Statement of

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On

Project 28: Lessons Learned and the Future of SBI*net*

Before the
Committee on Homeland Security
Subcommittee on Border, Maritime and Global Counterterrorism
Subcommittee on Management, Investigations and Oversight

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Good morning, Chairman Thompson, Ranking Member King, Chairwoman Sanchez, Ranking Member Souder, Chairman Carney and Ranking Member Rogers. I am Roger Krone, President of Boeing's Network and Space Systems. It is a pleasure to be back before this committee to talk about Project 28 and the future of SBI*net*.

I am pleased to be here at this time with the program having successfully achieved a major milestone - Full Acceptance of Project 28 - last Thursday. P28 is an initial proof of concept of the SBI*net* technical solution on a segment of the border. Its purpose is to provide the Border Patrol with a prototype deployment they can use in daily operations, while at the same time, evaluating the system to make recommendations for technology and operational improvements in future deployments. We have always understood that the P28 installation in Arizona is not the end-state configuration of SBI*net* technology. Recommendations from the Border Patrol, maturation of system design, availability of new technology, and differences in border terrain, environment, threat, and other factors dictate that each future deployment will be a unique combination of technology, infrastructure, and response capability specifically chosen to maximize efficiency for the Border Patrol in that particular location.

Before turning to the lessons learned and future of the program which you asked me to address, I would like to acknowledge and express my appreciation for the leadership of the Department of Homeland Security on this project. The "hands-on" approach by DHS leadership, including several trips to the border, has been instrumental to the progress and success of this program. We look forward to their continued involvement in 2008. My thanks also go to leadership of this committee and the committee staff for their interest in this program and advice.

Lessons Learned

While we are proud of the accomplishments of our P28 team in achieving this milestone, we recognize the need to incorporate improvements and "lessons learned" into our overall SBI*net* program activities.

First, and most important, is the need for engagement with a complete set of customer stakeholders to include the actual SBI*net* users within the Border Patrol. Knowing how these various customers work together and understanding what technology and infrastructure serves best to assist them in accomplishing their mission is key to a successful SBI*net* program. We now have excellent working relationships with a wide range of DHS stakeholders including the Border Patrol and are evolving the system to the needs and desires they express. Chief Aguilar and his staff deserve a lot of credit for bringing this about.

A second lesson learned is the need for much more capable command and control software, usually referred to as the Common Operating Picture (COP). We initiated an effort in October to address this requirement and signed a task order formalizing the

project on December 7, 2007. The first edition of the next generation Common Operating Picture (COP 0.5) will be available in mid 2008.

Another major lesson we have learned is the need for more robust integration and testing prior to deployment. In connection with that, Boeing has invested company funds to support DHS in the creation of new facilities to conduct the increased testing. We built a System Integration Lab (SIL) in Huntsville, Alabama, to test and integrate system components in a lab environment prior to installing them in the field. In Northern Virginia, we have created two additional laboratory facilities. The first is a Command, Control, Communications and Intelligence (C3I) Common Operating Picture Rapid Application Development/Joint Application Development (RAD/JAD) Lab to assist in the work on the next generation Common Operating Picture. The second is a Mission Analysis and Assessment (MA&A) Lab to improve our capabilities to design and model the future laydowns of the system. The labs are operational now and the MA&A lab will be fully functional this spring. All of these facilities are allowing joint development by contractor and government user teams.

Near Term Improvement and Expansion of SBI*net*

Mr. Chairman, with these and other lessons learned on P28, we believe we are positioned to continue spiraling the system. We recognize that a geographically diverse border will require a varied mix of technologies and personnel to support and conduct border security efforts in each unique segment of the border. Our combined government / Boeing team has made significant progress on the planning, designing, engineering and management for future deployments in diverse environments.

A. Next Generation Common Operating Picture Command and Control Software

I have already mentioned the next generation Common Operating Picture which is being developed. Work is progressing on schedule, and the first version is due out this summer. This Common Operating Picture software will be a much more robust set of command and control software based on our collaboration with the Border Patrol and our extensive experience with networked systems. It will give the Border Patrol the benefit of a fully integrated Common Operating Picture as well as providing CBP, DHS and others the benefit of connectivity and potential growth.

B. Systems Engineering Approach

Boeing has now deployed our standard systems engineering processes which will be utilized on all future task orders. Top level user requirements are analyzed through an iterative systems engineering process to determine hardware and software needs. The hardware and software needs are allocated to subsystems and lower level products. Once procured, each product is tested in the Systems Integration Laboratory in a hierarchical approach starting with the individual product, then integrating and testing products together at the subsystem level and then as fully integrated systems prior to deployment. Given the varying environmental conditions, products will also be sent to the intended deployment location for testing to ensure unique site conditions are understood. Additional subsystem and system verification testing occurs during deployment. Once

the system is fully deployed, a series of operational evaluation tests will be conducted with Border Patrol Agents operating the system.

C. Expanded Fencing

As you know, the Boeing Team constructed 31 miles of barriers and fencing south of the Barry M. Goldwater Range in Arizona. That project was completed last fall. We have signed a task order for which we will perform supply chain management for pedestrian and vehicle fence construction along the Southern Border. When completed, these physical barriers will reduce the probability of vehicles and/or pedestrians attempting to cross the border in these areas.

Conclusion

In conclusion, the SBI*net* program has made significant progress since last October when I appeared before the committee. P28 is now producing a higher degree of situational awareness for Border Patrol Agents. The Boeing Team, partnered with our government customer, is preparing the next spiral of this system and is ready for the increased activity of the deployments that lie ahead. We are committed to building, deploying and continually improving a robust, efficient, operational system to assist the Border Patrol in securing America's borders.