SAND2010-1941P

Border Management
Systems Model
Module 2

Why Utilize a Systems Model?

- **All levels of border security policy, planning, and operations need to be considered as an integrated, interactive whole.**

- **What happens in one area inevitably impacts another.**

- **No person or organization operates in a vacuum.**

- **The systems model provides an integrated framework by which we can consider all of the components of border management.**

Model Mission Statement

Strategically deploy a system of personnel, physical elements, and information systems to implement border policies regulating the flow of people and goods across national boundaries, and defending against national security threats.

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Model Principles

- **Command Structure Clarity**

  - **Clear top-down articulation of policies, postures, and priorities**

- **Information-Driven Operations**

  - **Operators should be informed by timely intelligence and event analysis**

- **Deterrence through Enforcement and Defense-in-Depth**

  - **Enforcement and defensive measure send a message to challengers and adversaries**

- **Technology Deployment as a Force Multiplier**

  - **Technology is not a substitute for human resources, but can enhance capabilities**

- **Flexibility to Address Dynamic Challenges**

 - **The system must respond and adapt to ever growing and adapting challenges**

Border Management Systems Model
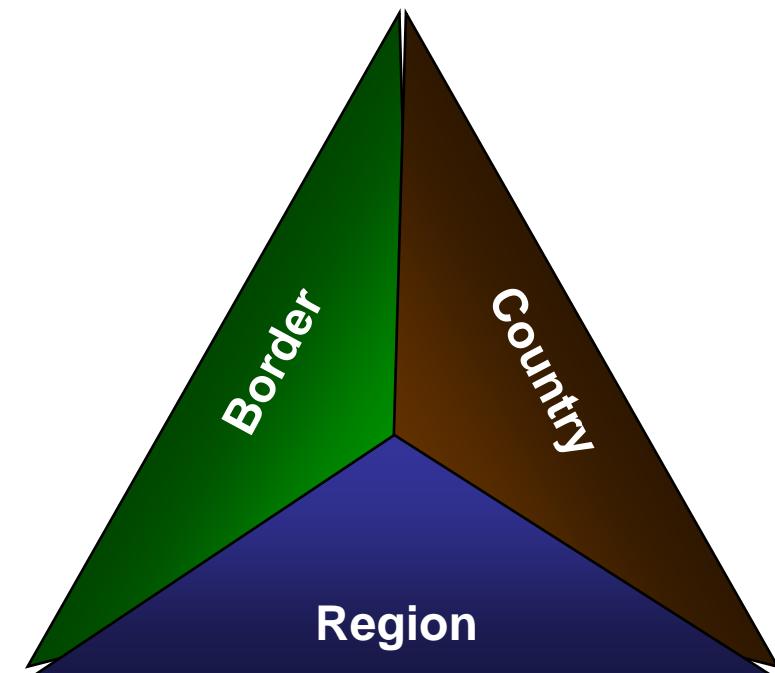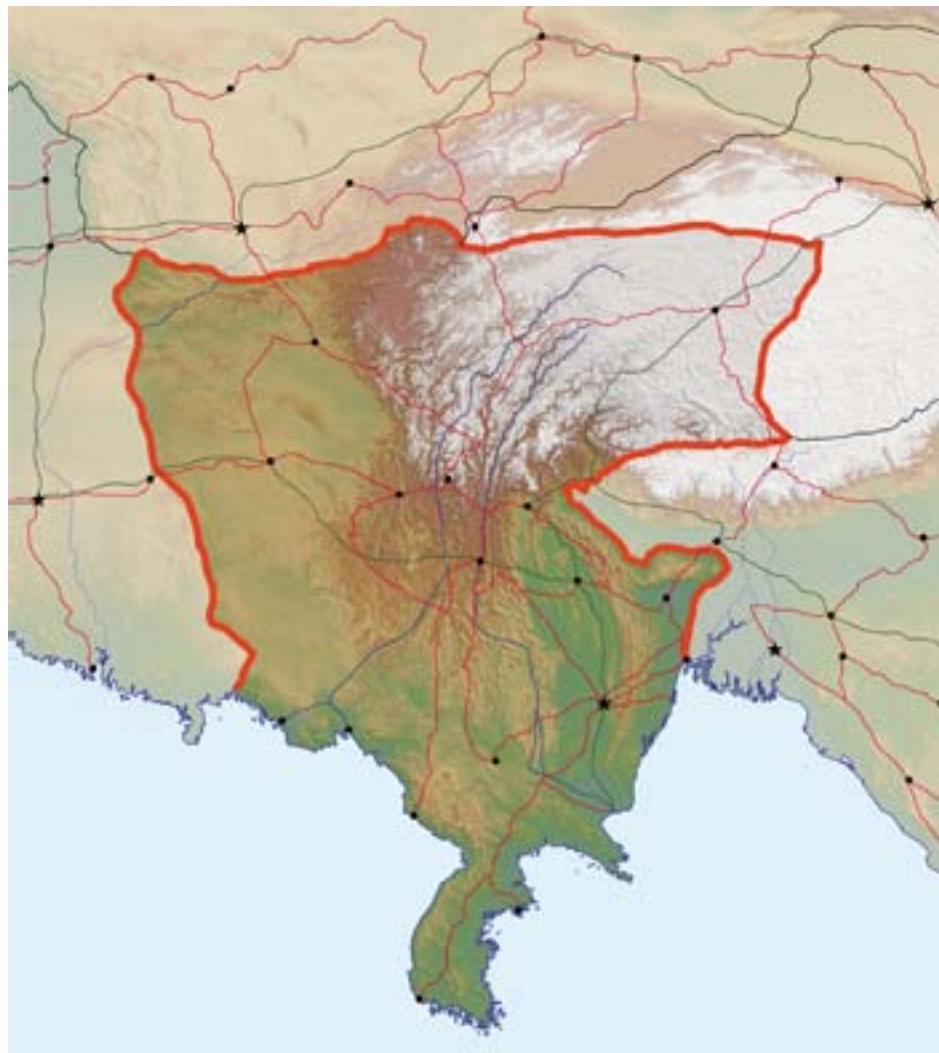
Border System Elements

Border | **Country** | **Region**
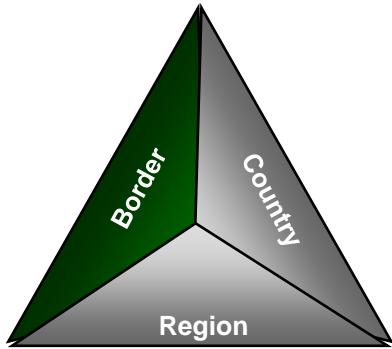
- **Points of entry and areas in between, in the domains of:**
  - **Land**
  - **Water**
  - **Air**

Personnel
- Training
- Logistics
- Operations

Information
- Communications
- Intelligence
- Data Management & Analysis

**Personnel** | **Information** | **Physical**

Physical
- Infrastructure
- Equipment & Technology
- Logistics
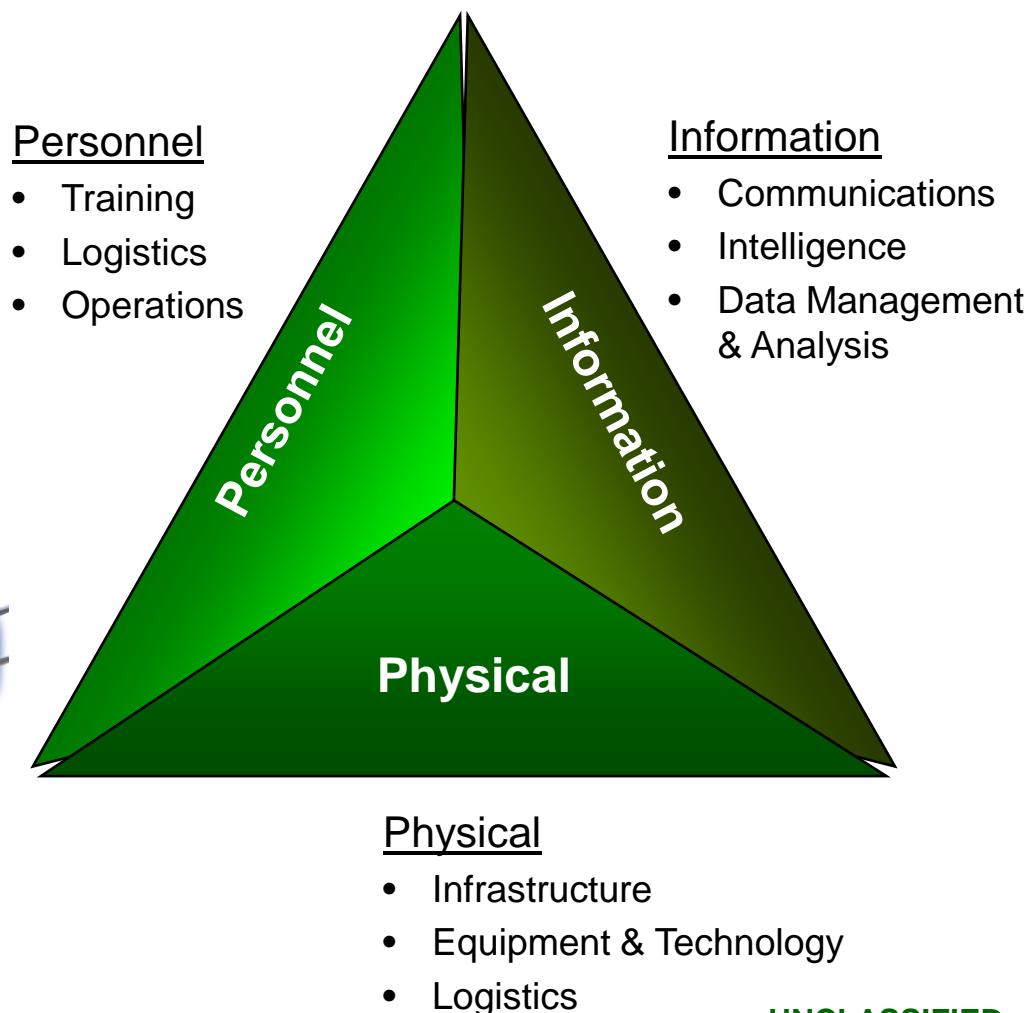
Country System Elements
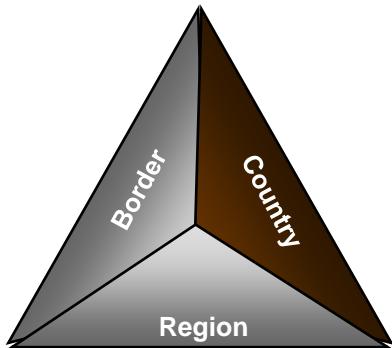
Organization
- Leadership
- Communications
- Division of Labor
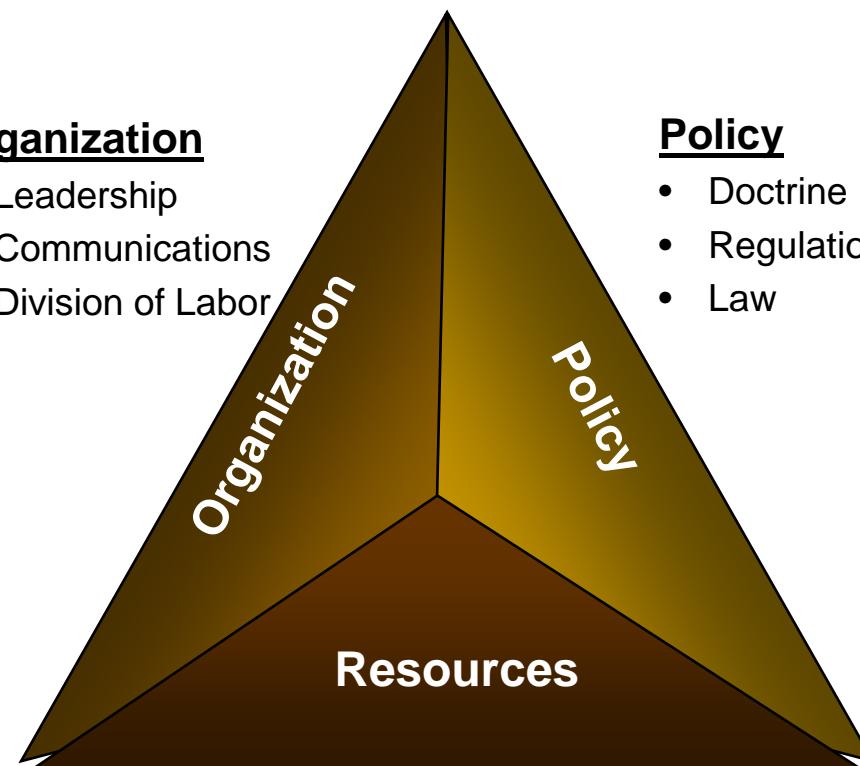
Policy
- Doctrine
- Regulations
- Law

Organization

Policy

Resources

Resources
- Financial
- Technical
- Human

Regional System Elements
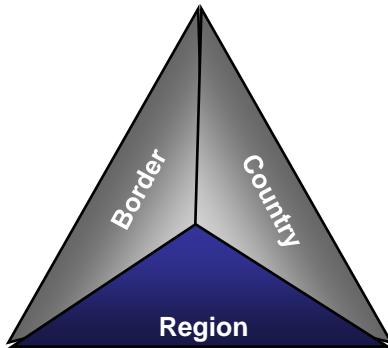
Transparency
- **Intentions**
- **Information**
- **Operations**
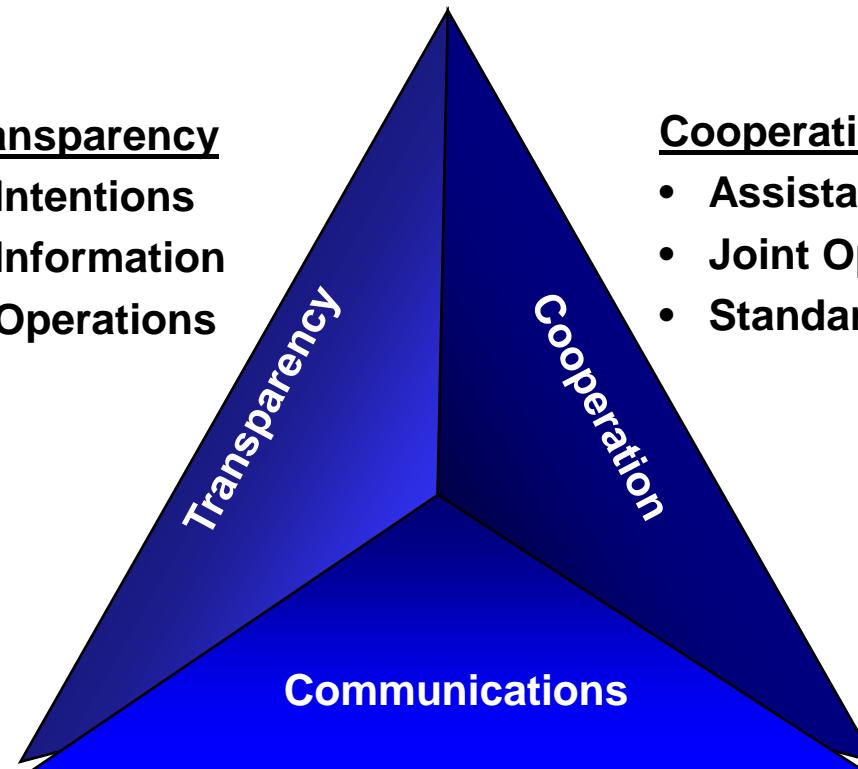
Cooperation
- **Assistance**
- **Joint Operations**
- **Standards**

Communications
- **Operational**
- **Bilateral**
- **Multilateral**

Border

Country

Region

Transparency

Cooperation

Communications

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Applying the Model: Border Level

CBP Hermes 450 UAV

Operations

Logistical Support

Training

Personnel

Comm

Equipment/ Tech

Data Management

Information

Physical

Logistics

Intel

Infrastructure
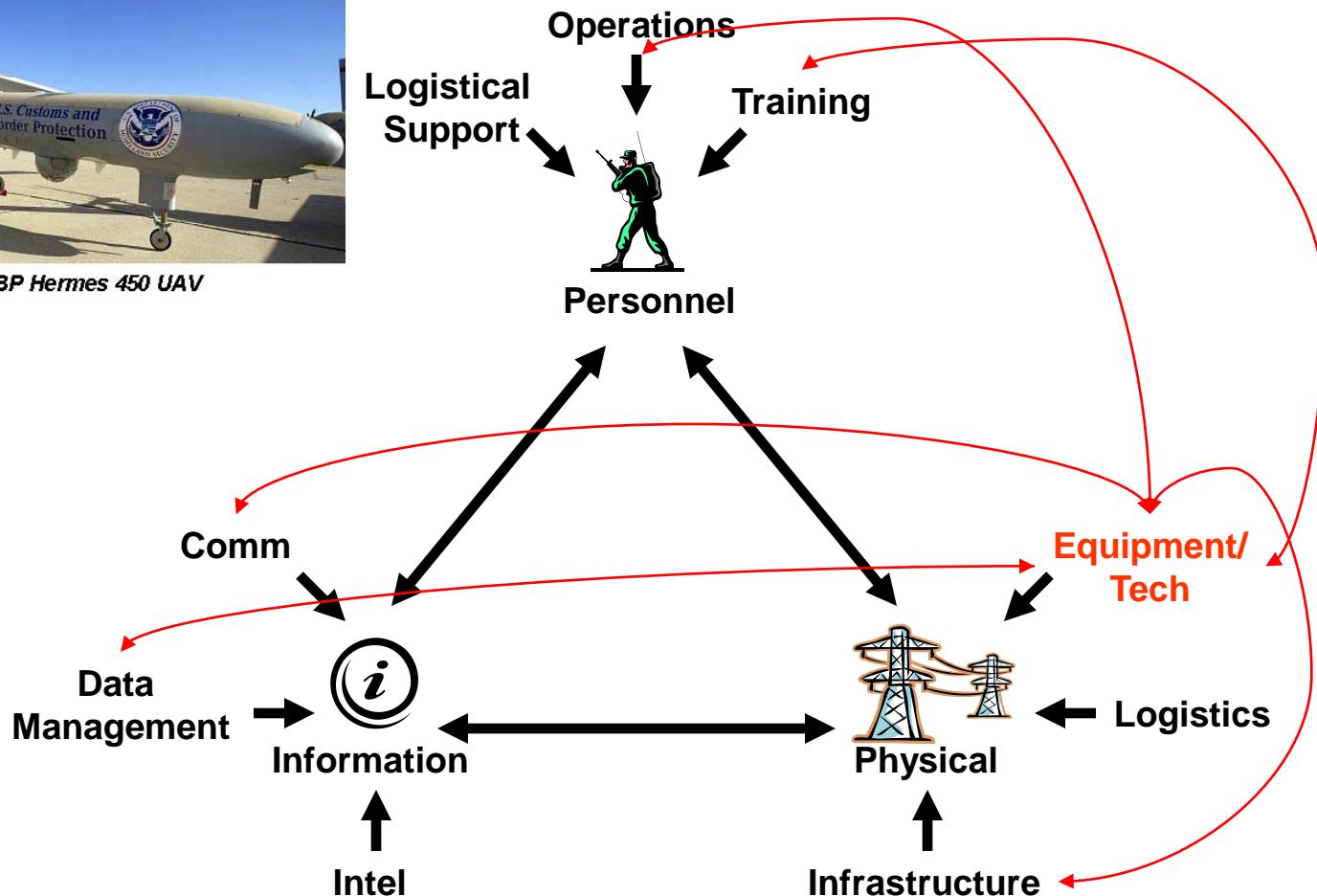
Applying the Model: Border and Country Level

CBP Hermes 450 UAV

Data Management

Comm — Information — Intel

Leadership

Comm — Organization — Division of Labor

Training — Personnel — Law

Operations

Logistical Support

Physical

Policy — Doctrine

Infrastructure — Logistics — Equipment/Tech — Human — Financial — Technical

Resources

Regulations

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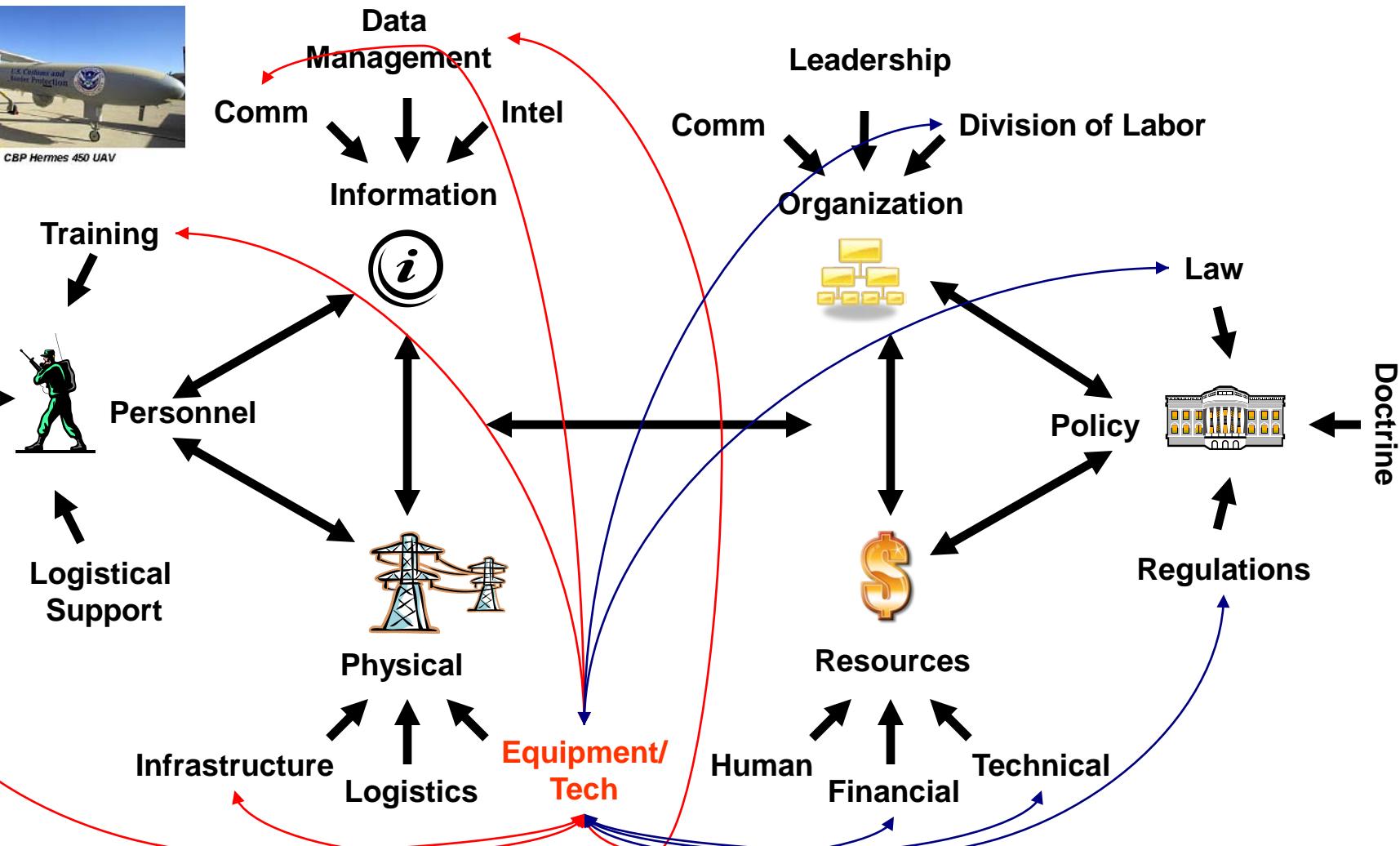
- **Complete the Country Border Security Overview Worksheet**

- **Using the map provided**
  - **Depict operational border sectors**
  - **Identify land, water, air ports of entry**
  - **Identify demarcated frontier borders**

- **Complete the worksheet to identify**

  – **Transparency Elements**

  – **Cross-Border Communication Elements**

  – **Regional Cooperation Elements**