

U.S. Customs and Border Protection Office of Facilities and Asset Management

OFAM Overview

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U.S. Customs and
Border Protection





Office of Facilities & Asset Management (OFAM) Overview

We are a unified real property, asset, logistics, and sustainability-focused organization of nearly 800 federal employees and contractors who collectively house, equip, outfit, and support over 61,000 CBP frontline and administrative personnel in the United States and internationally.



Essential Program Functions

- Program Planning & Policy
- Budget Planning, Formulation & Execution
- Program Controls & Change Management
- Inventory Management & Reporting
- Risk Management
- Audits
- Energy Conservation
- Environmental Planning & Compliance
- Community & Congressional Outreach
- Workforce Strategy & Development
- Program Management
- Procurement & Purchasing
- Business Partner Solutions & Service
- Supply Chain Management
- Internal & External Communications Strategies



U.S. Customs and
Border Protection

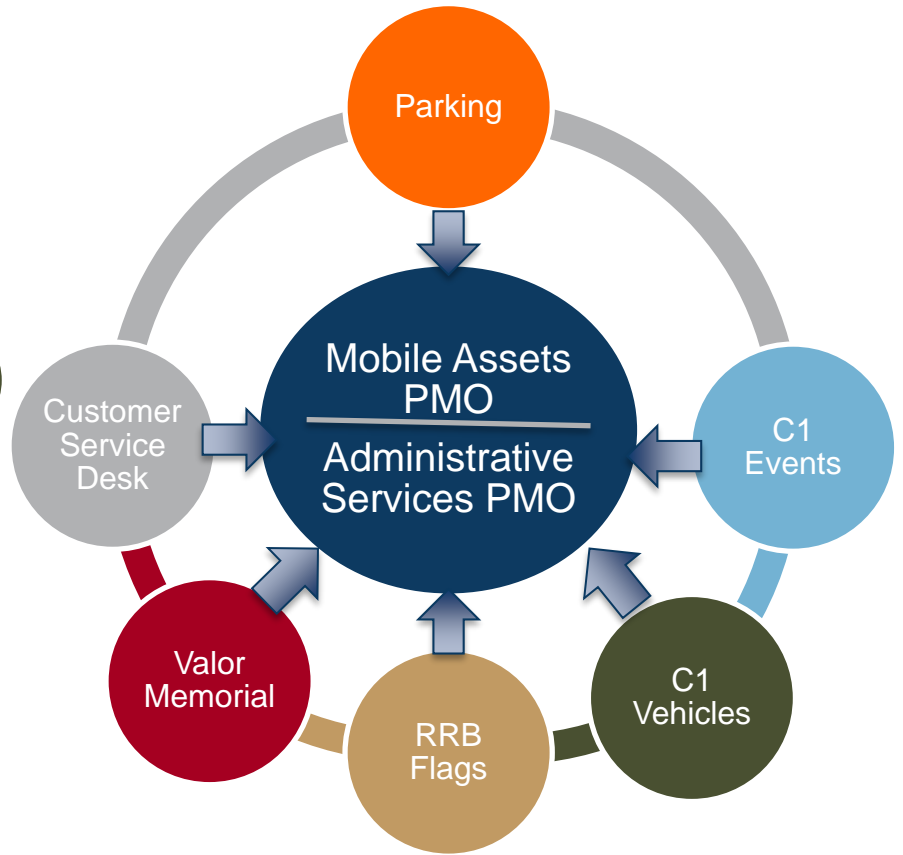


CBP Admin & Asset Portfolio Overview

National Programs



National Capital Region Programs

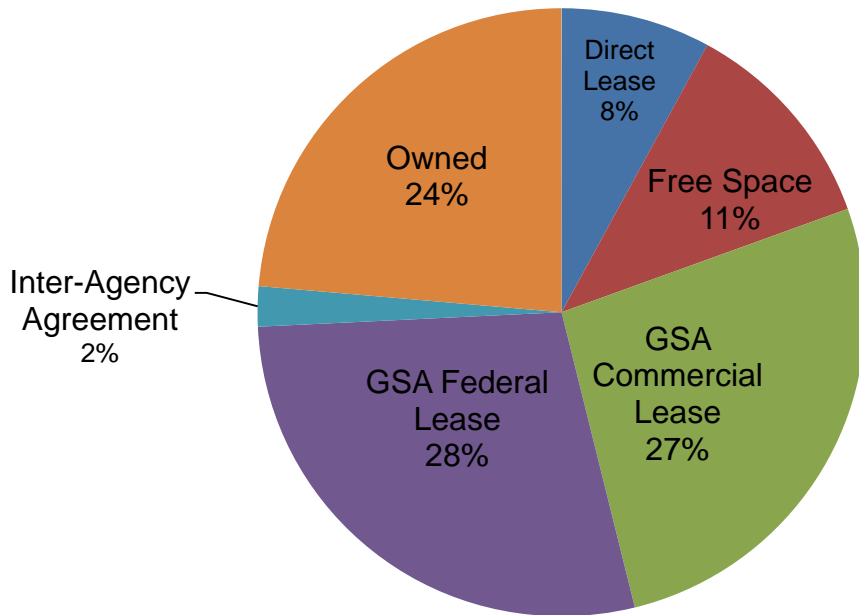




CBP Facilities Portfolio Overview

CBP facilities serve as the critical infrastructure that enable CBP's mission of securing America's borders, while facilitating legitimate trade, travel and immigration

Breakout of CBP Facilities: 28M Square Feet



- Over 5,600 buildings, structures, and towers
- Roughly 28 million square feet of building space
- About 4,600 acres of land across the US
- 654 miles of pedestrian and vehicle fence on the SW Border
- Approximate \$5B portfolio value

* Information as submitted in the FY 2015 Real Property Inventory Plan



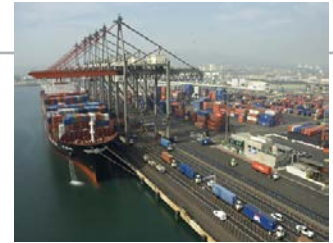


CBP Facilities Portfolio Complexities

- **Remote and extreme environments**

- *Facility operations in hard-to-build areas with no existing infrastructure*

- *Extreme environments require higher level of maintenance and shorten useful life of facilities*



- **Operational requirements impede co-location**

- *Field Ops must be at Ports of Entry, Border Patrol at the borders, and Pilots and Marine units at airports and marine docks*

- **Land-locked ports – difficult to expand**

- **No downtime – must recapitalize and operate facilities simultaneously**

- **Integration with domestic and bi-national transportation infrastructures**

- **Integration with technology programs**

- *Non-Intrusive Inspections, Trusted Traveler, Western Hemisphere Travel Initiative*

- **Special-purpose uses require many types of unique design standards**

- *Law enforcement inspection and detention*

- *Border fences, roads, and lights along with maintenance*





Border Patrol Facilities Portfolio

The Border Patrol operates along America's border preventing terrorists, weapons of terrorism, illegal immigrants, drugs, and smugglers from entering the U.S. between the POEs. Specific capabilities supported include staging and deployment; tactical and search-and-rescue command, control, and communications; detention and processing; intelligence unit support; canine and horse operations; fleet maintenance and storage.

❑ Border Patrol Facilities

- 136 Border Patrol Stations (BPS)
- 174 Tactical Checkpoints
- 39 Permanent & Interim Checkpoints
- 20 Sector Headquarters
- 16 Forward Operating Bases (FOB)
- 1 Special Operations Group (SOG)

❑ Key Facts

- Border Patrol occupies 5.3 million sq. ft. of space, mostly on the Southwest Border
- Portfolio is comprised mostly of CBP-owned facilities in remote and extreme environments
- 24 facilities deliveries FY12-16; Project Costs: \$524M; SF: 1.03M
- BP Agents operate out of 20 Sectors nationwide; 1 SOG
- USBP facility campuses include:
 - Holding and processing centers
 - Vehicle maintenance facilities
 - Facility maintenance space



*Sandusky Bay BPS
(CBP co-location)*



Detroit BPS





Border Patrol Tactical Infrastructure Portfolio

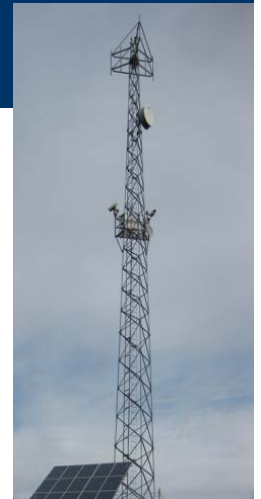
The Tactical Infrastructure (TI) Program manages the planning, construction, and maintenance of physical components designed to assist Border Patrol in securing the border. The purpose of TI is to act as a persistent impediment that slows, delays, and acts as an obstacle to illicit cross-border activity.

❑ Border Patrol Tactical Infrastructure

- 345 Remote Video Surveillance System (RVSS) Towers
- 654 Miles of Fencing
- Consists of towers, roads, and fencing (both pedestrian and vehicle fencing), bridges, drainage structures, lighting systems, vegetation and debris removal

❑ Key Facts

- 654 Miles of Fencing along the Southwest Border
 - 354 Pedestrian Fence miles
 - 300 Vehicle Fence miles
- Tower Maintenance Repair Program (TMRP) manages the repair activities for RVSS and other related towers as well as new tower construction
- Comprehensive Tactical Infrastructure Maintenance and Repair (CTIMR) provides maintenance to the TI portfolio



*RVSS Tower
Douglas, AZ*

*Border Fence,
Douglas, AZ*





Air and Marine Portfolio

The Air and Marine facilities portfolio supports CBP's Air and Marine operational mission requirements and includes the hangars, administrative space, marine units, and support facilities needed to protect, maintain, and stage CBP's aviation and marine fleets and personnel. Air facilities are typically located in commercial airports or military bases with air fields while marine units are located at commercial docks.

❑ AMO Facilities

- 31 Marine Units, 14 Air Branches, 17 Air Units
- 5 National Air Security Operations Centers in Albuquerque (NM), Sierra Vista (AZ), Jacksonville (FL), Corpus Christi (TX), and Grand Forks (ND)
- 3 Training Centers
- 3 Domain Awareness Centers
- 3 Support Centers
- 4 Regional Headquarters in MI, FL, NM, DC

❑ Key Facts

- World's largest civilian aviation and maritime law enforcement organization
 - 26 types of aircraft
 - 12 types of marine vessels
- AMO occupies 2.5 million square feet mostly comprised of commercially leased space
- 27 facilities deliveries FY 12-16; Project Cost: \$54M; SF: 388K



*Air Marine Operations Center Headquarters
Riverside, CA*



*National Training Center
St. Augustine, FL*





Field Operations Portfolio

Field Operations operates out of the Nation's Ports of Entry which support the safe and efficient flow of goods and people along with the processing of conveyances, passengers, and goods legally entering/exiting the United States. Immigration, customs, and agricultural inspections are conducted at the Air Ports of Entry (user fee, international, general aviation, landing rights); Sea Ports of Entry (cruise, cargo, ferry, sea plane); and Land Ports of Entry (bridges, border crossings, tunnels, rail).

❑ OFO Facilities

Over 1,100 properties at:

- 261 Air Ports of Entry
- 203 Sea Ports of Entry
- 166 Land Ports of Entry
- 20 Field Offices
- Numerous outlying support and inspectional spaces

❑ Key Facts

- OFO occupies 11 million square feet of facility space and over 450 Free Inspection Spaces
- Facilities are comprised mostly of space leased through GSA
- 56 facilities deliveries in FY 12-15; Project Cost: \$282M; SF: 6.9M
- CBP modernized 31 of its 41 (76%) LPOEs through ARRA





Mission Support Portfolio

The Mission Support portfolio includes multiple facility types such as administrative office space, communications towers, and complex laboratory and training facilities such as the Advanced Training Center in Harpers Ferry, WV. Facilities focus on CBP Mission Support components, rural and remote housing units, and the National Capital Region.

❑ Mission Support Facilities:

- National Capital Region Facilities
- National Law Enforcement Communication Center
- Housing Units – 324
- Canine Training Facilities
- CBP Laboratories – 8
- Advanced Training Center in Harpers Ferry, WV
- Numerous administrative facilities nationwide for mission critical support offices

❑ Key Facts:

- MSF occupies 4.6 million square feet of facility space
- Portfolio is mostly comprised of GSA-owned and leased facilities
- 72 facilities deliveries FY 12-16; Project Cost: \$128M; SF: 505K



1 World Trade Center





Energy and Environmental Management

Managing agency-wide Energy and Environmental initiatives for the CRSO, responsible for developing and providing the agency-wide guidance, policy, serving as the technical expertise and overseeing OFAM and other offices in the areas of environmental and energy management and ensuring CBP is in compliance with laws, regulations, and Executive Orders

Energy Management and Sustainability

- Sustainability Steering Committee Facilitation
- Operational Sustainability Performance Plan
- Sustainability Program Implementation (water efficiency, recycling, climate change)
- Energy Requirement Compliance (energy auditing, metering, greenhouse gas (GHG) and sustainability reporting)
- Energy Management (sustainable buildings, Energy Directive implementation, data center energy management strategy)
- Energy Investment (renewable energy systems)
- Pay utility bills for 1,800 accounts totaling \$1.8m monthly

Environmental Planning and Compliance

- Environmental policy development and training
- Provide SME support to the PMOs, including the review of ~200 National Environmental Policy Act (NEPA) documents
- Conduct environmental compliance assessments (300 virtual, 125 on-site annually) and provide corrective action plans
- Assess drinking water at facilities and provide corrective action plans
- Monitor environmental financial liabilities (including active remediation sites totaling \$12.7M)





Portfolio Growth and Modernization

FY04 to FY09: Portfolio Growth

- Between FY 2004 and 2009, Congress appropriated significant resources for CBP facilities
- CBP's real property portfolio grew at an unprecedented rate
- Solutions included new construction and build-to-suit leasing to support a significant growth in operational personnel

FY12 to FY18: Peak Delivery Period

- Major facility deliveries are expected to continue through FY 2019 as a result funding surge from prior years

FY 2012: 55 facilities with total project costs of \$349M

FY 2013: 30 facilities with total project costs of \$358M

FY 2014: 10 facilities with total project costs of \$86M

FY 2015: 20 facilities with total project costs of \$116M

FY 2016: 13 facilities with total project costs of \$127M

FY 2017: 1 facility with total project cost of \$3.5M

FY 2018: 1 facility with total project cost of \$40.2M





Key FY 2016 Deliveries

- One World Trade Center Relocation and Dedication
- National Targeting Center Delivery and Dedication
- Air and Marine Operations Center Groundbreaking
- Brownsville, TX Kennel Upgrade
- Aguadilla Air and Marine Branch
- San Luis Primary Fence Replacement
- Phase 1D of San Ysidro LPOE Project
- Executed Northern Border Programmatic Agreement
- Preclearance Facilities: Stockholm and Oslo Airport Designs, Punta Cana Airport Construction





Challenges and Constraints

Facing Realities

- Sustaining new facility deliveries coming on line
- Recapitalizing remainder of CBP's portfolio
- Reducing deferred maintenance backlog
- Programming emergent repairs & critical infrastructure
- Keeping pace with mandatory relocations and expiring leases
- Complying with Executive and Environmental Orders
- Responding to operational needs
- Instituting Federal Facilities Council sustainment standards
- Keeping pace with industry standards

Making Trade-Offs

- Focus on sustainment activities using a 'keep the lights on' approach
- Renew leases with minimum 'refreshes' – limit tenant improvements
- Defer maintenance and repairs
- Limit relocations to mandatory moves
- Limit expansions and relocations
- Minimize new major construction to critical requirements
- Minimal recapitalization of facilities and building systems





Efficiencies and Stewardship

Priorities & Outlook

- Look Internally Across the Supply Chain for Efficiencies
- Focus on Facility Sustainment Activities
- Protect Facility Investments
- Manage Program and Budget Realities
- Implement Rent Control and Other Cost Reduction Measures

- Strengthen Partnerships To Develop Solutions and Priorities
- Develop annual Capital Facilities Investment Plans (CFIP)
- Convene Rent Requirements Control Board (RRCB)
- Promote Energy Management and Environmental Compliance
- Seek Facility Consolidation Opportunities throughout CBP

Acting as Effective Stewards

Evaluating Economies of Scales and Alternative Solutions

- Centralized Utilities Management
- Cross-Functional Sustainment Program and Regional Maintenance Contracts
- Mobile Workspace Initiatives
- Project Consolidation and Value Engineering
- Energy Saving Initiatives and Design
- Public-Private Partnership Opportunities
- Service Level Agreements





FY 2017 Funding Request

- Funding is expected to be constrained in FY 2017 with a primary focus for the Agency on “keeping the lights on”
- The FY 2017 President’s Budget Request included the following to support CBP’s facilities:
 - \$630M to pay rent and rent-related expenses
 - \$185M for sustainment requirements
 - \$25M in capital investment funding for the Brown Field Border Patrol Station
 - \$15M for Furniture, Fixtures and Equipment for several Land Ports of Entry funded through GSA’s Federal Buildings Fund

