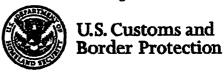
U.S. Department of Homeland Security Washington, DC 20229

OBP 50/8-C



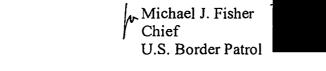
APR 2 3 2012

MEMORANDUM FOR:

(b)(6)(b)(7)(C)

Chief Patrol Agent El Centro Sector

FROM:



SUBJECT:

El Centro Sector CDS AoA Re-evaluation and Distribution

U.S. Border Patrol Headquarters representatives met recently with the El Centro Sector subject-matter experts to conduct a re-evaluation of the Consequence Delivery System's (CDS) Analysis of Alternatives (AoA) method. The AoA, a requirement of the CDS process, used six months of data, including the weighting factors that you and your command staff provided. The sector's support and input resulted in the creation of an improved guide that better supports the application of effective and efficient consequences that helps to achieve strategic outcomes.

The CDS AoA, a decision-support tool, is a crucial piece in the evaluation of available consequences. Your sector's successful completion of the AoA process had a direct impact on the development of the new El Centro Sector-specific CDS Guide and Evaluation Process. The new guide has significant changes compared to the original CDS guide that was used as a primer during FY 2011. These differences are a result of changing operational conditions, improved efficiencies and effectiveness in consequence application, and an improved ability to collect and analyze CDS-specific data. The methodology used to analyze CDS data has also improved from the previous version leading to an increased accuracy and reliability of the new guidance. One improvement is the inclusion of nine members of your command staff along with nine subject-matter experts representing the program-management, operations, prosecutions, and intelligence disciplines.

The new El Centro Sector CDS Guide and Evaluation Process is attached and should be implemented April 30, 2012. All field processing facilities and agents should receive copies of the new guidance. During Fiscal Year (FY) 2012 baseline data will be collected on each alien classification and consequence addressed by the El Centro Sector guide. The FY 2012 baseline data will support future sector- and national-level performance measures. Every effort should be made to apply the most effective and efficient consequence to each alien classification as indicated on the guide to the greatest number of apprehensions. The new guide will remain in effect throughout FY 2012 and will undergo periodic re-evaluation. CDS results will be reported on a quarterly basis.

The results of the El Centro Sector AoA process are attached. Results for each alien classification are shown in their own table and also included is a summary table showing the average results of all seven classifications.

000002

El Centro Sector CDS AoA Re-evaluation and Distribution Page 2

The Border Patrol's CDS methodology has been expanded to other CBP components. DHS frequently cites the CDS process as an analytical best practice. I look forward to working with you and your staff to improve this process.

As always, I am available to answer any questions you may have at (202) Staff may direct specific questions to Operations Officer(b)(6) (b)(7)(C) or Management and Program Analyst (b)(6) (b)(7)(C) of the Strategic Planning, Policy and Analysis Division at (202) (b)(6) (b)(7)(C)

Attachments

# EL CENTRO SECTOR CONSEQUENCE DELIVERY SYSTEM GUIDE

	WA/NTA	ER	Std. Pros	Reinstate	OASISS	ATEP	VR
First Apprehension (BP)	•	•	•			0	•
Family Unit	•	• 4		•	4		•
Second/Third Apprehension (BP)	•	•				•	•
Persistent Alien	•	•	•	•		•	
Suspected Smuggler	•	•	•	•	•	•	•
Targeted Smuggler	•	•		•	•	•	•
Criminal Alien			•				

- \* This Consequence Delivery System Guide is to be utilized for the processing of illegal aliens. The combination of any of the above consequences is encouraged, especially when the best/most effective consequence can not be applied. OBP is dividing apprehended aliens into these groups in order to analyze and determine the best combination of consequences to be applied to affect an alien's decision to attempt any additional illegal entry into the United States.
- \*\* This chart is Not meant to be inclusive of every illegal alien arrested or consequence available, as there will be special cases in each category.

Best Consequence/Most Effective Less	than Best Consequence/Effective	Preferred over a Voluntary Return
More Effective than Remaining Alternatives	Least Preferred/Least Effective	Not Applicable **



U.S. BORDER PATROL

For Use in FY2012

# **EVALUATION PROCESS**

# STEP 1

# **Record Checks**

- e3
- Fed Query
- FINS Link

# STEP 4

# Classify/Verify Entrant Classification

- First Apprehension (BP)
- Family Unit
- Second/Third Apprehension (BP)
- Persistent Alien
- Suspected Smuggler
- Targeted Smuggler
- Criminal Alien

# STEP 2

# **Review History**

- Prior Criminal
- Prior Immigration
- Prior Consequences
- Outcome(s)

# STEP 5

# Review Consequence Delivery

- Previous Actions
- Expected Outcomes
- Possible Path
   Forward
- Best Available CDS

# STEP 3

# **Review Nexus**

- Criminal Organization
- Target/Focus Area
- Targeted
   Demographic

# STEP 6

#### Execute

- Record Disposition
- Place Alert
- Information Sharing with Strategic Partners





OBP 50/8-C

JAN 26 2012



(b)(6) (b)(7)(C

MEMORANDUM FOR:

(b)(6)(b)(7)(C)

Chief Patrol Agent

El Paso Sector

FROM:

Michael J. Fisher

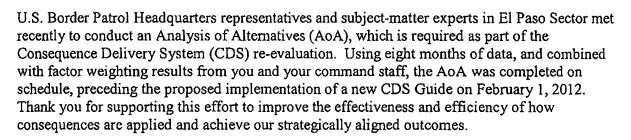
Chief

U.S. Border Patrol

SUBJECT:

El Paso Sector Consequence Delivery System, Analysis of

Alternatives Re-evaluation and Distribution



The CDS AoA as a decision-support tool is a crucial piece in the evaluation of available consequences, and it has informed the development of the new El Paso Sector-specific CDS Guide and Evaluation Process to be implemented in Fiscal Year (FY) 2012. There have been some significant changes from the original CDS Guide used as a primer during FY 2011. These differences are a result of changing operational conditions, improved efficiency and effectiveness, and the ability to collect and analyze data specific to CDS. Additionally, the analytical methodology for developing this new guidance evolved with many significant improvements over the past version, including the participation of 13 members of your command staff and 15 subject-matter experts representing program management, operations, prosecutions, and intelligence disciplines. These improvements have increased the accuracy and reliability of the analysis.

The new El Paso Sector CDS Guide and Evaluation Process is attached and should be distributed to all field processing facilities and agents, effective February 1, 2012. During FY 2012, baseline data will be collected for each alien classification and consequence represented on the new El Paso Sector CDS Guide, in support of future sector- and National-level performance measures. Therefore, every effort should be made to apply the most effective and efficient consequence to the greatest number of apprehensions as indicated for each alien classification on the guide. This new guide will remain in effect throughout FY 2012, and, in consultation with your sector point-of-contact, will undergo periodic evaluation. The reporting of results will occur on a quarterly basis. Also attached is a file showing the results of the El Paso Sector AoAs for every individual alien classification, as well as a summary averaging results among all seven of the classifications.

000006

El Paso Sector Consequence Delivery System, Analysis of Alternatives Re-evaluation and Distribution Page 2

The Border Patrol's CDS is quickly becoming a model for U.S. Customs and Border Protection and is being considered by the Department of Homeland Security as a best practice. I look forward to working with you to implement and further improve this process.

As always, I am available to answer any questions you may have at (202) (b)(6) (b)(7)(C) Staff may direct specific questions to Operations Officer(b)(6) (b)(7)(C) Management and Program Analyst (b)(6) (b)(7)(C) of the Strategic Planning, Policy and Analysis Division at (202) (b)(6)(7)(C)

Attachments

# EL PASO SECTOR CONSEQUENCE DELIVERY SYSTEM GUIDE

	Std Pros	Reinstate	OASISS	ER	WA/NTA	VR
First Apprehension (BP)				•	•	•
Family Unit	è			•	•	
Second/Third Apprehension (BP)	•	•	57	•		
Persistent Alien				•	•	•
Suspected Smuggler		•	•	•	•	•
Targeted Smuggler	•		•	•	•	•
Criminal Alien	•	•			• •	•

- \* This Consequence Delivery System Guide is to be utilized for the processing of illegal aliens. The combination of any of the above consequences is encouraged, especially when the best/most effective consequence can not be applied. OBP is dividing apprehended aliens into these groups in order to analyze and determine the best combination of consequences to be applied to affect an alien's decision to attempt any additional illegal entry into the United States.
- \*\* This chart is **Not** meant to be inclusive of every illegal alien arrested or consequence available, as there will be special cases in each category.

Best Consequence/Most Effective	Less than Best Consequence/Effective Preferred over a Voluntary Return	
More Effective than Remaining Altern	tives Least Preferred/Least Effective Not Applicable **	



BORDER PATROL

# **EVALUATION PROCESS**

# STEP 1

# **Record Checks**

- e3
- Fed Query
- FINS Link

# STEP 4

# Classify/Verify Entrant Classification

- First Apprehension (BP)
- Family Unit
- Second/Third
   Apprehension (BP)
- Persistent Alien
- Suspected Smuggler
- Targeted Smuggler
- Criminal Alien

# STEP 2

# **Review History**

- Prior Criminal
- Prior Immigration
- Prior Consequences
- Outcome(s)

# STEP 5

# Review Consequence Delivery

- Previous Actions
- Expected Outcomes
- Possible Path
   Forward
- Best Available CDS

# STEP 3

# **Review Nexus**

- Criminal Organization
- Target/Focus Area
- Targeted
   Demographic

# STEP 6

#### Execute

- Record Disposition
- Place Alert
- Information Sharing with Strategic Partners





Office of Border Patrol							Tucson Ao	A Summar	y.xls										
Alternatives Evaluation Matrix	Category Weight				61%					18%				21%			100%	Field	Scores
Consequence Delivery System Analysis				P	erforman	ice		7		Schedul	le			Costs		37-016			
Tucson Sector September 2011		Severity of Consequence (sentencing, displaced)	Displacement	Awareness/ Messaging Psychological/ Deterrence Factor	% of Amenable Aliens Processed into the Program	Reapprehension Rate	Recidivism Rate	Avg. Number of Apps per Recidivist	Avg. Time between Repatriation and Re- Entry	Time Required for BP to Process	Man-Hours per Case	BP Staffing to the Program	Dedication and Contribution of Strategice Partners	Cost per Border Mile	BP Cost per Alien	Cost per Hour of BP Processing	■ Total Weight	ore Total	Weighted Score Total
Alternative	Factor Weight	(b)(5)	(b)(7)(E	)													100.00%	Raw Score	Veight
OASIS	s																		b)(7)(E)
WA/NT	A																		
Streamlin	е																		
MIR	P																		
E	R																		
ATE	Р																		
Standard Prosecution	s																		
Quick Cou	rt																		
Reinstat	e																		
v	R	000																	

- 1 Limited performance but has some adverse operational impact within the factor
- 2 None/Low measureable performance within the factor
- 3 Performance is effective but has limited operational impact within the factor
- 4 Effective performance with positive within the factor
- 5 Performance is high with significant operation impact within the factor

Office of Border Patrol							Tucson Ao	A Summary	y.xls										
Alternatives Evaluation Matrix  Consequence Delivery System Analysis	Category Weight			,	61% erforman	CD.				18% Schedul	0			21% Costs			100%	Field	Scores
Tucson Sector September 2011		Severity of Consequence (sentencing, displaced)	Displacement	Awareness/ Messaging/ Psychological/ Deterrence Factor	% of Amenable Aliens Processed into the Program	Reapprehension Rate	Recidivism Rate	Avg. Number of Apps per Recidivist	Avg. Time between Repatriation and Re- Entry	Time Required for BP to Process	Man-Hours per Case	BP Staffing to the Program	Dedication and Contribution of Strategice Partners	Cost per Border Mile	BP Cost per Alien	Cost per Hour of BP Processing	Total Weight	ore Total	Weighted Score Total
Alloweding	Factor Weight	I(b)(5) (	b)(7)(E	Ξ)													100.00%	Raw Score	eighte
Alternative																			
OASISS		-																(b)(5)	(b)(7)(E)
WA/NTA																			
Streamline																			
MIRE																			
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Standard Prosecutions																			
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- 1 Limited performance but has some adverse operational impact within the factor
- 2 None/Low measureable performance within the factor
- 3 Performance is effective but has limited operational impact within the factor
- 4 Effective performance with positive within the factor
- 5 Performance is high with significant operation impact within the factor

Office of Border Patrol							Tucson Ao	A Summar	y.xls										
Alternatives Evanualish Matrix  Consequence Delivery System Analysis	Category Weight			P	61% Performan	ice				18% Schedul	le			21% Costs			100%	Field	Scores
Tucson Sector September 2011	_	Severity of Consequence (sentencing, displaced)	Displacement	Awareness/ Messaging/ Psychological/ Deterrence Factor	% of Amenable Aliens Processed into the Program	Reapprehension Rate	Recidivism Rate	Avg. Number of Apps per Recidivist	Avg. Time between Repatriation and Re- Entry	Time Required for BP to Process	Man-Hours per Case	BP Staffing to the Program	Dedication and Contribution of Strategice Partners	Cost per Border Mile	BP Cost per Alien	Cost per Hour of BP Processing	← Total Weight	ore Total	Weighted Score Total
Alternative	Factor Weight	(b)(5)	(b)(7)(E	=)													100.00%	Raw Score	Veight
OASIS	s																	THE RESERVE OF THE PARTY OF THE	b)(7)(E)
WA/NT	A																		
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ATE	Р																		
Standard Prosecution	S																		
Quick Cour	rt																		
Reinstat	e																		
V	R	The same															1533	9/4 35	

- 1 Limited performance but has some adverse operational impact within the factor
- 2 None/Low measureable performance within the factor
- 3 Performance is effective but has limited operational impact within the factor
- 4 Effective performance with positive within the factor
- 5 Performance is high with significant operation impact within the factor

Too.00%

Score each alternative within each factor from a scale of 1-5 and enter the score into the appropriate cell using the following scoring scheme:

1 - Limited performance but has some adverse operational impact within the factor

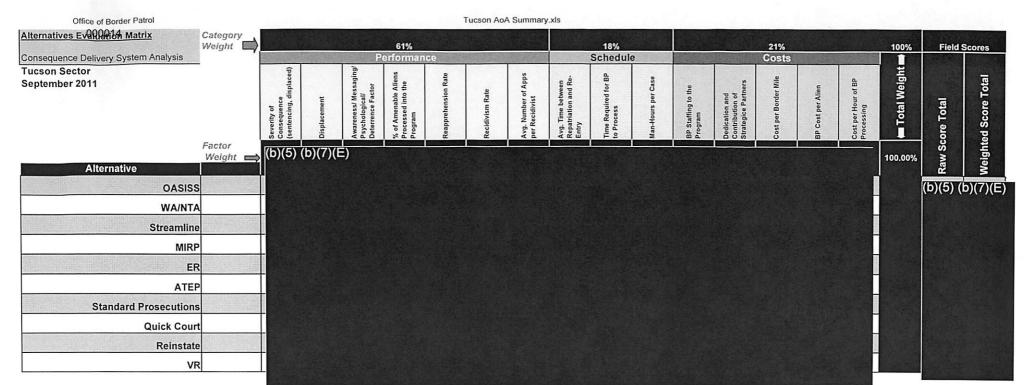
2 - None/Low measureable performance within the factor

3 - Performance is effective but has limited operational impact within the factor

4 - Effective performance with positive within the factor

5 - Performance is high with significant operation impact within the factor

- 1 Limited performance but has some adverse operational impact within the factor
- 2 None/Low measureable performance within the factor
- 3 Performance is effective but has limited operational impact within the factor
- 4 Effective performance with positive within the factor
- 5 Performance is high with significant operation impact within the factor



- 1 Limited performance but has some adverse operational impact within the factor
- 2 None/Low measureable performance within the factor
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- 4 Effective performance with positive within the factor
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- 1 Limited performance but has some adverse operational impact within the factor
- 2 None/Low measureable performance within the factor
- 3 Performance is effective but has limited operational impact within the factor
- 4 Effective performance with positive within the factor
- 5 Performance is high with significant operation impact within the factor

OBP 50/8-C

# MAY 2 9 2012



MEMORANDUM FOR:

(b)(6) (b)(7)(C)

Chief Patrol Age(b)(6) (b)(7)(C)

Laredo Sector

FROM: Michael J. Fisher

Chief

U.S. Border Patrol

SUBJECT: Laredo Sector CDS AoA Re-evaluation and Distribution

U.S. Border Patrol Headquarters representatives met recently with the Laredo Sector subject-matter experts to conduct a re-evaluation of the Consequence Delivery System's (CDS) Analysis of Alternatives (AoA) method. The AoA, a requirement of the CDS process, used six months of data, including the weighting factors that you and your command staff provided. Laredo Sector's support and input to this effort resulted in the creation of an improved guide that better supports the application of effective and efficient consequences that helps to achieve strategic outcomes.

The CDS AoA, a decision-support tool, is a crucial piece in the evaluation of available consequences. Your sector's successful completion of the AoA process had a direct impact on the development of the new Laredo Sector-specific CDS Guide and Evaluation Process. The new guide has significant changes compared to the original CDS guide that was used as a primer during Fiscal Year (FY) 2011. These differences are a result of changing operational conditions, improved efficiencies and effectiveness in consequence application, and an improved ability to collect and analyze CDS-specific data. The methodology used to analyze CDS data has also improved from the previous version leading to an increased accuracy and reliability of the new guidance. One improvement is the inclusion of ten members of your command staff along with 15 subject-matter experts representing the program management, operations, and prosecutions disciplines.

The new Laredo Sector CDS Guide and Evaluation Process is attached and should be implemented June 1, 2012. All field processing facilities and agents should receive copies of the new guidance. During FY 2012, baseline data will be collected on each alien classification and consequence addressed by the Laredo Sector guide. The FY 2012 baseline data will support future sector- and national-level performance measures. Every effort should be made to apply the most effective and efficient consequence to each alien classification as indicated on the guide to the greatest number of apprehensions. The new guide will remain in effect throughout FY 2012. The guide will undergo periodic re-evaluation. Reporting of CDS results will occur on a quarterly basis.

The results of the Laredo Sector AoA process also are attached. Results for each alien classification are shown in their own table and also included is a summary table showing the average results of all seven classifications.

Laredo Sector CDS AoA Re-evaluation and Distribution Page 2

The Border Patrol's CDS methodology has been expanded to other CBP components. DHS frequently cites the CDS process as an analytical best practice, and I look forward to working with you and your staff to improve this process.

As always, I am available to answer any questions you may have at (202) (b)(6) (b)(7) Staff may direct specific questions to Operations Officer (b)(6) (b)(7)(C) or Management and Program Analyst (b)(6) (b)(7)(C) of the Strategic Planning, Policy and Analysis Division at (202) (b)(6) (b)(7)

Attachments

# LAREDO SECTOR CONSEQUENCE DELIVERY SYSTEM GUIDE

	ER	ATEP	Reinstate	Std. Pros	WA/NTA	Streamline	VR
First Apprehension (BP)	•			•		•	•
Family Unit	•		0				•
Second/Third Apprehension (BP)		•				0	0
Persistent Alien	•	0	•	•	•	•	
Suspected Smuggler	•	•	•		•	•	
Targeted Smuggler	•		•	•	•		•
Criminal Alien	•	•	•	•	•	0	

- \* This Consequence Delivery System Guide is to be utilized for the processing of illegal aliens. The combination of any of the above consequences is encouraged, especially when the best/most effective consequence can not be applied. OBP is dividing apprehended aliens into these groups in order to analyze and determine the best combination of consequences to be applied to affect an alien's decision to attempt any additional illegal entry into the United States.
- \*\* This chart is **Not** meant to be inclusive of every illegal alien arrested or consequence available, as there will be special cases in each category.

Best Consequence/ Most Effective	Preferred over a Voluntary Return
Less than Best Consequence/ Effective	Least Preferred/Least Effective
■ More Effective than Remaining Alternatives	
Less than Best Consequence/ Effective	Least Preferred/Least Effective



For Use During FY2012



# **EVALUATION PROCESS**

# STEP 1

# Record Checks

- •e3
- Fed Query
- •Finslink
- •TRACS

# STEP 2

# **Review History**

- Prior Criminal
- •Prior Immigration
- •Prior Consequences
- Outcome(s)

# STEP 3

# Review Nexus

- Criminal Organization
- •Target /Focus Area
- •Targeted Demographic

# STEP 4

# Classify/Verify Entrant Classification Review Consequence Execute

- •First Apprehension (BP)
- •Family Unit
- •Second/Third Apprehension (BP)
- Persistent Alien
- •Suspected Guide/ Mule
- Targeted Guides
- ·Criminal Alien

# STEP 5

# Delivery

- \*Previous Actions
- •Expected Outcomes
- ·Possible Path Forward
- •Best Available CDS

# STEP 6

- •Record Disposition
- ·Place Alert
- Information Sharing with Strategic **Partners**





OBP 50/8-C

APR 0 2 2012



MEMORANDUM FOR: (b)(6) (b)(7)(C)

Acting Chief Police (b)(6) (b)(7)(C)

Del Rio Secto

FROM: Michael J. Fis

Chief

U.S. Border Patrol

SUBJECT: Del Rio Sector Consequence Delivery System, Analysis of

Alternatives Re-evaluation and Distribution

Recently, U.S. Border Patrol Headquarters representatives and subject-matter experts in Del Rio Sector met to conduct an Analysis of Alternatives (AoA), which is required as part of the Consequence Delivery System (CDS) re-evaluation. Using six months of data, and combined with factor-weighting results from you and your command staff, the AoA was completed on schedule, preceding the proposed implementation of a new CDS Guide March 1, 2012. Thank you for supporting this effort to improve the effectiveness and efficiency of how consequences are applied and achieve our strategically aligned outcomes.

The CDS AoA as a decision-support tool is a crucial piece in the evaluation of available consequences and it has informed the development of the new Del Rio Sector-specific CDS Guide and Evaluation Process to be implemented in Fiscal Year (FY) 2012. You will notice there have been some significant changes from the original CDS Guide used as a primer during FY 2011. These differences are a result of changing operational conditions, improved efficiency and effectiveness, and the ability to collect and analyze data specific to CDS. Additionally, the analytical methodology for developing this new guidance evolved with many significant improvements over the past version, including the participation of 13 members of your command staff and 15 subject-matter experts representing program management, operations, prosecutions, and intelligence disciplines. These improvements have increased the accuracy and reliability of the analysis.

The new Del Rio Sector CDS Guide and Evaluation Process is attached and should be distributed to all field processing facilities and agents, effective March 1, 2012. During FY 2012, baseline data will be collected for each alien classification and consequence represented on the new Del Rio Sector CDS Guide in support of future sector- and national-level performance measures. Therefore, every effort should be made to apply the most effective and efficient consequence to the greatest number of apprehensions as indicated for each alien classification on the guide. This new guide will remain in effect throughout FY 2012, and in consultation with your sector point-of-contact, will undergo periodic evaluation; the reporting of results will occur on a quarterly basis. Also attached is a file showing the results of the Del Rio Sector AoAs for every individual alien classification, as well as a summary averaging results among all seven classifications.

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Del Rio Sector Consequence Delivery System, Analysis of Alternatives Re-evaluation and Distribution
Page 2

The U.S. Border Patrol's CDS is quickly becoming a model for CBP and is being considered by DHS as a best practice. I look forward to working with you to implement and further improve this process.

As always, I am available to answer any questions you may have at (202) Staff may direct specific questions to Operations Officer (b)(6) (b)(7)(C) or Management and Program Analyst (b)(6) (b)(7)(C) of the Strategic Planning, Policy and Analysis Division at (202) (b)(6) (b)(7)

Attachments

# DEL RIO SECTOR CONSEQUENCE DELIVERY SYSTEM GUIDE

	Std. Pros.	ER	Reinstate	Streamline	WA/NTA	ATEP	VR
First Apprehension (BP)	2	•		•	•	•	•
Family Unit		•	•	•			•
Second/Third Apprehension (BP)					•	•	
Persistent Alien	•			•	•		•
Suspected Smuggler							
Targeted Smuggler		•		•	•		
Criminal Alien	•	•		•	•	•	

- \* This Consequence Delivery System Guide is to be utilized for the processing of illegal aliens. The combination of any of the above consequences is encouraged, especially when the best/most effective consequence can not be applied. OBP is dividing apprehended aliens into these groups in order to analyze and determine the best combination of consequences to be applied to affect an alien's decision to attempt any additional illegal entry into the United States.
- \*\* This chart is **Not** meant to be inclusive of every illegal alien arrested or consequence available, as there will be special cases in each category.

Best Consequence/Most Effective Less	than Best Consequence/Effective	Preferred over a Voluntary Return
More Effective than Remaining Alternatives	Least Preferred/Least Effective	Not Applicable **



U.S. BORDER PATROL

For Use in FY2012

# **EVALUATION PROCESS**

# STEP 1

# **Record Checks**

- e3
- Fed Query
- FINS Link

# STEP 4

# Classify/Verify Entrant Classification

- First Apprehension (BP)
- Family Unit
- Second/Third Apprehension (BP)
- Persistent Alien
- Suspected Smuggler
- Targeted Smuggler
- Criminal Alien

# STEP 2

# Review History

- Prior Criminal
- Prior Immigration
- Prior Consequences
- Outcome(s)

# STEP 5

# Review Consequence Delivery

- Previous Actions
- Expected Outcomes
- Possible Path
   Forward
- Best Available CDS

# STEP 3

# **Review Nexus**

- Criminal Organization
- Target/Focus Area
- Targeted
   Demographic

# STEP 6

#### Execute

- Record Disposition
- Place Alert
- Information Sharing with Strategic Partners





	cores		Score Total	bətr	lgisW	)(7)(E)						
	Field Scores		lstoT e	scor	S WBA	( <u>/)(q) (9)(q)</u>						
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			est per Border Mile									
			98 to Thour of BP gnisseson									
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			ədt ot gniffst2 q ៣នាមូល									
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			vg. Time Required for P to Process									
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		3	vg. Time Between itial Apprehension nd Reapprehension									
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			eapprehension Rate	(7)/(E)	(1)(1)							
			esidivism Rate	(=)(Z)(q) (S)(d)								
	Category Weight				100							
Name and Associated Street, Co.	Cati			Factor	We	WA/NTA	uline	띪	ATEP	ıtion	state	8
CONTRACTOR CONTRACTOR	<u>i</u>	Consequence Delivery System Analysis			r.	WA	Streamline		4	Std. Prosecution	Reinstate	
The same name of the last of t	Alternatives Evaluation Matrix	ivery Syste		FIRA	Alien Classification Alternative					Std		
	ives Eva	lence Del	2012		Aller							
CONTRACTOR OF	Iternat	Consequ	YUM Sector March 2012									

Office of Border Patrol							YUM AoA	Summary.	xls										
Alternatives Evaluation Matrix	Category Weight				56%					19%				25%			100%	Field	Scores
Consequence Delivery System Analysis YUM Sector March 2012		kecidivism Rate	keapprehension Rate	Avg. Number of Apps per Recidivist	Awareness / Messaging Jud / Psychological Deterrence Factor	Displacement	% of Amenable Aliens Processed into the Program	Severity of Consequence	Avg. Time Between Initial Apprehension and Reapprehension	Schedul	Avg. Time Required for BP to Process	Dedication and Contribution of Strategic Partners	BP Staffing to the Program	Costs  Bb Cost ber Allen	Cost per Hour of BP Processing	Cost per Border Mile	■ Total Weight	e Total	Score Total
FMUA Alien Classification Alternative	Factor Weight	(b)(5)	(b)(7)(E					4,70									100.00%	Raw Score	Weighted Score
WA/NT	4																	(b)(5)	(b)(7)(E)
Streamlin	e																		
	₹																		
ATE	Р																		
Std. Prosecution	n																		
Reinstat	е																		
V																			

Office of Border Patrol YUM AoA Summary.xls Alternatives Evaluation Matrix Category Weight 56% 19% Schedule 100% Field Scores 25% Costs Consequence Delivery System Analysis Performance ■ Total Weight YUM Sector Avg. Time Required for BP to Process March 2012 Weighted Score Total BP Staffing to the Program Raw Score Total SOTA
Alien Classification Factor Weight  $\Rightarrow$  (b)(5) (b)(7)(E) 100.00% Alternative (b)(5) (b)(7) (E) WA/NTA Streamline ER ATEP Std. Prosecution Reinstate VR

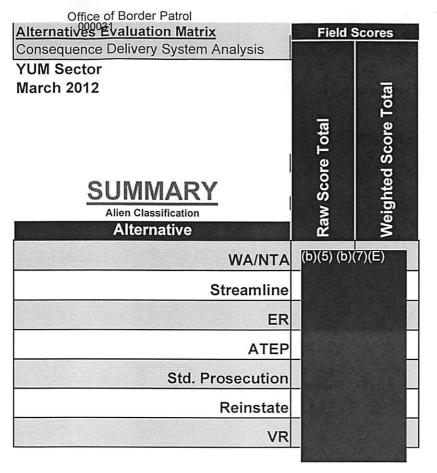
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- 1 Limited performance but has some adverse operational impact within the factor
- 2 None/Low measureable performance within the factor

VR

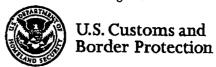
- 3 Performance is effective but has limited operational impact within the factor
- 4 Effective performance with positive within the factor
- 5 Performance is high with significant operation impact within the factor

Alternatives Engineery Matrix  Consequence Delivery System Analysis	Category Weight				56%					19%				25%			100%	Field S	cores
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OBP 50/5-C

JUL 1 2 2012



MEMORANDUM FOR:

(b)(6) (b)(7)(C)

Chief Patrol (b)(6) (b)(7)(C)

Big Bend Se

FROM:

Michael J. F Chief

U.S. Border Patrol

SUBJECT:

Big Bend Sector Consequence Delivery System

Analysis of Alternatives: Re-evaluation and Distribution

U.S. Border Patrol Headquarters representatives recently met with Big Bend Sector subject-matter experts to conduct a re-evaluation of the Consequence Delivery System (CDS) Analysis of Alternatives (AoA) method. The AoA process, a requirement of the CDS, used six months of data, including the weighting factors that you and your command staff provided. The sector's support and input to this effort created an improved guide that better supports effective and efficient consequences to help achieve strategic outcomes.

The CDS AoA is a decision-support tool that is crucial to evaluating available consequences. Your sector's successful completion of the AoA process had a direct impact on the development of the new Big Bend Sector-specific CDS Guide and Evaluation Process. The new guide was changed significantly from the original CDS guide used as a primer during Fiscal Year (FY) 2011. The differences result from changing operational conditions, improved efficiencies and effectiveness in consequence application, and an improved ability to collect and analyze CDS-specific data. The methodology used to analyze CDS data also improved from the previous version, leading to increased accuracy and reliability in the new guidance. One improvement is the inclusion of 11 members of your command staff along with 14 subject-matter experts representing the program management, operations, and prosecutions disciplines.

The new Big Bend Sector CDS Guide and Evaluation Process is attached and should be implemented July 15, 2012. All field processing facilities and agents should receive copies of the new guidance. During FY 2012, baseline data will be collected on each alien classification and consequence addressed by the Big Bend Sector CDS Guide. The FY 2012 baseline data will support future sector- and national-level performance measures. Every effort should be made to apply the most effective and efficient consequence to each alien classification, as indicated in the guide, to the greatest number of apprehensions. The new guide will remain in effect throughout FY 2012. The guide will undergo periodic re-evaluation. Reporting of CDS results will occur on a quarterly basis.

The results of the Big Bend Sector AoA process are attached. Results for each alien classification are shown in that classification's table and also in a summary table showing the average results of the seven classifications.

Big Bend Sector CDS AoA, Re-evaluation and Distribution Page 2

The Border Patrol's CDS methodology has been expanded to other components of U.S. Customs and Border Protection. The Department of Homeland Security frequently cites the CDS process as an analytical best practice.

I look forward to working with you and your staff to improve this process. I can be contacted at (202)(b)(6) (b) should you have questions. Staff may direct specific questions to Operations Officer (b)(6) (b)(7)(C) or Management and Program Analyst (b)(6) (b)(7)(C) of the Strategic Planning, Policy and Analysis Division at (202) (b)(6) (b)(7)(C)

Attachments

# CONSEQUENCE DELIVERY SYSTEM GUIDE BIG BEND SECTOR

	Reinstate	WA/NTA	FR	Std. Pros	VR
First Apprehension (RD)	A TOTAL				
Family Unit	•		0		•
Second/Third Apprehension (BP)	•		•	•	0
Persistent Alien	.0	٠	•	•	•
Suspected Smuggler	•	•	0	•	•
Targeted Smuggler	•	•	0	•	
Criminal Alien	9	•	•	•	

- This Consequence Delivery System Guide is to be utilized for the processing of illegal aliens. The combination combination of consequences to be applied to affect an alien's decision to attempt any additional illegal entry be applied. OBP is dividing apprehended aliens into these groups in order to analyze and determine the best of any of the above consequences is encouraged, especially when the best/most effective consequence can not into the United States.
- $^{**}$  This chart is Not meant to be inclusive of every illegal alien arrested or consequence available, as there will be special cases in each category.

Preferred over a Volunta	Not Applicable **
Less than Best Consequence/Effective	ovitootta face (/barrefer Drack Effective
Φ	(torna
Best Consequence/Most Effective	More Effective than Remaining A

ry Return



For Use in FY 2012

# **EVALUATION PROCESS**

# STEP 1

# Record Checks

- e3
- Fed Query
- FINS Link

# STEP 4

# Classify/Verify Entrant Classification

- First Apprehension (BP)
- Family Unit
- Second/Third
   Apprehension (BP)
- Persistent Alien
- Suspected Smuggler
- Targeted Smuggler
- Criminal Alien

# STEP 2

# **Review History**

- Prior Criminal
- Prior Immigration
- Prior Consequences
- Outcome(s)

# STEP 5

# Review Consequence Delivery

- Previous Actions
- Expected Outcomes
- Possible Path Forward
- Best Available CDS

# STEP 3

# **Review Nexus**

- Criminal Organization
- Target/Focus Area
- Targeted
   Demographic

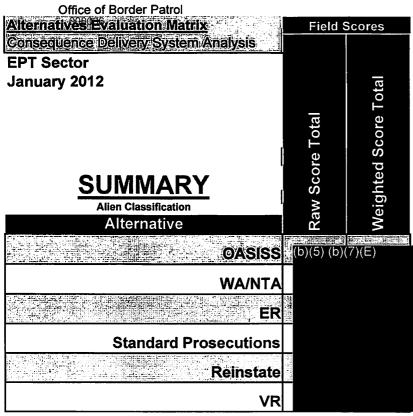
# STEP 6

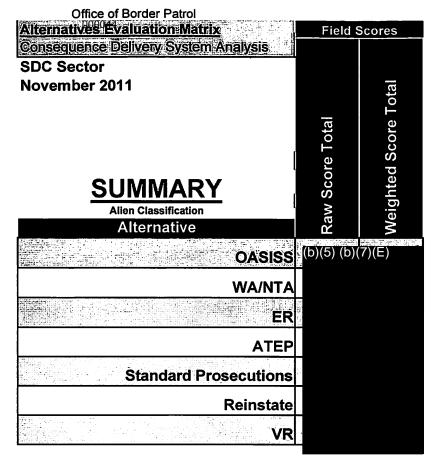
#### Execute

- Record Disposition
- Place Alert
- Information Sharing with Strategic Partners









OBP 50/8-C

DEC 29 2011



MEMORANDUM FOR:

(b)(6)(b)(7)(C)

Chief Patrol Ager(b)(6) (b)(7)(C)

San Diego Sector

FROM:

Michael J. Fisher

Chief

U.S. Border Patrol

SUBJECT:

San Diego Sector Consequence Delivery System, Analysis of

Alternatives Re-evaluation and Distribution

U.S. Border Patrol Headquarters representatives and subject-matter experts in San Diego Sector met recently to conduct an Analysis of Alternatives (AoA), which is required as part of the Consequence Delivery System (CDS) re-evaluation. Using eight months of data, and combined with factor weighting results from you and your command staff, the AoA was completed on schedule, preceding the proposed implementation of a new CDS Guide on January 1, 2012. Thank you for supporting this effort to improve the effectiveness and efficiency of how consequences are applied and achieve our strategically aligned outcomes.

The CDS AoA as a decision-support tool is a crucial piece in the evaluation of available consequences and has informed the development of the new San Diego Sector-specific CDS Guide and Evaluation Process to be implemented in Fiscal Year (FY) 2012. You will notice there have been some significant changes from the original CDS Guide used as a primer during FY 2011. These differences are a result of changing operational conditions, improved efficiency and effectiveness, and the ability to collect and analyze data specific to CDS. Additionally, the analytical methodology for developing this new guidance evolved with many significant improvements over the past version, including the participation of 22 members of your command staff and 14 subject-matter experts representing program management, operations, prosecutions, and intelligence disciplines. These improvements have increased the accuracy and reliability of the analysis.

The new San Diego Sector CDS Guide and Evaluation Process is attached. It must be distributed to all field processing facilities and agents, effective January 1, 2012. During FY 2012, baseline data will be collected for each alien classification and consequence represented on the new San Diego Sector CDS Guide to support future sector- and National-level performance measures. Therefore, every effort should be made to apply the most effective and efficient consequence to the greatest number of apprehensions as indicated for each alien classification on the guide. This new guide will remain in effect throughout FY 2012, and in consultation with your sector's point-of-contact, will undergo periodic evaluation. The reporting of results will occur on a quarterly basis. Also attached is a file showing the results of the San Diego Sector AoAs for every individual alien classification, as well as a summary of average results among all seven classifications.

San Diego Sector Consequence Delivery System, Analysis of Alternatives Re-evaluation and Distribution Page 2

The Border Patrol's CDS is quickly becoming a model for U.S. Customs and Border Protection and is being considered by the Department of Homeland Security as a best practice. I look forward to working with you to implement and further improve this process.

As always, I am available to answer any questions you may have at (202) (b)(6) (b) Staff may direct specific questions to Operations Officer (b)(6) (b)(7)(C) or Management and Program Analyst (b)(6) (b)(7) of the Strategic Planning, Policy and Analysis Division at (202) (b)(6) (b)(7)

Attachments

# SAN DIEGO SECTOR CONSEQUENCE DELIVERY SYSTEM GUIDE

	Std. Pros.	WA/NTA	Reinstate	OASISS	ER	ATEP	VR
First Apprehension (BP)		•				•	•
Family Unit		•			•		•
Second/Third Apprehension (BP)		•			•		•
Persistent Alien	•	•			•		•
Suspected Smuggler	•	•		•	•	•	•
Targeted Smuggler	•		•	•			•
Criminal Alien	•				•		

- \* This Consequence Delivery System Guide is to be utilized for the processing of illegal aliens. The combination of any of the above consequences is encouraged, especially when the best/most effective consequence can not be applied. OBP is dividing apprehended aliens into these groups in order to analyze and determine the best combination of consequences to be applied to affect an alien's decision to attempt any additional illegal entry into the United States.
- \*\* This chart is **Not** meant to be inclusive of every illegal alien arrested or consequence available, as there will be special cases in each category.

Best Consequence/Most Effective	Less t	han Best Consequence/Effective		Preferred over a Voluntary Return
More Effective than Remaining Alter	matives	Least Preferred/Least Effecti	ve	Not Applicable **



Revised: December 2011
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## **EVALUATION PROCESS**

#### STEP 1

#### Record Checks

- •e3
- Fed Query
- FinsLink
- •TRACS

#### STEP 2

#### Review History

- Prior Criminal
- Prior Immigration
- Prior Consequences
- Outcome(s)

#### STEP 3

#### Review Nexus

- Criminal Organization
- Target /Focus Area
- •Targeted Demographic

#### STEP 4

#### Classify/Verify Entrant Classification

- •First Apprehension (BP)
- Family Unit
- Second/Third Apprehension (BP)
- Persistent Alien
- ·Suspected Guide/ Mule
- Targeted Guides
- Criminal Alien

#### • E • P • B

### STEP 5

### Review Consequence Execute

#### Delivery

- Previous Actions
- •Expected Outcomes
- ·Possible Path Forward
- •Best Available CDS

## STEP 6

- •Record Disposition
- Place Alert
- •Information Sharing with Strategic Partners



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Alternatives E000050n Matrix  Consequence Delivery System Analysis	Category Weight	$\Rightarrow$			53% Performan	ice.				18% Schedul	0			29% Costs			100%	Field :	Scores
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ATEP																			
Std. Prosecution																			
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VR																			

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SGDA Alien Classification

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- 1 Limited performance but has some adverse operational impact within the factor
- 2 None/Low measureable performance within the factor

VR

- 3 Performance is effective but has limited operational impact within the factor
- 4 Effective performance with positive within the factor
- 5 Performance is high with significant operation impact within the factor

Office of Border Patrol ELC AoA Summary.xls Alternatives Evaluation Matrix Category Weight 53% 18% 29% 100% Field Scores Consequence Delivery System Analysis Performance Schedule Costs ■ Total Weight **ELC Sector** March 2012 Weighted Score Total Raw Score Total CRMA
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- 3 Performance is effective but has limited operational impact within the factor
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- 5 Performance is high with significant operation impact within the factor

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OBP 50/8-C

DEC 1 4 2011



MEMORANDUM FOR:

(b)(6) (b)(7)(C)

Chief Patrol Agent

Rio Grande (b)(6)(b)(7)(C)

FROM:

Michael J. F

Chief

U.S. Border Patrol

SUBJECT:

Rio Grande Valley Sector Consequence Delivery System, Analysis

of Alternatives Re-evaluation and Distribution

Recently, U.S. Border Patrol Headquarters representatives and subject-matter experts in Rio Grande Valley Sector met to conduct an Analysis of Alternatives (AoA), which is required as part of the Consequence Delivery System (CDS) re-evaluation. Using eight months of data, and combined with factor weighting results from you and your command staff, the AoA was completed on schedule, preceding the proposed implementation of a new CDS Guide on December 15, 2011. Thank you for supporting this effort to improve the effectiveness and efficiency of how consequences are applied and achieve our strategically aligned outcomes.

The CDS AoA, as a decision-support tool, is a crucial piece in the evaluation of available consequences and it has informed the development of the new Rio Grande Valley Sector-specific CDS Guide and Evaluation Process to be implemented in Fiscal Year (FY) 2012. You will notice there have been some significant changes from the original CDS Guide used as a primer during FY 2011. These differences are a result of changing operational conditions, improved efficiency and effectiveness, and the ability to collect and analyze data specific to CDS. Additionally, the analytical methodology for developing this new guidance evolved with many significant improvements over the past version, including the participation of 14 members of your command staff and 14 subject-matter experts representing program management, operations, prosecutions, and intelligence disciplines. These improvements have increased the accuracy and reliability of the analysis.

The new Rio Grande Valley Sector CDS Guide and Evaluation Process is attached and should be distributed to all field processing facilities and agents, effective December 15, 2011. During FY 2012, baseline data will be collected for each alien classification and consequence represented on the new Rio Grande Valley Sector CDS Guide, in support of future sector- and National-level performance measures. Therefore, every effort should be made to apply the most effective and efficient consequence to the greatest number of apprehensions as indicated for each alien classification on the guide. This new guide will remain in effect throughout FY 2012, and in consultation with your sector point-of-contact, will undergo periodic evaluation; the reporting of results will occur on a quarterly basis. Also attached is a file showing the results of the Rio Grande Valley Sector AoAs for every individual alien classification, as well as a summary averaging results among all seven of the classifications.

Rio Grande Valley Sector Consequence Delivery System, Analysis of Alternatives Re-evaluation and Distribution
Page 2

The Border Patrol's CDS is quickly becoming a model for U.S. Customs and Border Protection and is being considered by the Department of Homeland Security as a best practice. I look forward to working with you to implement and further improve this process.

As always, I am available to answer any questions you may have at (202) (b)(6) (b) Staff may direct specific questions to Operations Officer (b)(6) (b)(7)(C) or Management and Program Analyst (b)(6) (b)(7)(C) of the Strategic Planning, Policy and Analysis Division at (202) (b)(6) (b)(6)

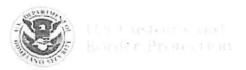
Attachments

## RIO GRANDE VALLEY SECTOR CONSEQUENCE DELIVERY SYSTEM GUIDE

	ATEP	WA/NTA	ER	Reinstate	Std. Pros	Streamline	VR
First Apprehension (BP)			•				
Family Unit			•	•			
Second/Third Apprehension (BP)			•				
Persistent Alien				•	•		
Suspected Guide/ Mule		•			•	•	•
Targeted Guides	•		•	•	The contract of		
Criminal Alien		•	•	•	•		

- \* This Consequence Delivery System Guide is to be utilized for the processing of illegal aliens. The combination of any of the above consequences is encouraged, especially when the best/most effective consequence can not be applied. OBP is dividing apprehended aliens into these groups in order to analyze and determine the best combination of consequences to be applied to affect an alien's decision to attempt any additional illegal entry into the United States.
- \*\* This chart is **Not** meant to be inclusive of every illegal alien arrested or consequence available, as there will be special cases in each category.

Best Consequence/Most Effective	ess than Best Consequence/Effective	Preferred over a Voluntary Return
More Effective than Remaining Alternative	es Least Preferred/Least Effective	ve Not Applicable **



Revised: November 2011
For Official Use Only



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Office of Border Patrol DRT AoA Summary (Dist).xls Alternatives Evaluation Matrix Category Weight 21% 31% 48% 100% Field Scores Schedule Consequence Delivery System Analysis Performance Costs ■ Total Weight ■ **DRT Sector** % of Amenable Aliens Processed into the Program February 2012 Weighted Score Total Raw Score Total SOTA Factor Weight  $\Rightarrow$  (b)(5) (b)(7)(E) 100.00% Alien Classification Alternative WA/NTA (b)(5) (b)(7)(E) Streamline ER ATEP Std. Prosecution Reinstate VR

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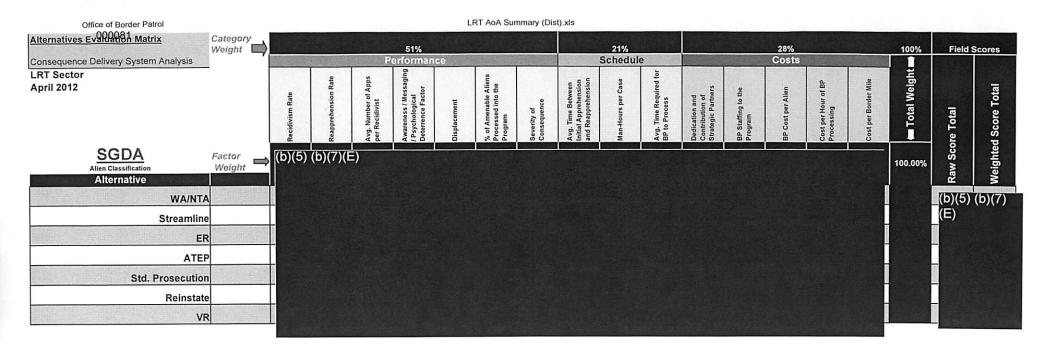
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Office of Border Patrol LRT AoA Summary (Dist).xls Alternatives Evaluation Matrix Category Weight 51% 21% 28% 100% Field Scores Schedule Costs Performance Consequence Delivery System Analysis ■ Total Weight LRT Sector April 2012 Weighted Score Total Recidivism Rate Cost per Hour of Processing Raw Score Total **SOTA**  $\Rightarrow$  (b)(5) (b)(7)(E) Factor Weight 100.00% Alien Classification Alternative (b)(5) (b)(7)(E) WA/NTA Streamline ER ATEP Std. Prosecution Reinstate VR

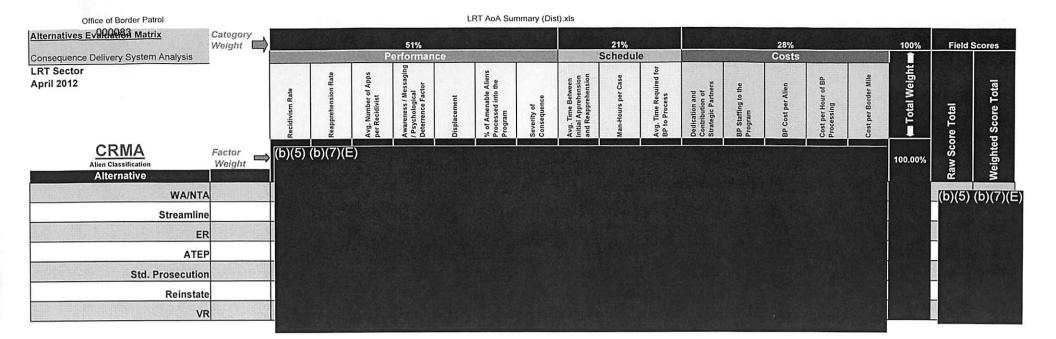
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Score each alternative within each factor from a scale of 1-5 and enter the score into the appropriate cell using the following scoring scheme:

- 1 Limited performance but has some adverse operational impact within the factor
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Office of Border Patrol LRT AoA Summary (Dist).xls Field Scores Consequence Delivery System Analysis LRT Sector **April 2012** Weighted Score Total Raw Score Total **SUMMARY** Alien Classification Alternative WAYN IVA (b)(5) (b)(7)(E) Streamline ER ATEP Std. Prosecution Reinstate

VR

OBP 50/8-C



#### SEP 3 0 2011

MEMORANDUM FOR:

(b)(6) (b)(7)(C)

Acting Chief (b)(6) (b)(7)(C)

Tucson Secto

FROM:

Michael J. Fis

Chief

U.S. Border Patrol

SUBJECT:

Tucson Sector Consequence Delivery System, Analysis of

Alternatives Re-evaluation and Distribution

Recently, U.S. Border Patrol Headquarters representatives and subject-matter experts in Tucson Sector met to conduct an Analysis of Alternatives (AoA), which is required as part of the Consequence Delivery System (CDS) re-evaluation. Using six months of data, and combined with factor weighting results from you and your command staff, the AoA was completed on schedule, preceding the proposed implementation of a new CDS Guide on October 1, 2011. Thank you for supporting this effort to improve the effectiveness and efficiency of how consequences are applied and achieve our strategically aligned outcomes.

The CDS AoA as a decision-support tool is a crucial piece in the evaluation of available consequences and it has informed the development of the new Tucson Sector-specific CDS Guide and Evaluation Process to be implemented in Fiscal Year (FY) 2012. You will notice there have been some significant changes from the original CDS Guide used as a primer during FY 2011. These differences are a result of changing operational conditions, improved efficiency and effectiveness, and the ability to collect and analyze data specific to CDS. Additionally, the analytical methodology for developing this new guidance evolved with many significant improvements over the past version, including the participation of 16 members of your command staff and 14 subject-matter experts representing program management, operations, prosecutions, and intelligence disciplines. These improvements have increased the accuracy and reliability of the analysis.

The new Tucson Sector CDS Guide and Evaluation Process is attached for further distribution to all field processing facilities and agents, effective October 1, 2011. During FY 2012, baseline data will be collected for each alien classification and consequence represented on the new Tucson Sector CDS Guide, in support of future sector- and National-level performance measures. Therefore, every effort should be made to apply the most effective and efficient consequence to the greatest number of apprehensions as indicated for each alien classification on the guide. This new guide will remain in effect throughout FY 2012, and in consultation with your sector point-of-contact, will undergo periodic evaluation and the reporting of results will occur on a quarterly basis.

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Tucson Sector Consequence Delivery System, Analysis of Alternatives Re-evaluation and Distribution
Page 2

The Border Patrol's CDS is quickly becoming a model for U.S. Customs and Border Protection and is being considered by the Department of Homeland Security as a best practice. I look forward to working with you to implement and further improve this process.

Attachments

# TUCSON SECTOR CONSEQUENCE DELIVERY SYSTEM GUIDE

	OASISS	Std Pros	Streamline	Reinstate	Quick Court	WA/NTA	MIRP	ER	ATEP	VR
First Apprehension (BP)			0		0	0	0	0	•	0
Family Unit				0		0	0	0		0
Second/Third Apprehension (BP)		0	0	0	0	0	0	•	0	0
Persistent Alien			**************************************	•	0	0	•	•	0	0
Suspected Guide/ Mule	•		0	•	0	•	0	•		
Targeted Guides	0	•	0			0		0	0	
Criminal Alien		0.5	0	•	•	•		0		

<sup>\*</sup> This Consequence Delivery System Guide is to be utilized for the processing of illegal aliens. The combination of any of the above consequences is encouraged, especially when the best/most effective consequence can not be applied. OBP is dividing apprehended aliens into these groups in order to analyze and determine the best combination of consequences to be applied to affect an alien's decision to attempt any additional illegal entry into the United States.

\*\* This chart is **Not** meant to be inclusive of every illegal alien arrested or consequence available, as there will be special cases in each category.

Best Consequence/ Most Effective	Preferred over a Voluntary Return
Less than Best Consequence/ Effective	Least Preferred/Least Effective
More Effective than Remaining Alternatives	Not Applicable <sup>**</sup>



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# **EVALUATION PROCESS**

#### STEP 1

#### Record Checks

- ·e3
- Fed Query
- •FinsLink
- •TRACS

#### STEP 2

#### Review History

- Prior Criminal
- Prior Immigration
- Prior Consequences
- Outcome(s)

#### STEP 3

#### Review Nexus

- Criminal Organization
- ·Target /Focus Area
- Targeted Demographic

#### STEP 4

### Classify/Verify Entrant Classification Review Consequence Execute

- First Apprehension (BP)
- ·Family Unit
- Second/Third Apprehension (BP)
- ·Persistent Alien
- Suspected Guide/ Mule
- Targeted Guides
- ·Criminal Alien

#### STEP 5

### Delivery

- \*Previous Actions
- Expected Outcomes
- \*Possible Path Forward
- \*Best Available CDS

## STEP 6

- - Record Disposition
  - ·Place Alert
  - ·Information Sharing with Strategic Partners .



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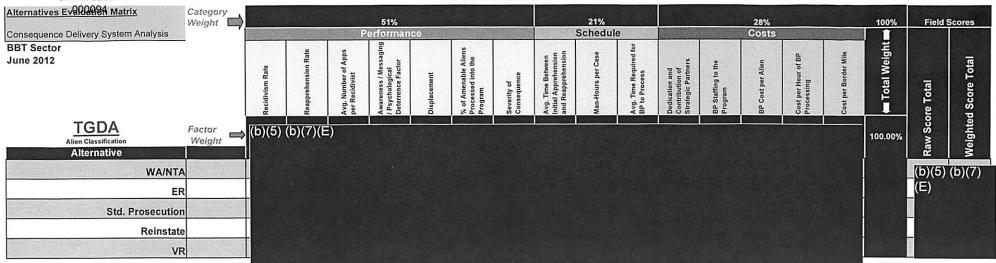


Office of Border Patrol		or True				В	BT AoA Sur	mmary (Dis	st).xls										
Alternatives Evaluated Matrix  Consequence Delivery System Analysis	Category Weight			P	51% erforman	ce				21% Schedul	e			28% Costs			100%	Field	Scores
BBT Sector June 2012	_	Recidivism Rate	Reapprehension Rate	Avg. Number of Apps per Recidivist	Awareness / Messaging / Psychological Deterrence Factor	Displacement	% of Amenable Aliens Processed into the Program	Severity of Consequence	Avg. Time Between Initial Apprehension and Reapprehension	Man-Hours per Case	Avg. Time Required for BP to Process	Dedication and Contribution of Strategic Partners	BP Staffing to the Program	BP Cost per Allen	Cost per Hour of BP Processing	Cost per Border Mile	← Total Weight	re Total	d Score Total
FIRA Alien Classification Alternative	Factor Weight	(b)(5) (b	)(7)(E)														100.00%	Raw Score	Weighted Score
WA/NT.	A	200																_(b)(5)	(b)(7)
E	R																	(E)	
Std. Prosecutio	n																		
Reinstat	e																		
V	R																		

Office of Border Patrol BBT AoA Summary (Dist).xls Alternatives Evangenh Matrix Category Weight 51% 21% 28% 100% Field Scores Consequence Delivery System Analysis Schedule Performance Costs ■ Total Weight **BBT Sector** of Amenable Aliens rocessed into the Hours per Case June 2012 Weighted Score Total Recidivism Rate Cost per Hour o Raw Score Total SOTA
Alien Classification  $\Rightarrow$  (b)(5) (b)(7)(E) Factor 100.00% Weight Alternative (b)(5) (b)(7)(E) WA/NTA ER Std. Prosecution Reinstate VR

	Field Scores		IstoT eros2	Weighted	(b)(7)				
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		Gost per Hour of BP Processing							
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			Pel	er Recidivist					
			espprehension Rate	(7)(E)					
			estalivism Rate	(b)(5) (b)(7)(E)					
	Category Weight			-					
	Categ		I	Factor Weight	TA	E	uo	ate	VR
<u></u>	5	Analysis			WA/NTA		Std. Prosecution	Reinstate	
Office of Border Patrol	Alternatives Evaluation Matrix	Consequence Delivery System Analysis		PERA Alien Classification Alternative			Std. P		
Office of E	Evaluat	e Deliver	_	Alien Clas					
	9)	0	BBT Sector June 2012	100	100		150	- 1	100

BBT AoA Summary (Dist).xls Office of Border Patrol Alternatives Evaluates Matrix Category Weight 51% 21% 28% 100% Field Scores Schedule Costs Consequence Delivery System Analysis Performance Total Weight **BBT Sector** % of Amenable Aliens Processed into the June 2012 Weighted Score Total idivism Rate Cost per Hour o Processing Raw Score Total SGDA Alien Classification Factor Weight (b)(5) (b)(7)(E) 100.00% Alternative WA/NTA (b)(5) (b)(7)(E) ER Std. Prosecution Reinstate VR



Score each alternative within each factor from a scale of 1-5 and enter the score into the appropriate cell using the following scoring scheme:

- 1 Limited performance but has some adverse operational impact within the factor
- 2 None/Low measureable performance within the factor
- 3 Performance is effective but has limited operational impact within the factor
- 4 Effective performance with positive within the factor
- 5 Performance is high with significant operation impact within the factor

VR

Office of Border Patrol
Alternatives Evaluation Matrix BBT AoA Summary (Dist).xls Field Scores Consequence Delivery System Analysis **BBT Sector** June 2012 Weighted Score Total Raw Score Total **SUMMARY** Alien Classification Alternative (b)(5) (b)(7)(E) WAINTA ER Std. Prosecution Reinstate

VR