeline, and all costs associated with a property disposal must be documented.]*

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**PROJECT EXECUTION TEAM**

---

[Name], Project Manager  
BPFTI PMO, Facilities Division

---

Date

---

[Name], Project Manager  
USACE, [Location] District

---

Date

DRAFT

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**APPROVAL: Constructability**

\_\_\_\_\_  
(b) (6), (b) (7)(C), TI Branch Chief  
ECSO, USACE

\_\_\_\_\_  
Date

**APPROVAL: OBP Mission Needs**

\_\_\_\_\_  
(b) (6), (b) (7)(C),  
Office of Border Patrol, SPPA

\_\_\_\_\_  
Date

**APPROVAL: Financial**

\_\_\_\_\_  
(b) (6), (b) (7)(C), Branch Chief  
BPFTI PMO, Financial Management Branch

\_\_\_\_\_  
Date

**APPROVAL: Real Estate & Environmental**

\_\_\_\_\_  
(b) (6), (b) (7)(C), Director  
BPFTI PMO, Real Estate & Environmental Division

\_\_\_\_\_  
Date

**APPROVAL: Architecture and Engineering**

\_\_\_\_\_  
[Name], Director  
BPFTI PMO, A&E Services Division

\_\_\_\_\_  
Date

**PROJECT APPROVAL**

\_\_\_\_\_  
(b) (6), (b) (7)(C), Director  
BPFTI PMO, TI Division

\_\_\_\_\_  
Date