



SBI*net* Program

Program-Specific Recovery Act Plan

May 15, 2009



Homeland
Security

U.S. Customs and Border Protection

Message from the CBP Senior Accountability Official

May 15, 2009

I am pleased to present the following report, “U.S. Customs and Border Protection *SBI*net Development and Deployment – Border Technology, Southwest Border Recovery Act Plan.”

This document has been completed in response to the Office of Management and Budget (OMB) *Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009, M-09-15*, which provides guidance for carrying out programs and activities enacted in the American Recovery and Reinvestment Act (“Recovery Act”) of 2009. Agencies are required to submit separate Recovery Program Plans for each program funded by the Recovery Act. This plan summarizes the Recovery Act projects and activities planned for *SBI*net Development and Deployment – Border Technology, Southwest Border.



CBP would be pleased to respond to any questions you may have. Please do not hesitate to contact me at (202) 344-2300.

Sincerely,

Eugene H. Schied
Chief Financial Officer

Executive Summary

U.S. Customs and Border Protection (CBP) is the frontline border security agency within the U.S. Department of Homeland Security (DHS). CBP's mission is to enforce the laws of the United States while facilitating the flow of legitimate travel and trade. CBP prevents narcotics, agricultural pests, and smuggled goods from entering the country and also identifies and arrests individuals with outstanding criminal warrants. CBP leverages its enforcement and intelligence gathering capabilities to execute the mission of border and airspace security.

CBP is responsible for protecting 101,900 miles of combined land border and shoreline, and 327 official ports of entry (POE). More than 51,552 CBP employees manage, control, and protect the Nation's borders at and between the POEs. As a fully integrated, intelligence-driven agency, CBP has established programs and built a layered strategy designed to transform border security and other mission critical functions. CBP's focus is to put enhanced security tools into the hands of its officers and agents so they can accomplish their missions better. *SBI_{net}* is a vital element of the broader DHS Secure Border Initiative (SBI), and its goal is to integrate new and existing border technology into a single, comprehensive border security system that will enable CBP agents and officers to more effectively detect, identify, classify, and respond to illegal activity at U.S. borders.

This report in part highlights how \$100 million provided under the American Recovery and Reinvestment Act ("ARRA," P.L. 111-5) will contribute to DHS and CBP mission objectives by accelerating development and deployment of *SBI_{net}* technologies on the U.S. southwest border, and modernizing CBP's inventory of tactical mobile radios. *SBI_{net}* surveillance sensor technology being procured includes mobile and fixed towers, cameras, radars and unattended ground sensors. This funding will also be used to procure existing technologies including Mobile Surveillance Systems, which will provide greater coverage of the border between fixed surveillance towers. CBP's tactical mobile radios used by personnel in the field are outdated, increasingly difficult to maintain, and lack interoperability with other agencies that have border security responsibilities.

The ARRA funding will be obligated either through existing contracts or new competitively-bid awards within the next several months. Accordingly, several private industry sectors of the U.S. economy will be the ultimate recipients of ARRA funds, and are expected to contribute to improved performance on U.S. economic indicators. Longer-term public benefits will be derived from an enhanced border security capability, and the implications that has for the protection of U.S. citizens, the economy, and our way of life.

CBP takes its stewardship of taxpayer dollars seriously. The *SBI_{net}* program has the end user coordination, program management controls, management oversight, and external audit activities necessary to ensure that ARRA funding is being used in accordance with its intended purpose and ARRA accountability objectives.



SBI^{net} Program-Specific Recovery Act Plan

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I. Legislative Requirement

This document responds to the requirements set forth in the American Recovery and Reinvestment Act (“ARRA,” P.L. 111-5), which includes the following among other provisions:

For an additional amount for “Border Security Fencing, Infrastructure, and Technology”, \$100,000,000 for expedited development and deployment of border security technology on the Southwest border: Provided, That no later than 45 days after the date of enactment of this Act, the Secretary of Homeland Security shall submit to the Committees on Appropriations of the Senate and the House of Representatives a plan for expenditure of these funds.

and,

Sec. 1603. All funds appropriated in this Act shall remain available for obligation until September 30, 2010, unless expressly provided otherwise in this Act.

This document also responds to the requirements set forth in the Office of Management and Budget Memorandum M-09-15, *Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009*.

II. Funding

The following is *SBI*net ARRA funding listed by program and project categories. This table provides estimates of monthly obligations and gross outlays for ARRA-funded activities.

Recovery Obligation and Gross Outlay Monthly Plan (in \$M)

Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11	Col 12	Col 13	Col 14	Col 15	Col 16	Col 17	Col 18		
TAF S	Appropriated to TAF S	Program Allocations		Funding Type	Funding Year	Planned Obligations and Gross Outlays (in \$M)													
		BA Allocation	Program Name			Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul		
SBI	100	35	SBI	Obligation	FY 2009		35												
				Gross Outlay			6	6	6	6	6	5							
		15	*SBI	Obligation	FY 2009			15											
				Gross Outlay				2	2	2	3	3	3						
		50	**P25	Obligation	FY 2009				50										
				Gross Outlay					8	8	8	8	9	9					

Column #1 – TAFS: Enter the Account Title and Account Number

Column #2 – Appropriated to TAFS: Enter the funds that were appropriated to the TAFS

Column #3 – Program Allocations: Enter the funds allocated for each program in Col. 4

Column #4 – Program Name: Enter the Name of each program that received an allocation

Column #5 – Funding Type: Enter obligation and gross outlay, as appropriated

Column #6 – Funding Year: Enter the year funds were appropriated

Column #7 – 16 – Planned Obligations and Gross Outlays: Enter the planned obligations and outlays by month for each program

Notes:

*Outlays for existing technology estimated pending award of contract(s).

** Outlays for P25 TACCOM estimated pending completion of program plan and establishing schedule

III. Objectives

Program Purpose

The ARRA \$100 million funding provides for expedited development and deployment of border security technology on the southwest border as part of the *SBI*net program and enhanced P25 tactical communications for Border Patrol agents in the field. These efforts support the overall DHS goal of protecting the United States from dangerous people, and the related objective of achieving effective control of U.S. borders. Specifically, the ARRA funding will help CBP gain and maintain effective control of U.S. land border areas between official ports of entry by deploying technology to enhance the effectiveness of frontline officers and agents. *SBI*net surveillance sensor technology to be deployed includes fixed towers; mobile and fixed cameras and radars; and unattended ground sensors, among other components. The ARRA funding will be applied equally to two of CBP’s highest operational needs: deployment of surveillance and associated command and control technologies, and deployment of P-25 tactical communications.

Effective control of the borders is achieved by deploying the right mix of resources based on threat potential, vulnerabilities, associated risk, and operational dynamics. When fully implemented, *SBI_{net}* technology will improve an agent's ability to:

- Detect an illegal entry across the U.S. border
- Identify and classify the threat level associated with that illegal entry
- Rapidly respond to the area of the illegal entry
- Bring the situation to a law enforcement resolution.

Effective communication is critical to Border Patrol agents performing their mission, and modernizing the current inventory of tactical radios is imperative. ARRA funding for P25 will provide several operational benefits including:

- Improved agent safety.
- Standardized radio equipment (i.e., P25 Standard), resulting in increased equipment reliability.
- Improved system coverage and clarity when operating in secure mode.
- Enhanced encrypted communications capabilities (via the Advanced Encryption Standard and Over-the-Air Re-Key capability).
- Improved interoperability among DHS organizational elements, other Federal agencies, state and local law enforcement, and tribal agencies.
- Future integration of wireless data, tactical voice, image, and video application.
- Compliance with the Federal narrowband channel mandate.

Public Benefits

U.S. citizens will benefit from ARRA funding for *SBI_{net}* and P25 tactical communications in two primary ways. First, there will be \$100 million in accelerated purchases of goods that directly or indirectly come from the technology suppliers (*SBI_{net}* surveillance components), automotive (Mobile Surveillance Systems, or MSS), steel (*SBI_{net}* towers), and other industry sectors. As such, this spending is expected to contribute to improved performance on U.S. economic indicators.

Second, ARRA funding will enhance the security of our citizens, economy, and our national infrastructure. Closer to the border, *SBI_{net}* capabilities will reduce crime in nearby communities and consequently improve the quality of life and economic vitality on those areas. In those communities and nationally, effective control of the borders will reduce the risk of potential terrorists and instruments of terrorism from entering the United States through our borders. The tragic loss of human life notwithstanding, the direct, short-term economic cost of the terrorist attacks on September 11, 2001, was estimated at \$27.2 billion (*Strategic Insights*, August 2002). This did not include longer-term impacts to many companies and industry sectors, and increased security and military spending, which has far exceeded the short-term costs. Moreover, enhanced border security capabilities will improve Border Patrol agents' ability to detect, apprehend, and deter smugglers of humans, drugs, and other contraband.

IV. Activities

SBI*net* is responsible for acquisition, development, installation, and integration of technology solutions to provide:

- Detection, identification, and surveillance tools such as unattended ground sensors, radar, and cameras for comprehensive awareness of the border situation(s) and to give agents the information they need to make deployment and interdiction decisions in their area of responsibility,
- Command, control, and intelligence tools to help CBP operators manage the large volume of information through a “common operating picture” (COP), to facilitate tactical decision-making, and to coordinate law enforcement responses; and,
- A communications infrastructure needed to transport sensor information to/from operational field elements and Headquarters.

SBI*net* efforts will ultimately include all land borders. The current focus is on the southwest border and parts of the northern border. The first two SBI*net* operational deployments to Tucson Station and Ajo Station in Arizona are currently underway.

The ARRA \$100 million funding restores almost half of the FY 2008 Border Security, Fencing, Infrastructure, and Technology (BSFIT) funding that had been redistributed from SBI technology to SBI Tactical Infrastructure (i.e., border fence projects) to satisfy higher priority congressional mandates. The ARRA funding provides for the expedited development and deployment of border security technology on the Southwest Border, contributing to the CBP and DHS goal of gaining and maintaining effective control of U.S. land borders. The funding will be applied equally to two of CBP’s highest operational needs: deployment of surveillance and associated command and control technologies, and deployment of P-25 tactical communications.

Surveillance and Associated Command and Control Technologies. CBP will apply \$50 million to accelerate deployment of technology along the southwest border:

- SBI*net* Deployment - \$35 million will be added to task orders on the existing prime contractor (Boeing) SBI*net* contract to complete planned deployments to Arizona. This portion of the funding will be used to procure long-lead time components for deployments to the Border Patrol’s Nogales and Sonoita Stations. The components include:
 - Radars
 - Unattended Ground Sensors (UGS; use various detection technologies in areas/along routes used by illegal entrants)
 - Towers (to mount radar, video camera, and communications components)
 - Power systems (for tower sites)
- Existing Technology - \$15 million will be used to purchase existing technology. Pending final decisions on operational priorities, this funding will either be placed on the

existing Boeing *SBI*net contract, or on other competitively awarded contracts. The existing technology that could be procured with this portion of the funding include:

- Mobile Surveillance Systems (consists of the wheeled vehicle system with a telescoping tower mast, radar, camera, laser range finder, and other technology components)
- Remote Video Surveillance Systems (tower mounted video cameras)¹
- UGS
- Blue Force Tracking (ability to determine geographic location of CBP personnel in the field)
- Mobile Common Operating Picture (provides a visual display of information, via a wireless network, to Border Patrol agents operating in the field)

P-25 Tactical Communications Deployment (\$50 million). CBP will use this portion of ARRA funding to accelerate P-25 deployment activities for El Paso and Rio Grande Valley Sectors. CBP has a critical need to modernize its tactical communication assets and move from a mixed analog/digital, leased circuit based architecture to an integrated Internet Protocol/quality of service-based digital network environment. Nearly half of the CBP’s tactical radio communications inventory does not meet current digital narrowband standards. The increasing maintenance problems, limited capabilities in comparison to new technology, and lack of interoperability with systems used by other Federal agencies, has led to significant communications challenges and decreased officer safety for CBP’s field personnel who face an increasing homeland security mission. The P-25 Tactical Communication Project upgrades CBP mobile handheld radios to P-25 systems and enables Global Positioning System for *SBI*net Common Operational Picture Blue Force Tracking, and other benefits.

CBP’s P-25 tactical communications modernization will provide:

- Initiation and assessment planning for each sector;
- Requirements gathering and communications site survey analysis;
- System design: system includes subscriber units, civil infrastructure, communications infrastructure (repeaters, controllers), and dispatch equipment;
- Spectrum planning and site leasing; and
- Equipment and infrastructure installation.

V. Characteristics

This section is not applicable to the *SBI*net program. Though there are “direct payments for specified use,” CBP is using competitively awarded contracts to procure goods and services for *SBI*net, and the criteria for this “financial award” area under OMB M-09-15 does not include solicited contracts for the procurement of goods and services for the Federal government.

¹ CBP will leverage all existing commercial, Federal, State, Local and tribal towers or will solicit bids to build and then lease towers, before making any decisions to construct new towers.

VI. Delivery Schedule

The following table illustrates schedule milestones associated with the accelerated deployment of technology along the southwest border, and P25 deployment activities for El Paso and Rio Grande Valley Sectors. Following successful Operational Test and Evaluation of deployed Tucson 1 capabilities in early 2010, CBP will request a production decision (Acquisition Decision Event 3) at the DHS level. The purpose of this decision is to obtain approval to acquire and complete the remaining Arizona Border Patrol Stations including Nogales and Sonoita, and eight others. As such, this production decision is a critical milestone. This will enable technology, combined with personnel and tactical infrastructure, to contribute towards the effective operational control across the entire Arizona border up to 4-5 months earlier than planned.

For P25 tactical communications, CBP estimates that the modernization of any geographic Focus Area will require approximately 33 months. CBP currently has the P25 system design complete for El Paso Sector, and is waiting for approval of its acquisition plan so it can contract the remaining work. That will include a system-level National Environmental Policy Act analysis and development of the final site-level design documents needed to provide a detailed site build-out and communications implementation schedule. At that time, CBP will be able to provide a detailed project schedule with milestones that outline the critical path of the project. Until that time, CBP is providing the high-level schedule below documenting targets for obligation of funds and estimates of the completion date based on the 18-month schedule from the time of system implementation.

Also, the initial site development work and civil infrastructure equipment costs for El Paso are covered by non-ARRA funds. Once the final site designs are complete, CBP will be able to designate more specifically which work is funded by existing non-ARRA funds and which is funded by ARRA, and be able to report accordingly.

Milestone	Planned Date	Notes
SBI^{net} Deployment		
Confirm operational needs and priorities, decision on near-term procurement of existing technology	Spring 2009	
Initiate procurement and deployment of near-term existing technology	Summer 2009	
Procure equipment for Nogales and Sonoita Stations	Sep 2009	
Procurement Status Update	Nov 2009	
Production Decision (Acquisition Decision Event 3)	Jan 2010	Critical Milestone
Complete Supplemental Environmental Assessment	Jan 2010	Not funded under ARRA
Deployment Readiness Review	Mar 2010	
Initiate deployment of Nogales and Sonoita Stations	Apr 2010	
Integration and Checkout	Jul 2010	
Government Final Acceptance of Nogales and Sonoita Stations	Nov 2010	
P-25 Tactical Communications Deployment		

Milestone	Planned Date	Notes
Obtain DHS approval of the FY09 Acquisition Plan	TBD	<i>Critical Milestone</i> ; subsequent dates contingent on this date
Contract final site walks and NEPA analysis	Jul 2009	
Obtain FONSI	Nov 2009	
Initiate Procurement Actions for El Paso	Nov 2009	
Award Contracts for El Paso Site Development and System Implementation	Jan 2010	
Government Final Acceptance of El Paso system	Jul 2011	Based on 18-month estimate for system implementation, testing, training, and acceptance.

VII. Environmental Review Compliance and Federal Infrastructure Investments

Environmental Review Compliance:

The development and deployment of border security infrastructure along the Southwest Border through the *SBI_{net}* program and enhancement of the P25 tactical communications systems will comply with the National Environmental Policy Act (NEPA), National Historic Preservation Act (NHPA), Endangered Species Act (ESA), and related statutes.

NEPA and Council on Environmental Quality regulations implementing NEPA direct CBP to fully understand, and consider during decision making, the environmental consequences of proposed federal actions (projects). CBP policies related to environmental planning and historic preservation require compliance with all federal, state, and local laws and regulations, Executive Orders and DHS directives for the protection of the human and natural environment. In accordance with these requirements, CBP will comply with all environmental planning and historic preservation requirements for the development and deployment of the *SBI_{net}* border security infrastructure and the enhancement of the P25 tactical communications systems funded under ARRA.

Planning for *SBI_{net}* was initiated in 2006 as part of the overall SBI. As an existing program now in its third year of development and entering the initial deployment phase, *SBI_{net}* has completed much of the environmental work required under the NEPA for those locations where CBP will deploy the components funded under ARRA. These environmental actions were funded under the BSFIT appropriation. *SBI_{net}* completed the Environmental Assessment (EA) for the area encompassing the Nogales and Sonoita Border Patrol Stations' Areas of Responsibility, and a Finding of No Significant Impact was signed on September 17, 2008. All pertinent compliance requirements were met – Section 106 of the NHPA was completed, and Section 7 of the Threatened and Endangered Species Act (the Biological Assessment and the signed Biological

Opinion) and all Clean Water Act permits were received. However, if in the course of deploying and operating the *SBI*net border security infrastructure, CBP discovers historical, archeological, or sensitive biological resources which could be impacted, project operations will be suspended and the appropriate authorities consulted.

Four additional (alternate) tower sites have been identified in the Nogales and Sonoita Border Patrol Station AORs, and a Supplemental EA (SEA) is being completed. SEA was initiated prior to ARRA funding availability, and is also being funded under BSFIT appropriations.

CBP has been planning an enterprise-wide Tactical Communications Modernization (TaCom) project to upgrade the Land Mobile Radio (LMR) systems used by Office of Border Patrol (OBP), Office of Field Operations, and CBP Air and Marine. Along the southwest border, improvements to the El Paso and Rio Grande Valley Sectors are proposed. CBP is currently in the process of evaluating the proposed action to determine the appropriate level of NEPA analysis. NEPA documentation will be prepared to encompass all activities associated with the P25 system within that sector. In compliance with the NHPA, CBP will evaluate each site to determine potential impacts to cultural or historical resources and consult with the State Historic Preservation Office, any potentially impacted federally recognized tribal nations, and stakeholder groups as appropriate. Additionally, sites will be surveyed to determine potential impacts to threatened or endangered species in accordance with the ESA.

Federal Infrastructure Investments:

*SBI*net deployment activities involve the construction of towers (see footnote), the installation of equipment, and some minor modifications to install new equipment into existing Border Patrol facilities. These are not the types of projects that could be measured against the U.S. Green Building Council's LEED rating system. Further, the components to be installed support a larger, integrated system with stringent performance requirements. *SBI*net will not be constructing new buildings or facilities for human habitation with ARRA funding.

*SBI*net has incorporated applicable clauses of the Federal Acquisition Regulations requirements that demonstrate Federal leadership in sustainability, energy efficiency, and reducing the agency's environmental impact into the Indefinite Delivery-Indefinite Quantity contract with The Boeing Company. Work is ongoing to review and incorporate additional requirements since the contract was awarded in 2006, and to ensure clauses flow down to subsequent task orders. To date, no ARRA funds have been used to purchase reportable electronic or other green products.

CBP takes seriously its stewardship of our Nation's natural resources and taxpayer dollars, and the environment, long-term operations, maintenance, and sustainability will continue to be key considerations for projects under the *SBI*net program.

VIII. Measures

For FY 2009, *SBI*net established a new measure in the DHS Annual Performance Plan – the percentage of border miles covered by *SBI*net technology on the Southwest Border. Expediting procurement of the aforementioned SBI components will contribute to achieving the FY 2010

performance target, which is currently being assessed by CBP. The following table depicts the linkage between this measure and supported CBP and DHS goals:

DHS Goal	DHS Objective	DHS Outcome	CBP Program Performance Goal	CBP Performance Measure	Performance Target (FY 2009)	Performance Target (FY 2010)
Protect our Nation from Dangerous People	Achieve Effective Control of Our Borders	Reducing the risk of potential terrorists, instruments of terrorism, or other unlawful activities from entering the United States through our borders.	Gain and maintain effective control of U.S. land border areas by deploying a combination of technology and tactical infrastructure to enhance the effectiveness of frontline officers and agents.	Percent of border miles covered by SBInet technology - southwest border	27%	TBD

Miles of border covered by technology is determined by: (1) projecting the view shed (the range of topography “seen” by the radar) from tower-mounted radars; (2) the placement of unattended ground sensors; and (3) the use of Mobile Surveillance Systems; then measuring the linear border miles of international border covered by these combined technologies.

Progress against this measure is reported quarterly via the Future Year Homeland Security Program System in DHS Online. It is published annually in the DHS Annual *Performance Report*, and the CBP annual *Performance and Accountability Report*. These reports are available on the publicly accessible DHS and CBP Internet sites.

IX. Monitoring/Evaluation

The SBInet program has the operational end-user coordination, program management (PM) controls, management oversight, and external audit activities necessary to ensure that ARRA funding is being used in accordance with its intended purpose and ARRA accountability objectives. As the operational benefactors, the OBP has assessed which geographic areas on the southwest border are high priorities for terrorist threat potential or other illegal cross-border activities. Coordination with OBP is extensive at both the headquarters level, and with operators in the field. SBInet program managers frequently meet with Border Patrol Sector personnel on the Southwest Border to ensure close collaboration on requirements and plans, and to assess satisfaction with program progress and delivery of SBInet capabilities.

Based on OBP’s input, ARRA funding for SBInet will be obligated promptly (August to November 2009 timeframe) for the procurement and deployment of surveillance technologies and associated command and control technologies, and deployment of P-25 tactical communications. Planned use of this funding was detailed in the *U.S. Customs and Border Protection Expenditure Plans American Recovery and Reinvestment Act Report to Congress*, dated April 3, 2009, and has been aligned with the overall SBInet Program Plan.

SBInet’s PM framework provides for the necessary government leadership, contractor support, subject matter expertise, processes, and tools to effectively align and integrate this large scale

and complex program. A dedicated *SBI*net acquisition and program management office was established to manage the program, and the SBI executive director reports directly to the CBP Commissioner. This strategic organizational alignment at the highest levels within CBP ensures focused executive leadership, effective communications, and streamlined decision-making and execution. An Executive Steering Committee (ESC), chaired by the Deputy Commissioner and comprised of designated Assistant Commissioners, provides oversight of SBI. The ESC makes corporate decisions on work scope, priorities, acceptability, and integration in relation to other CBP programs and initiatives.

Led by senior program managers who are Level III-certified in acquisition program management, CBP has developed an extensive and effective PM structure to ensure the cost, performance, and schedule targets are met, and to manage program risk. *SBI*net has structured recurring management venues and reporting mechanisms to ensure effective communication, coordination, and integration, and alignment of program activities. The centerpiece is the monthly Joint Program Management Review, which is attended by government and prime contractor program leaders, and the operational customer, to ensure transparency and engagement on program requirements, plans, and challenges. The PM approach and methodologies used are based on government and industry best practices. This includes Earned Value Management, which is an effective methodology to provide insight into program cost and schedule performance, and an enhanced ability to measure program progress and forecast results. The *SBI*net program team tracks funding obligations and expenditures routinely using a financial management database, which is reported in the aforementioned management venues and to other program stakeholders as required. Also, a robust risk management program has been established, enabling visibility and mitigation of risks and issues.

In addition to management coordination and reporting through CBP, DHS, Office of Management and Budget, and congressional channels, the *SBI*net program is routinely audited by the Government Accountability Office, and the DHS Office of the Inspector General. Over time, these audits include nearly every key aspect of the *SBI*net program, and the results are published for public review.

This extensive combination of internal controls, program management practices, agency and department oversight, and oversight agency auditing ensures effective stewardship of taxpayer dollars, helps preclude or minimize schedule delays and cost overruns, and prevents instances of fraud, waste, error, and abuse of ARRA funds.

X. Transparency

CBP, through DHS, has a link at the www.recovery.gov web site that requires financial data related to ARRA funding to be submitted on a regular basis. CBP's enterprise wide financial system, utilizing SAP software, integrates budget, accounting, procurement and property data. As a result we are in a strong position to quickly and accurately provide financial and performance data. The Tactical Communications program will provide its program cost and

performance information through the Department. This program does not involve the utilization of grant processing.

XI. Accountability

CBP's financial system and processes will provide a strong capability to measure performance against Recovery Act goals, in particular measures of obligated, expended and undelivered. Consequently we will be able to monitor our financial performance in an accurate and timely manner and identify any issues quickly. In addition, our system gives us the same ability to measure actual performance regarding competitive procurement activity.

XII. Barriers to Effective Implementation

There are no known barriers to the effective implementation of activities associated with the accelerated deployment of *SBI*net technology components. A barrier to implementing P.25 tactical communications are addressed in CBP's Tactical Communications Recovery Act Implementation Plan.

XII. Appendices

The information required in the Sustainability and Environmental Compliance Reporting tables is not applicable to *SBI*net system. No construction, renovation, or leases will be accomplished using ARRA funding. No *SBI*net equipment has been procured yet, and no goods or services are planned involving "green purchasing." If ARRA funds are used in the future to procure components that are not parts of the existing *SBI*net system, it will be reported.