WELCOME TO
U.S. BORDER PATROL
COMMON CONTRACT APPROACH
INDUSTRY DAY

U.S. Border Patrol
Program Management Office Directorate (PMOD)
15 October 2018

U.S. Customs and Border Protection

Agenda

Time	Topics	Briefer
0830-0835	• Greetings and Logistics	Mr. James T. FitzGibbon, RVSS DPM
0835-0850	• PMOD Purpose, Introductions, and Opening Remarks	Mr. Ruynard R. Singleton, XD
0850-0910	• CBP Overview	Mr. Mark S. Borkowski, CAE
0910-0930	• Ground Rules and Procurement Overview	Mr. Timothy O. Evans, CO
0930-0950	• Situational/Operational Overview	Chief Kelly C. Good, DXD
0950-1010	• IFT Program Overview	Mr. Jeffrey L. Gwilliam, PM
1010-1030	• Break	
1030-1050	• RVSS Upgrade Program Overview	Mr. Michael B. Potter, PM
1050-1110	• Acquisition Overview	Mr. James T. FitzGibbon, RVSS DPM
1110-1140	• Details on One on Ones and Closing Remarks	Mr. James T. FitzGibbon, RVSS DPM

Logistics

- Bathrooms are out the doors on the left
- Vending machines are out the doors on the right, past the elevators
- No food or drink in the auditorium
- Please silence or turn off any cellular phones or other electronic devices
- Fill in all the seats, starting at the front of the auditorium

PMOD PURPOSE, INTRODUCTIONS, AND OPENING REMARKS

Presented By: Mr. Ruynard R. Singleton, Executive Director, USBP, PMOD

U.S. Customs and Border Protection

Purpose

- Provide potential Offerors with a better understanding of U.S. Border Patrol's needs, situational context of illegal border activity, and awareness of the operational environment encountered by U.S. Border Patrol Agents; and
- Allow early exchange of information about the future acquisition and during the acquisition process
- Solicit Industry feedback on the acquisition strategy, including proposed contract type, acquisition planning schedules, the feasibility of the requirement, including performance requirements, etc.

Speaker Introductions

- **Mr. Mark S. Borkowski, Component Acquisition Executive, CBP**
- **Mr. Ruynard R. Singleton, Executive Director, USBP, PMOD**
- **Chief Kelly C. Good, Deputy Executive Director, USBP, PMOD**
- **Mr. Timothy O. Evans, Contracting Officer, CBP, Border Technologies Contracting Branch**
- **Mr. Jeffrey L. Gwilliam, Program Manager, Integrated Fixed Tower System, USBP, PMOD**
- **Mr. Michael B. Potter, Portfolio Manager, Remote Video Surveillance System, USBP, PMOD**
- **Mr. James T. FitzGibbon, Deputy Portfolio Manager, Remote Video Surveillance System, USBP, PMOD**

CBP OVERVIEW

Presented By: Mr. Mark S. Borkowski, Component Acquisition Executive, CBP

U.S. Customs and Border Protection

GROUND RULES
AND
PROCUREMENT OVERVIEW

Presented By: Mr. Timothy O. Evans, Contracting Officer,
CBP, Border Technologies Contracting Branch

U.S. Customs and Border Protection

Ground Rules

- No audio, video recording or pictures of the Industry Day Conference is permitted

- Please hold any questions and email them to the IFT inbox after Industry Day
  - Emailed questions and responses will be posted to Fed Biz Opps

- Today's briefing slides will be posted to the Federal Business Opportunities website by COB October 15, 2018

Industry Day Email Address: iftindustryday@cbp.dhs.gov

Procurement Overview

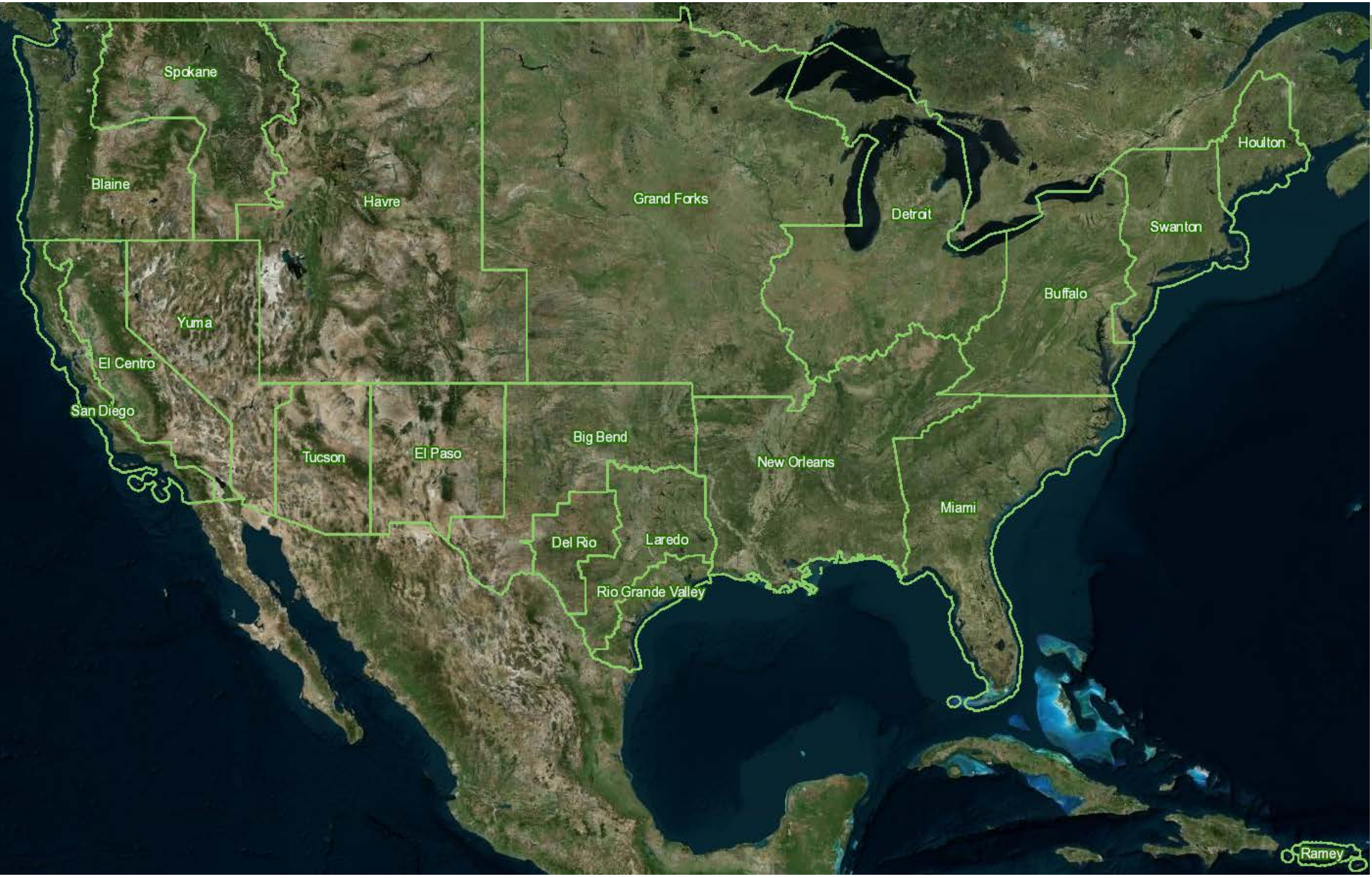
- Background
  - Remote Video Surveillance System Upgrade and Integrated Fixed Tower contracts are nearing ceilings
  - Additional work needs to be completed across the Southwest and Northern Borders
  - Rather than conduct separate procurements, we are considering a common contract approach to provide RVSS and IFT solutions
- Perceived advantages
  - Increased competition
  - Fewer source selections
  - Standardized equipment

SITUATIONAL OVERVIEW

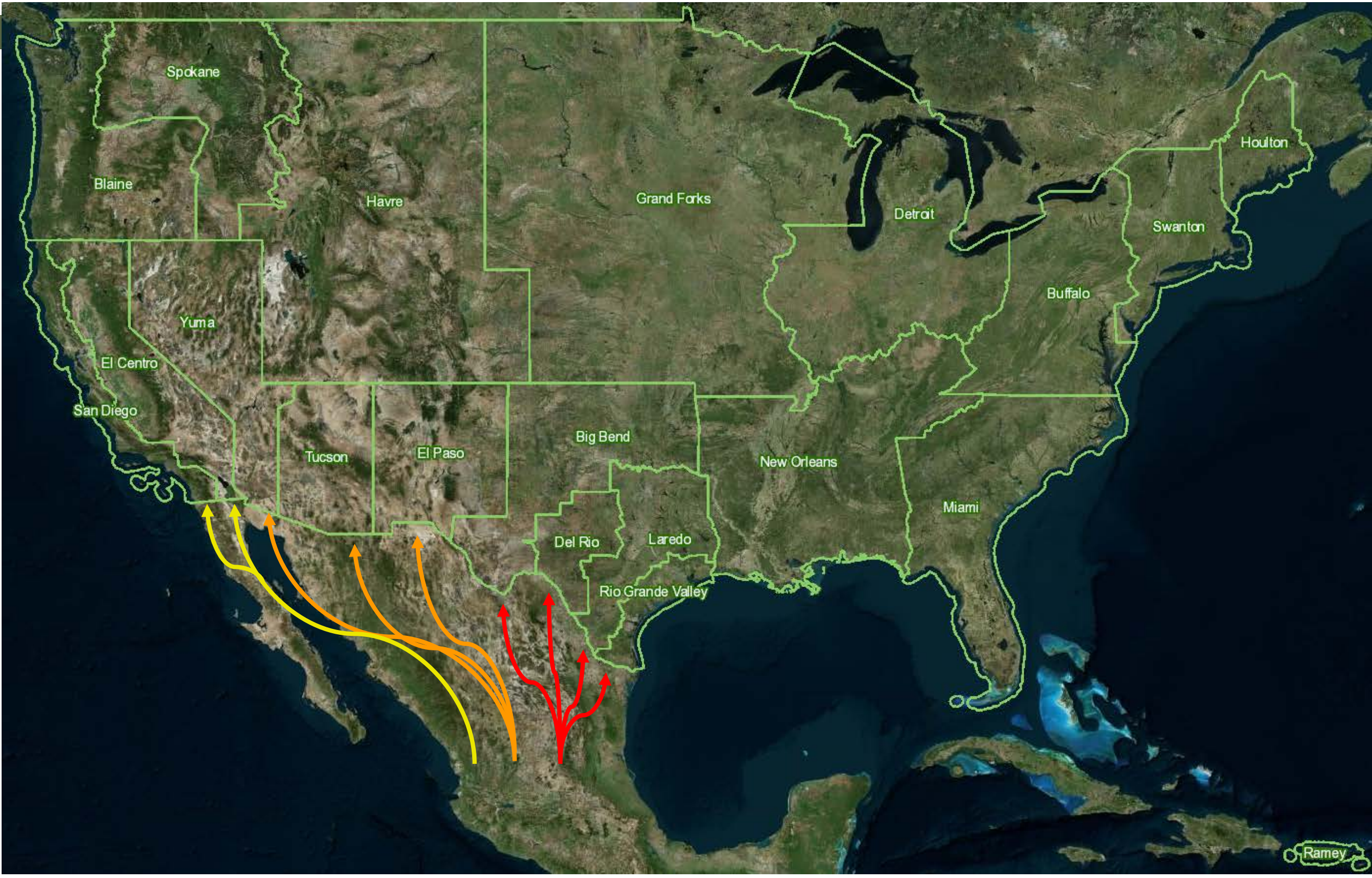
Presented By: Chief Kelly C. Good, Deputy Executive Director, USBP, PMOD

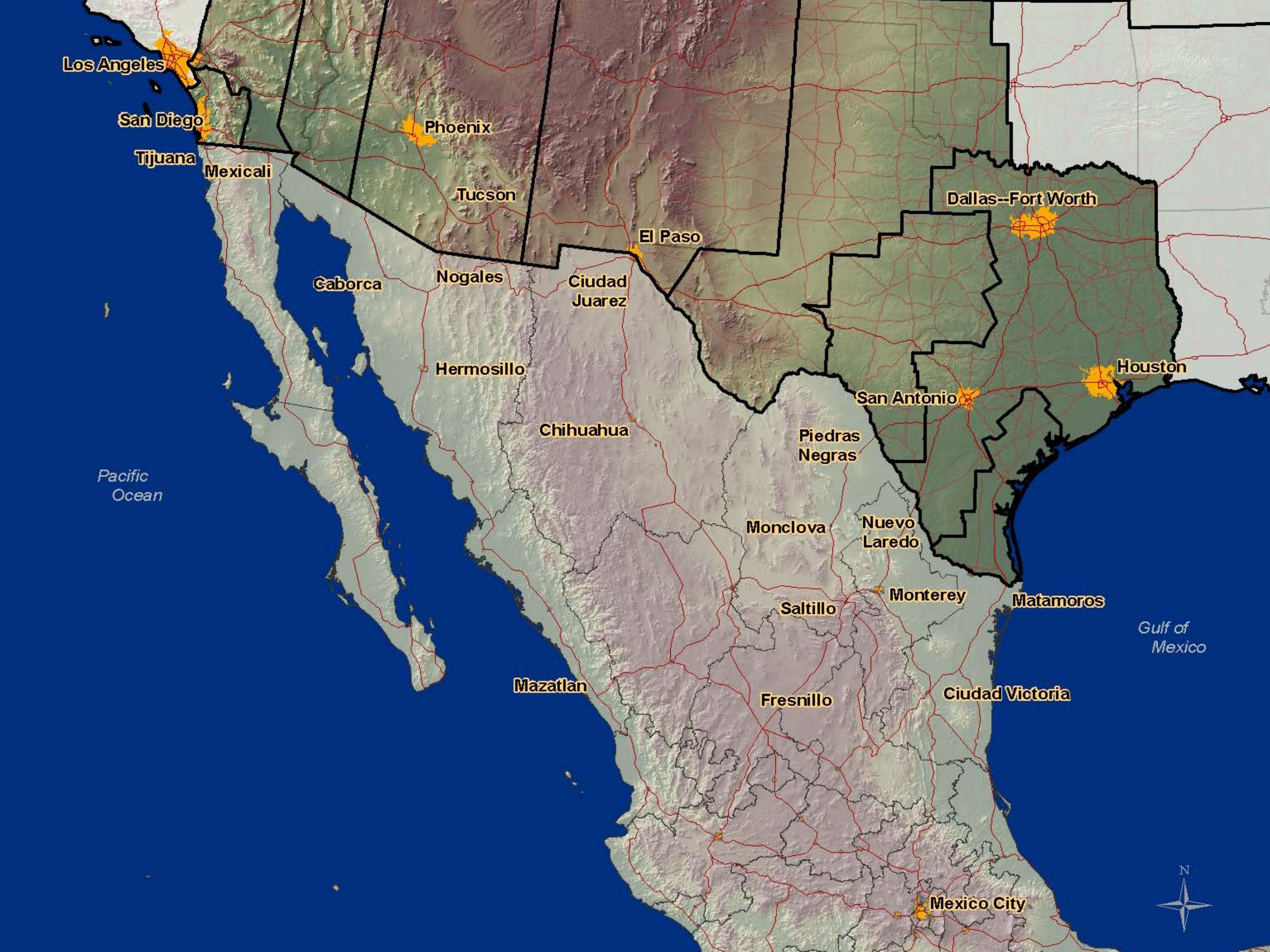
U.S. Customs and Border Protection

USBP Sectors



USBP – Threat Based Approach

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Chihuahua
Piedras Negras
Monclova
Nuevo Laredo
Monterey
Saltillo
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Saltillo
Matamoros
Mazatlan
Fresnillo
Ciudad Victoria
Mexico City
Pacific Ocean
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Decision Point

Staging Area

Transportation/ Facilitation Hub

U.S. Border Geography

Southern

Northern

Coastal

USBP Southern Border Environment

Area of Responsibility: 1,954 miles of international boundary between the United States and Mexico, extending from the California Coast to the Gulf of Mexico.

Geography/Weather Challenges:
The Southern Border traverses a variety of terrains, ranging from major urban areas to sparsely populated remote areas with a lack of improved roads, significant line of sight obstructions, and a lack of commercial communications infrastructure. Weather challenges include extreme heat, cold, strong winds, and seasonal monsoon storms.

Cattle ranching and an abundance of wildlife create nuisance detections for various types of motion detection technology.

USBP Northern Border Environment

Area of Responsibility:
A nearly 5,525-mile international boundary between the United States and Canada running from Washington state to Maine, including the Great Lakes region.

Geography/Weather Challenges:
Difficult terrain, with open plains between heavily forested lands on the west and east coasts. Weather challenges include varying skies, including low clouds, coastal fog, heavy rain, snow, and ice.

- The Northern Region is comprised of sparsely populated federal, state and tribal lands along the immediate border area. As such, the Northern Region environment differs appreciably from the Southwest Region and requires a different law enforcement approach.

- Ninety percent of the Canadian population lives within 100 miles of the U.S. border.

- Transnational Criminal Organizations (TCOs) exploit the diverse conditions in the Northern Region. TCOs will often use small, fast conveyances (e.g., helicopters, snowmobiles, vessels).

USBP Coastal Environment

- Increasingly, criminals use small vessels to smuggle illicit materials into the United States. Transnational criminal organizations design and build these vessels, including go-fasts, pangas, etc.

- Vessels are used for the smuggling of contraband and include humans.

- Small vessels are an ideal platform for smuggling—they are difficult to detect and it is challenging to distinguish between the smugglers and those engaged in legitimate pleasure and commercial boating.

- Another challenge for the agencies responsible for guarding our maritime borders is how to effectively patrol the vast shorelines of the U.S. using limited resources (ships, boats, planes, helicopters).

Threat in the Mix

Uniformed Border Patrol Agents – 19,500

Total Arrests in FY18 – [redacted]

Subjects arrested with prior criminal convictions

- [redacted] **Homicide**
- [redacted] **Sexual Assault/Rape**
- [redacted] **Assault/Aggravated Assault**
- [redacted] **Drug-Related**
- [redacted] **Weapons Charges**
- [redacted] **Robbery**
- [redacted] **Burglary**
- [redacted] **Larceny**
- [redacted] **Vehicle Theft**

OPERATIONAL OVERVIEW

Presented By: Chief Kelly C. Good, Deputy Executive Director, USBP, PMOD

U.S. Customs and Border Protection

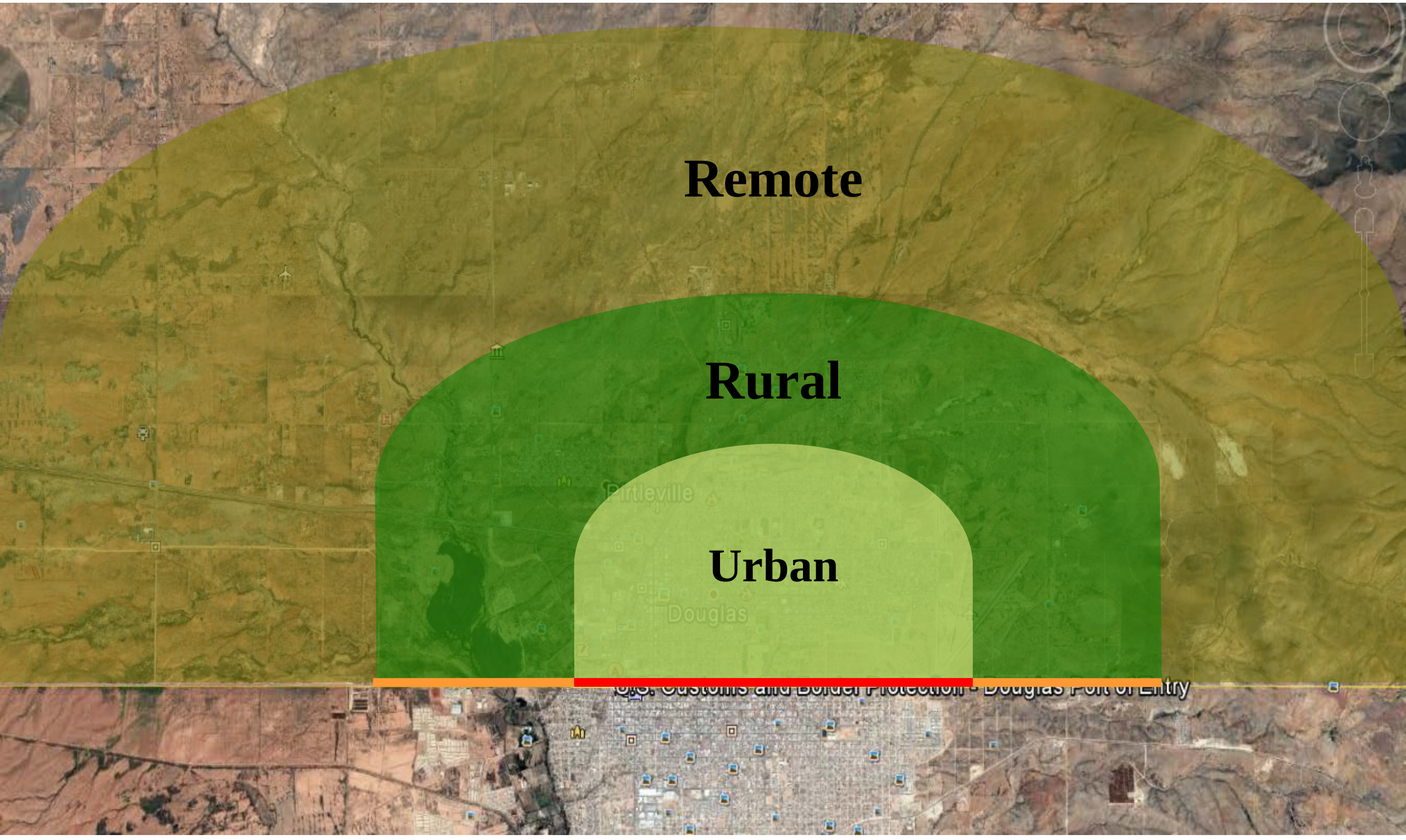
Strategic Goal

Establish and maintain control of the border

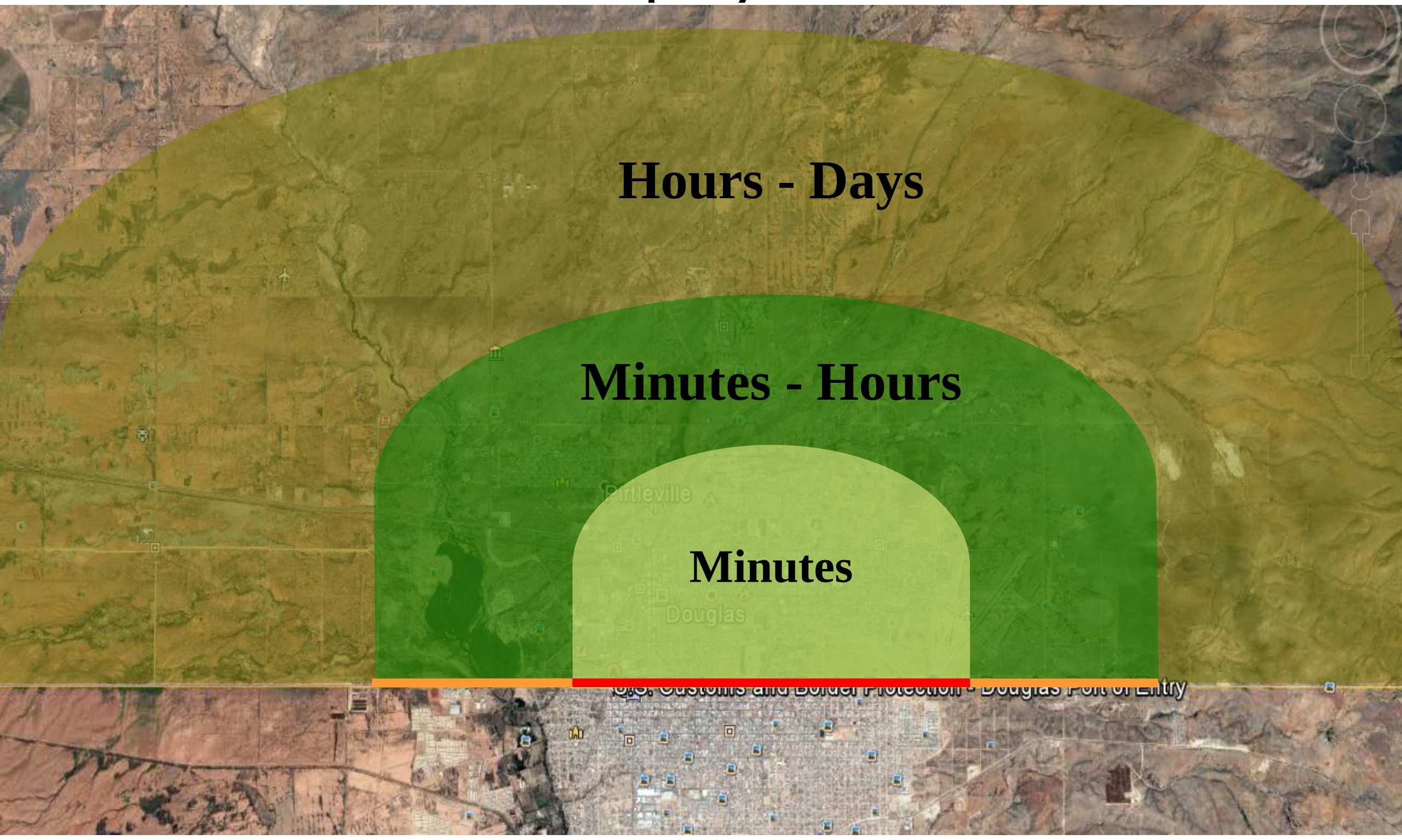
Mission Elements

- Detect
- Identify
- Classify
- Respond
- Resolve

Different Environments Require Different Deployment Tactics

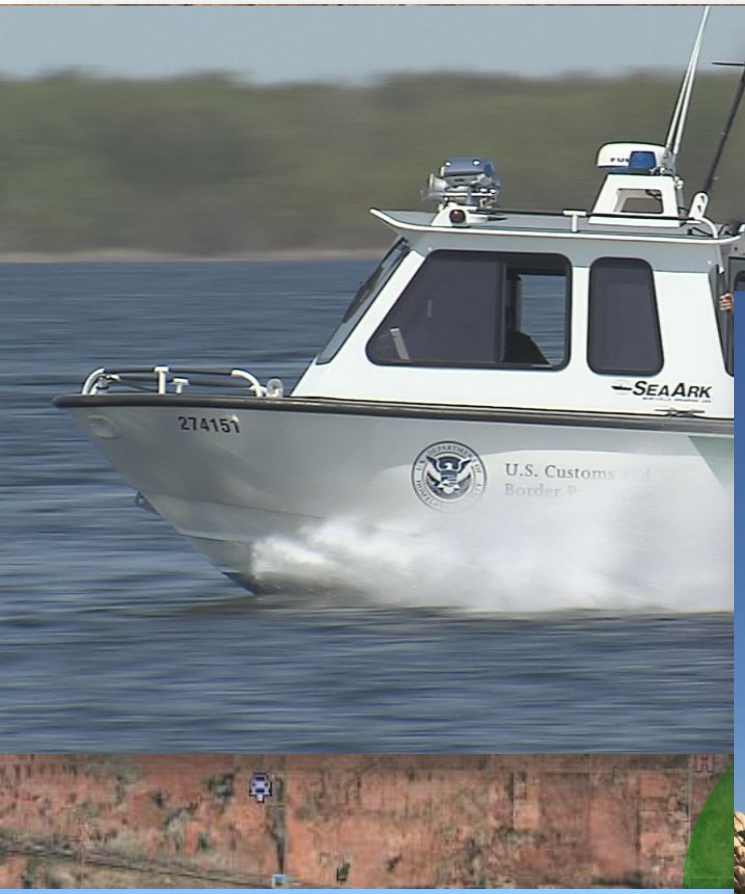


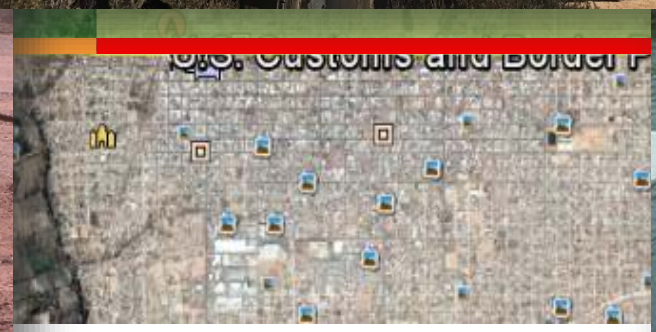
Different Environments Require Different Deployment Tactics

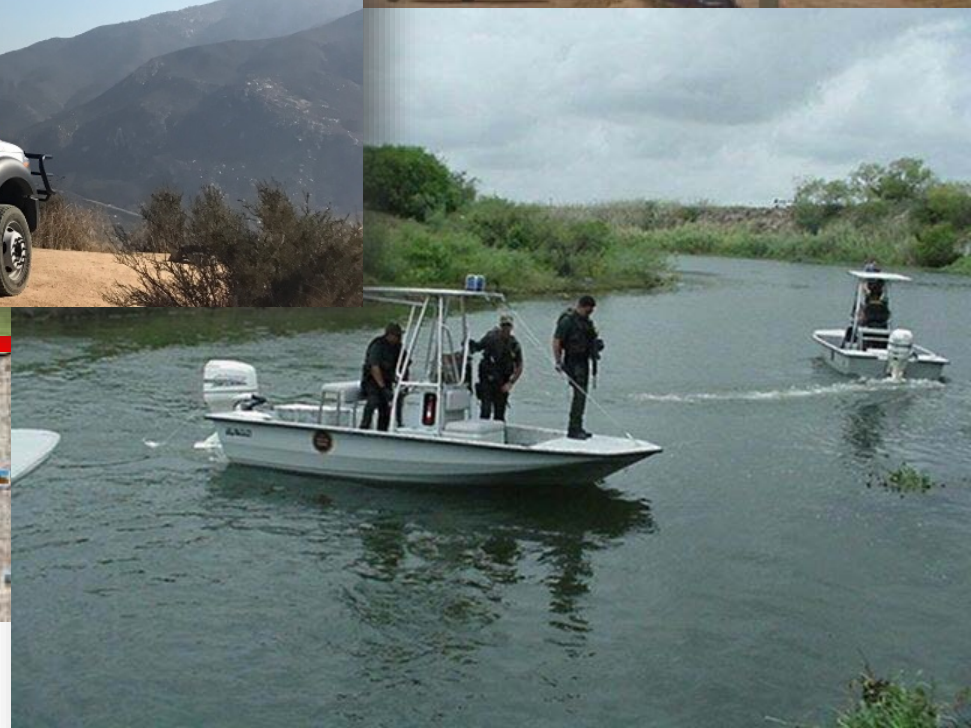


Urban Environment

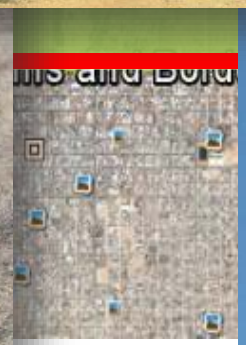
Rural Environment







Remote Environment



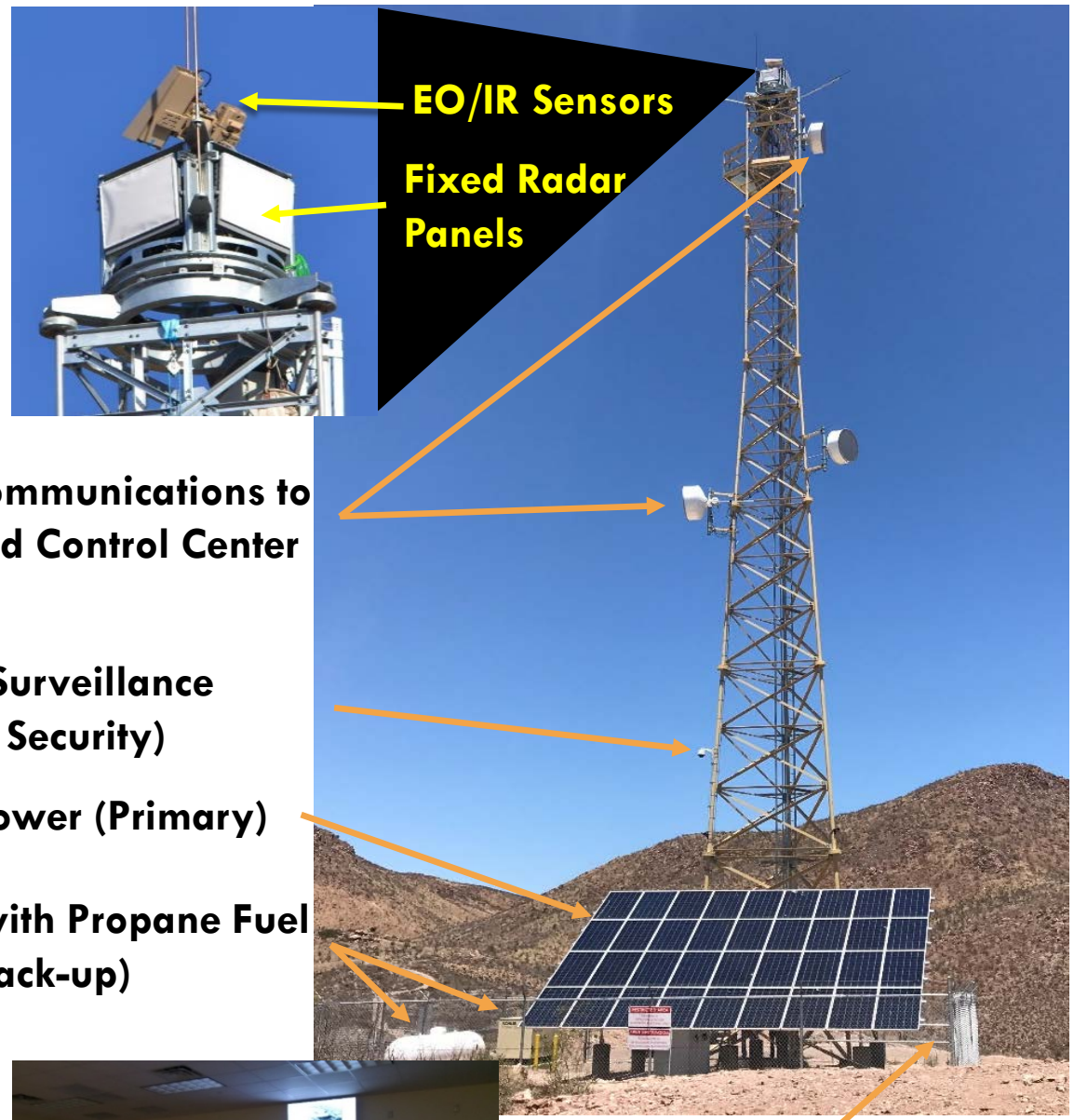
Force Multipliers

IFT PROGRAM OVERVIEW

Presented By: Mr. Jeffrey L. Gwilliam, Program Manager,
Integrated Fixed Tower System, USBP, PMOD

U.S. Customs and Border Protection

IFT System Components

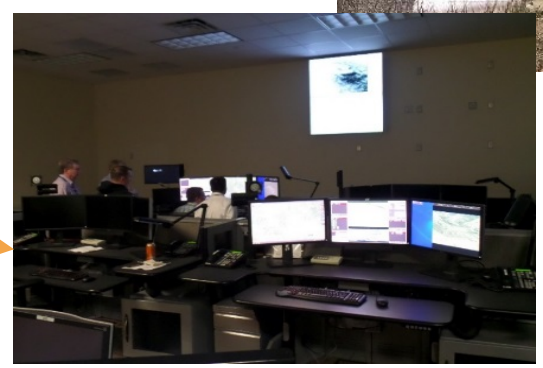


Microwave Communications to Command and Control Center

Video Surveillance (Site Security)

Solar Power (Primary)

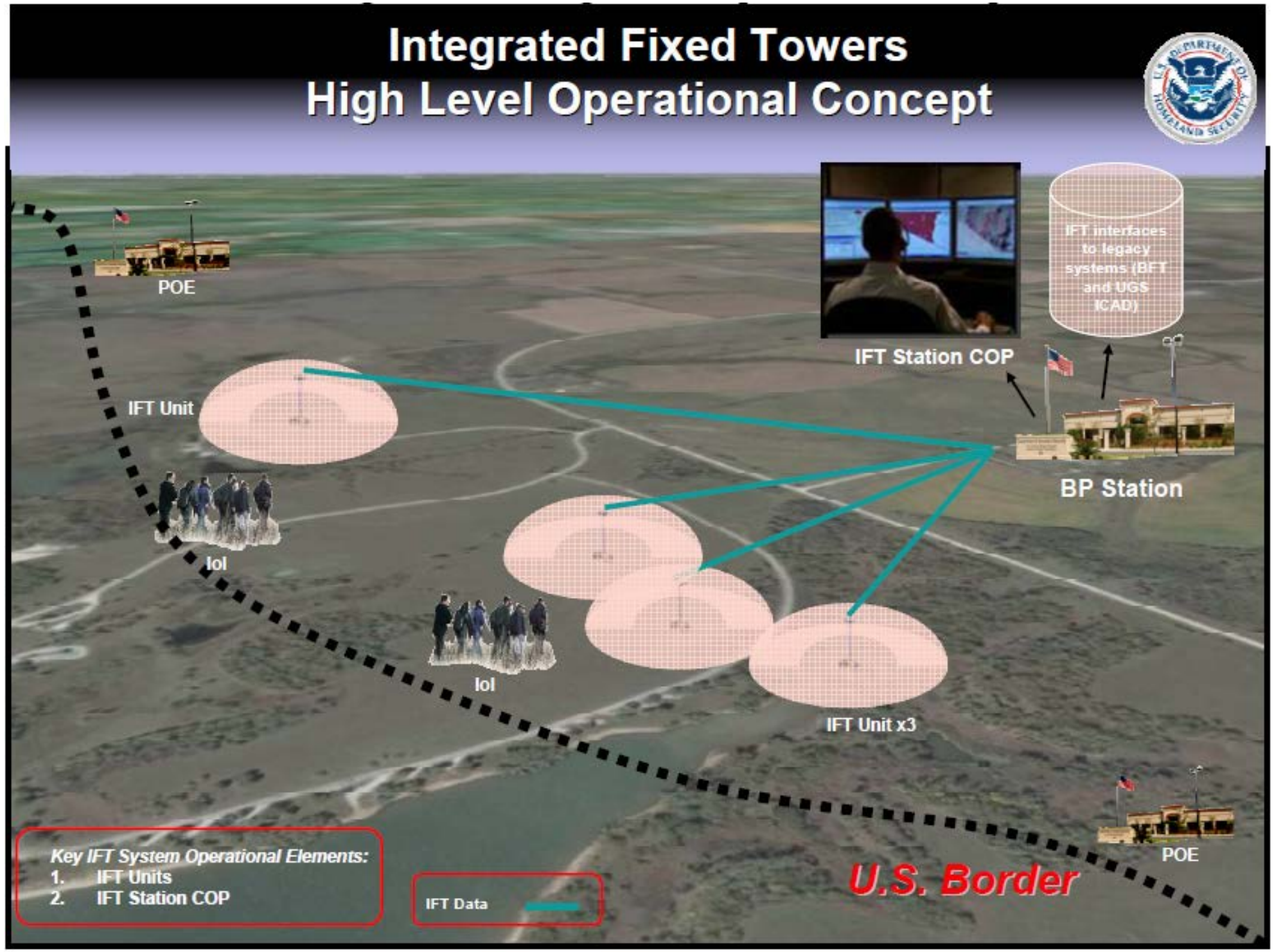
Generator with Propane Fuel (Back-up)



IFT Workstations installed in Border Patrol Station C2 Centers

Perimeter Intrusion Alarms on Fence

IFT Program OV-1



Lessons Learned/Challenges

- The genesis of persistent surveillance was the SBInet program.
- From that USBP learned:
  - Focus on a Non-Developmental item (NDI) or COTS solutions
  - Firm Fixed Price (FFP)
  - Deploy stand-alone systems to provide rapid solutions to field

Deployment
Lessons Learned/Challenges

- Cost of post-award contract changes
- Modifying contracts for technology upgrades in FFP environment is challenging
- Terrain/Vegetation create line of sight (LOS) gaps
- Manpower intensive in C2 Centers
- Manual operator “identification” of Items of Interest (Ioi) more difficult than envisioned, cows, cows and more cows
- Transmitting Ioi details to field agents is manual and slow
- The term Persistent Surveillance relates to 24/7 performance, can be fixed or relocatable

C2 Common Operating Picture Lessons Learned/Challenges

- Although IFT has an Operational Requirements Document responsibility for a COP, operators use multiple sensor systems to perform mission
- Currently very few sensor systems feed into IFT
- Multiple sensors and systems can report same lol
- Specific operators for specific systems requires the Tactical Operations Center (TOC) supervisor being the COP integrator

RVSS UPGRADE PROGRAM OVERVIEW

Presented By: Mr. Michael B. Potter, Portfolio Manager,
Remote Video Surveillance System, USBP, PMOD

U.S. Customs and Border Protection

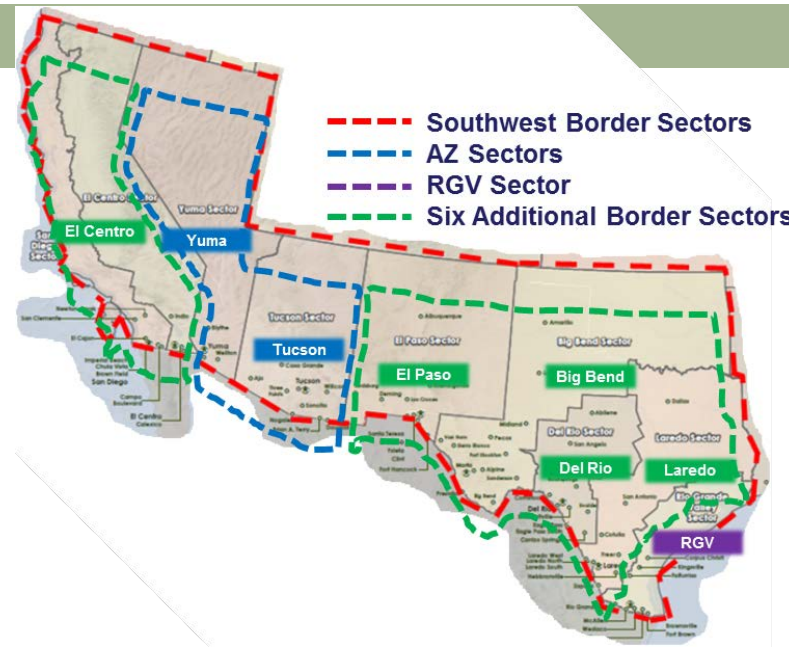
RVSS Upgrade Program

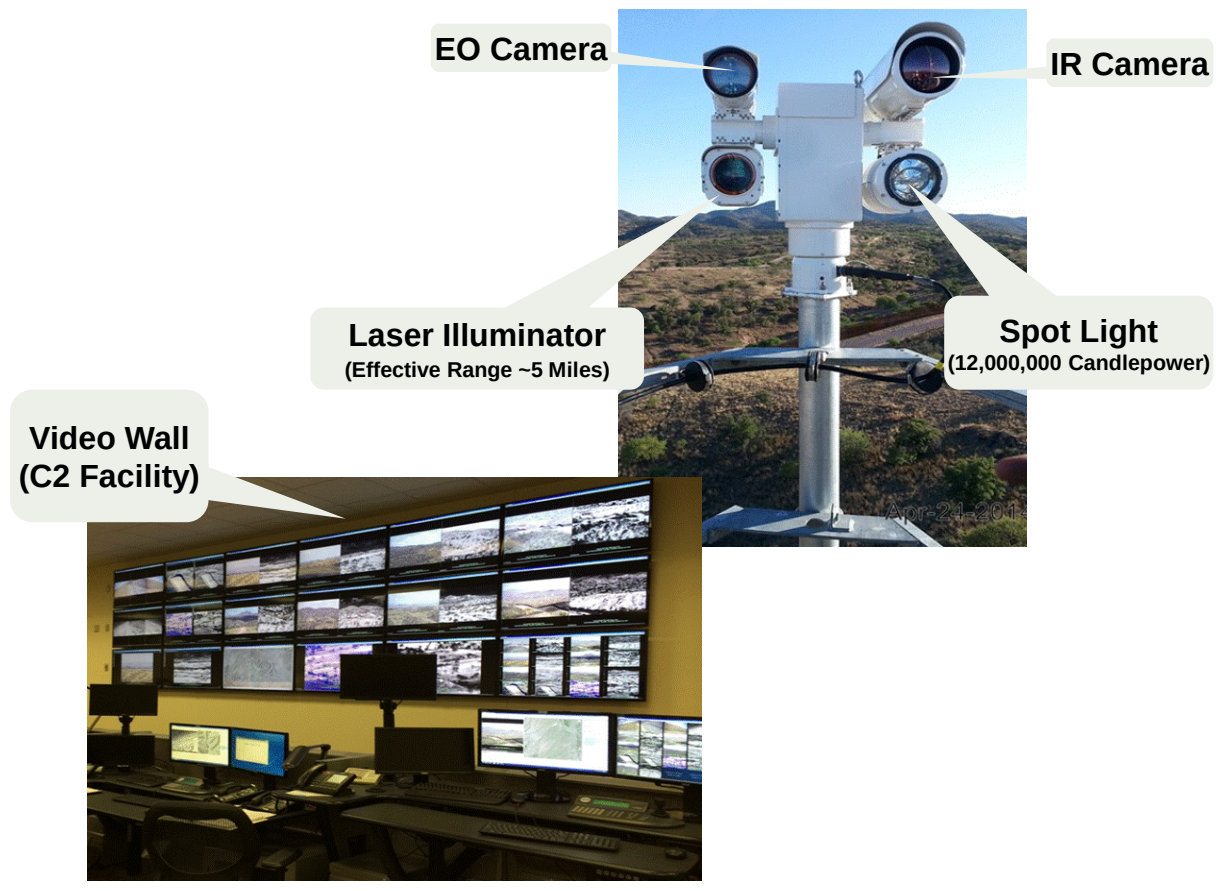
In order to achieve operational control of our Nation's Border, Border Patrol requires the capability of persistent surveillance. Benefits:

- Provide visual detection for the apprehension of illegal intruders across US borders
- Offer improved performance (Surveillance) of US borders
- Address Obsolescence issues
- Enhance situational awareness

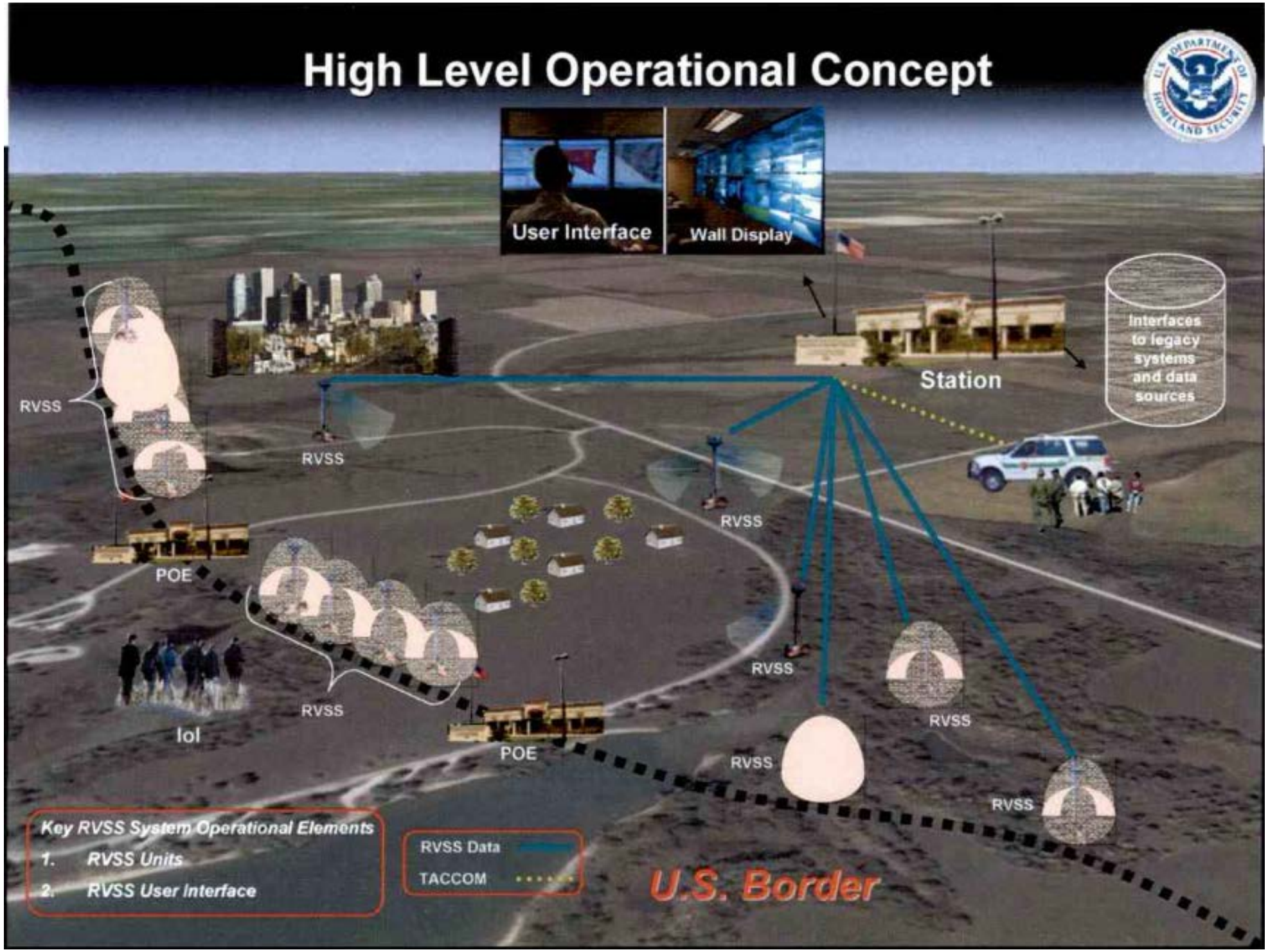
The scope of the program includes:

- Upgrades the obsolete legacy RVSS
- Constructs new Towers
- Deploys enhanced RVSS capability at elevated sites
- Provides Command & Control Room (C2) modifications
- Upgrades Station Communication Towers





RVSS Upgrade Program OV-1



Relocatable Towers

Relocatable Tower

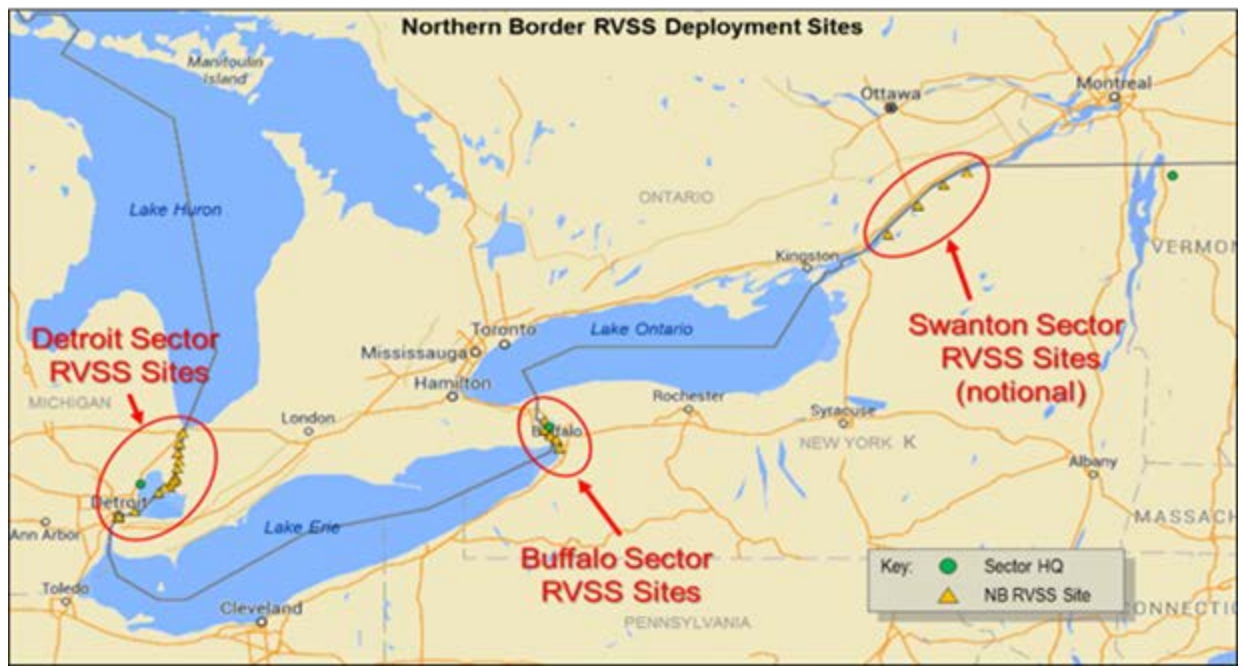
Relocatable C2

Locations: San Diego, CA; McAllen, TX; Laredo West, TX; Rio Grande City, TX; Weslaco, TX

Northern Border RVSS

The NB-RVSS is a remotely controlled system of daylight and infrared cameras (fixed/relocatable towers, buildings). Images are transmitted, monitored, & recorded at a central locations. It is an operational system deployed in the Detroit (13 sites) and Buffalo Sectors (5 sites) used by the USBP to monitor the St. Clair River and Lake St. Clair in Detroit Sector, and the upper Niagara River in Buffalo sector.

Planning to expand these capabilities to the Swanton Sector (5 sites in FY21).



Challenges/Lessons Learned

- Real Estate: Our most significant challenge and cause of delay; to counter, PMOD is maximizing reuse of existing sites and increasing use of options that minimize land disturbance (e.g. relocatable towers)
- Program staffing (e.g. background investigations)
- Supportability – in particular Mean Time to Repair (MTTR) of critical components at individual tower sites
- Although we currently have automated detection, we want automated identification and tracking functions as well

IFT AND RVSS ACQUISITION OVERVIEW

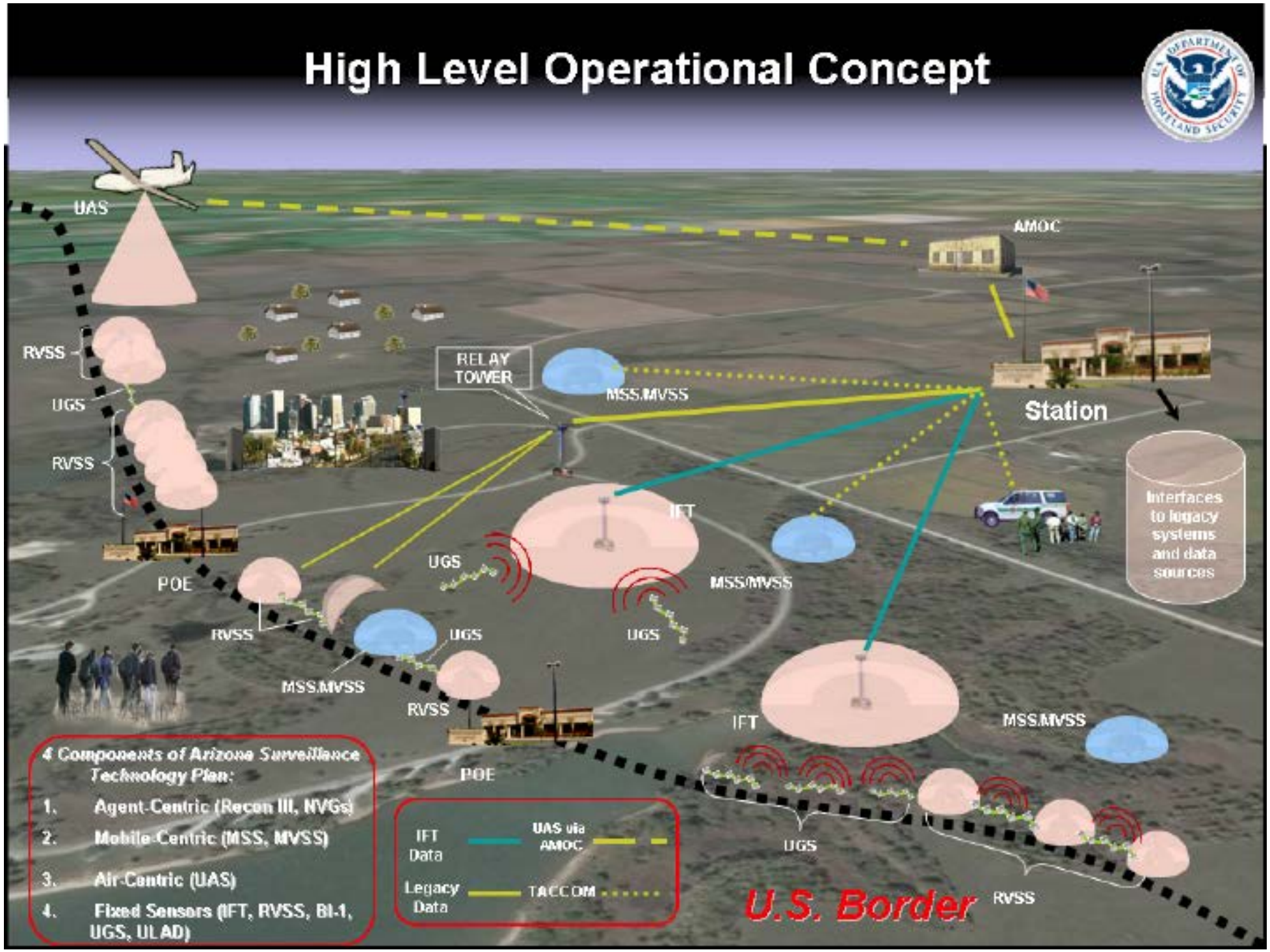
Presented By: Mr. James T. FitzGibbon, Deputy Portfolio Manager, Remote Video Surveillance System, USBP, PMOD

U.S. Customs and Border Protection

Key Performance Parameters

PGM	Parameter	Specifications (T = Threshold; O = Objective)
RVSS	Operator Detection Range	Short Range: 1 mile (T); 3 miles (O) Medium Range: 3 miles (T); 5 miles (O) Long Range: 5 miles (T); 7.5 miles (O)
	Operator Identification Range	Short Range: 1 mile (T); 3 miles (O) Medium Range: 3 miles (T); 5 miles (O) Long Range: 5 miles (T); 7.5 miles (O)
	System Operational Availability (A_o)	90% (T); 99% (O)
IFT	Operator Detection Range	5 miles (T); 7.5 miles (O)
	Operator Identification Range	5 miles (T); 7.5 miles (O)
	System Operational Availability (A_o)	90 % (T) or 99 % (O)
	Classification Range	Determine Item of Interest (IoI) group size & carrying/backpacking a large bundle: 5 miles (T)/7.5 miles (O); Unconcealed long-arm weapon: 1.0 miles (T)/3.0 miles (O)

End State OV-1



Acquisition Objectives

- Common contract approach to support both IFT and RVSS programs
- Integrated COP that displays all sensors at a Border Patrol Station
  - All sensors displayed on a single user interface
  - Track fusion and track correlation
  - Automated detection and identification
- Increase efficiency – quicker decisions and reduce C2 operators
- Flexible architecture (easy and low cost to change design)
- Reduce hardware and infrastructure across USBP Station AORs (i.e. towers, sensors, communications equipment, etc.)

Challenges

- Contract will build upon lessons learned from SBInet and both RVSS and IFT procurements
  - This is NOT a developmental contract
  - Previous contract structures (Fixed price) reduced initial procurement costs, but expensive and slow to upgrade technology
  - Solve licensing for COTS & Proprietary solutions up front
  - Prime Contractor solutions increase risk of vendor lock, reducing Government's flexibility
  - Moving away from a turn-key solution will have inherent benefits and risks

Acquisition Strategy Objectives

- Use fixed price contracting based on commercial and/or non-developmental items (NDI)
- Investigate the use of Government Off-the-Shelf (GOTS) software
- Post-award affordability – lower the cost of modifications
- Increase efficiency - reduce C2 operators, reduce costs
- Life Cycle Costs – gain efficiencies in sustainment via standard hardware and infrastructure
- Centralize NOC/SOC services

Acquisition Strategy Objectives (con't)

- Identify alternatives that further increase competition:
  - Contractor maintenance and logistics support (CMLS)
  - Infrastructure
  - Sensors and communications equipment

USBP has approved both the RVSS and IFT programs to work on a common contract targeted for 4QFY20 award, subject to the availability of funds

Familiar Acquisition Strategy

Single award, firm fixed price (FFP), base + option quantities contract for all tower construction, technology integration, installation and deployment, and CMLS; the Government provides all other services.

Benefits:

- "Turn-Key" system, and provides a single source for tower construction and technology deployment
- The prime contractor is solely responsible for system installation, maintenance, and performance
- Simplifies logistics and contract administration (minimizes Government resources)

Other Acquisition Strategies Being Considered

#1 – IFT Method (FFP, single award, one contractor designs, builds, and maintains, the IFT system and is solely responsible for system performance)
#2 – RVSS Upgrade Contract Methodology (Single award, firm fixed price (FFP), base + option quantities contract for technology installation and CMLS; the Government provides the tower infrastructure and all other services)
#3 – FFP, Multiple award, base + option quantities for tower construction, technology installation, and CMLS; the Government provides all other services
#4 – FFP, single award, Indefinite Delivery, Indefinite Quantity (ID/IQ); FFP task orders issued for tower construction, technology installation, and CMLS; the Government provides all other services

Other Acquisition Strategies Being Considered (con't)

#5 – Multiple award, ID/IQ; FFP task orders for technology installation, tower construction, and CMLS; the Government provides all other services
#6 – The Government provides or directs use of selected C2/COP to a single contractor who provides the tower, sensor equipment, etc. and integrates into a single operational system and delivery to the Government
#7 – Two contracts - a single contractor provides the C2/COP and a single contractor provides the tower, sensor equipment, etc. and integrates into a single operational system and delivery to the Government

Soliciting Feedback from Industry on these and any other Acquisition Strategies

Command and Control (C2) Software

- Government agencies have successfully employed
  - Industry C2 software – IFT, RVSS, etc.
  - Govt C2 software (GOTS) – JACCS, JIGSAW, SMS-JPSC2, etc.
- Pros:
  - Industry C2:1) One stop shopping - contractor assumes integration risk; and 2) industry brings expertise and efficiency
  - Govt C2: More control throughout lifecycle to integrate new technology
- Cons:
  - Industry C2: Reduced competition for changes after deployment
  - Govt C2: 1) CBP will likely assume more risk in integration and performance; and 2) significant customization may be required to adapt GOTS solution previously optimized for non-USBP missions

Standardization within C2 Software

- Government agencies have employed standards to great benefit
  - Example: Virtually all computer hardware and networking equipment
- Seeking a level of 'plug and play' in C2 software to improve:
  - Ability to integrate and deploy innovative automation tools
  - Ability to replace COP software components as industry and mission evolve
  - Ability to integrate with both new and legacy sensor systems
  - Ability to do so throughout the system lifecycle
- Standardization is a means to an end, not an end unto itself
  - Seeking improved: Modularity, flexibility, compatibility, supportability, etc.
  - Investigating several existing standards; for example:
    - DoD Security Equipment Integration Working Group (SEIWG)
    - US Army NVESD Integrated Sensor Architecture (ISA)
- CBP seeking industry and Government input on best approach

Sector Priority/Deployment Sites

Priority	USBP Sector	IFT	RVSS
1	Rio Grande Valley	1	0*
2	Laredo	2	107
3	Del Rio	2	67
4	El Paso	28	69
5	San Diego	2	41
6	El Centro	0	66
7	Big Bend	0	4
8	Houlton	0	1
9	Swanton	0	14
10	Buffalo	0	22
11	Detroit	0	16
12	Blaine	0	32

Note:

- **RVSS Sensor deployment sites – 439 (*Excludes 83 towers already under contract in RGV Sector)**
- **IFT Sensor deployment sites – 35**
- **Total 474 Deployment Sites (Notional)**
- **Although the potential contract size is large; the guaranteed work (e.g. initial quantity buy) will be based on available USBP funding**

Notional Acquisition Schedule

Status as of10/9/2018

RVSS/IFT Combined High-Level Schedule	FY18				FY19												FY20											
	Q3	Q4			Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
RVSS/IFT Combined Contract Acquisition																												
-SWB Industry Day				10/15	Industry Day Conducted																							
-RFP					DRAFT RFP Released									Proposals Due 7/25					CRD Selected Vendors Proposals Due									
								2/5			RFP Released to Fedbizopps 5/21																	
-Source Selection Activities																				1/29								
-Contract Award Activities																										Contract Awarded 8/18		

Summary

- Soliciting industry advice concerning how to best acquire common persistent surveillance technology to be deployed along U.S. southern and northern borders

- USBP PMOD is looking forward to hearing from industry their thoughts on how to achieve the most optimal combination of performance, cost, and supportability

- PMOD desires to incorporate industry and Government lessons learned for improvement and greatest return to increase USBP performance and Agent safety

ONE ON ONES
AND
CLOSING REMARKS

Presented By: Mr. James T. FitzGibbon, Deputy Portfolio Manager, Remote Video Surveillance System, USBP, PMOD

U.S. Customs and Border Protection

One on Ones

- Today's briefing slides will be posted to the Federal Business Opportunities website by COB October 15, 2018

- Please email questions to the email inbox listed below by COB October 17, 2018
  - Emailed questions with responses will be posted to Fed Biz Opps

- If a One on One is desired, please send a request to the email inbox listed below by COB October 17, 2018
  - Please provide some details, within your email, regarding what you plan to present or discuss at the One on One
  - One on Ones will be held starting the week of 22 October 2018
  - Duration will be 20 minutes each

Industry Day Email Address: iftindustryday@cbp.dhs.gov