



U.S. BORDER PATROL

2024-2028 STRATEGY





USBP agent patrolling on foot near the Southwest border

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INTRODUCTION

As we commemorate the 100-year anniversary of the United States Border Patrol (USBP), it is with great pride that we reflect on the history of the USBP and share our vision for the future of the agency.

The USBP was officially established on May 28, 1924; the initial force of 450 patrol inspectors was entrusted with a duty to protect the American people and promote economic prosperity by securing the border. While our agency has grown from a handful of horse-mounted patrols to a dynamic workforce of nearly 20,000 personnel equipped with cutting-edge technology, our mission remains the same. Threats to our nation, however, are ever evolving. From early days of Prohibition alcohol smugglers and the threat of attack during World War II, to the modern era of terrorism, illicit activity by transnational criminal organizations (TCOs), and increased global migration, the USBP has continued to demonstrate adaptability, resilience, and an unwavering dedication to the mission.

The USBP is on the frontline during an unprecedented era in border security. Economic, political, and environmental instability around the world is causing record levels of migration, and TCOs are using increasingly advanced techniques to evade detection. Simultaneously, technological advancements and cultural shifts will continue to change the way our workforce operates. To overcome these challenges, the USBP will continue to evolve while remaining steadfast to our core values of vigilance, integrity, and service to country.

The 2024-2028 USBP Strategy represents the next step in our operational evolution. Here we have made updates to enhance our three aspirational, yet achievable goals to address the dynamic and multifaceted challenges facing our agency. Throughout our organizational history, securing the border has remained our goal; however, the methods by which we achieve this goal continue to evolve. Our first goal outlines our efforts to mature the USBP's operational capabilities by expanding domain awareness at and beyond the border, while continuing to invest in capabilities that help predict and prevent emerging threats before they materialize. Our agency will use all available resources – including shared intelligence, innovative technology, advanced data analytics, and strategic international partners – to identify, classify, and resolve inbound threats while continuously evaluating our efficiency and effectiveness.

We recognize that our workforce is essential to overcoming the USBP's complex challenges; without a supported, resilient, and well-trained workforce, we could not execute our mission. Our second goal reflects our dedication to continued organizational excellence with a focus on strengthening our workforce through enhanced recruitment, training, and well-being programs, while ensuring we provide the right equipment and resources to carry out the mission safely and effectively. Further, streamlining connections between the field and Headquarters (HQ) and modernizing systems and data infrastructure remain a top priority for enhancing operations and facilitating more rapid deployment of solutions to support our agents in the field. The USBP recognizes that securing the border requires effective public and private partnerships, as outlined in our third goal. Efforts to strengthen our internal and external partnerships and bridge communication gaps will improve collaboration, facilitate information-sharing, and supplement our operations. These efforts, among others detailed in this strategy, will serve as an actionable roadmap to guide our organization as we execute on our mission into the future.

The USBP must unite around a strategy that is informed by our collective history and designed to empower us to successfully tackle the challenges of the future, in alignment with Department of Homeland Security (DHS) and U.S. Customs and Border Protection (CBP) goals. While our commitment to American border security is as strong today as it was in 1924, continued operational advancement is essential to meet the challenges of tomorrow to serve and protect the American people.

Honor First!

Collage of archival photos from USBP's 100-year history



MISSION, VISION, AND GUIDING PRINCIPLES

MISSION

Protect America by Securing the Borders

VISION

Continually learn, evolve, and mature to ensure excellence in protecting the homeland with professionalism while maintaining public trust

GUIDING PRINCIPLES

Border Security is National Security

Two vital U.S. national security interests endure: the physical security of the American people and our economic prosperity. DHS, CBP, and USBP have a solemn duty to protect those interests by adhering to and administering applicable laws without prejudice and with an understanding of Congressional intent, administration priorities, and judicial interpretations of those laws. We carry out these efforts in austere conditions and remote locations—often in places where many Americans have never been. The benefits of our efforts, enhanced physical security and economic prosperity, are not always evident to the average citizen. But make no mistake, our work is critical to ensuring a safe and secure Nation.

Embody the Oath

Our duty to safeguard the physical security and economic prosperity of the U.S. emanates from our pledge to support and defend our Constitution. The Constitution; applicable federal laws, regulations, and policies; and our collective moral and ethical compass govern how we approach our duties. We are a principled organization. Our standards of conduct must be above reproach regardless of the obstacles we encounter, the challenging environments in which we operate, or the impunity with which TCOs act. Every day we must continue to earn the trust of the American people by demonstrating our professionalism, the lessons we have learned in our 100-year history, and our commitment to our Oath. Threats will test our resolve, but we will persevere. In doing so, we will continue to grow individually and as an organization.

Strengthen the Border Security Enterprise

Collaboration with our partners—foreign and domestic—multiplies the effectiveness of our border security efforts. Border security authorities and responsibilities are spread across the federal government. Although a critical component, the USBP is only one part of the larger border security enterprise. It is our responsibility to the Nation to ensure we coordinate operations with our domestic partners to maximize their impact, while avoiding unnecessary disruptions or conflicts. Security and prosperity are shared values throughout the Western Hemisphere. Working with our foreign partners to support their national security efforts pays dividends to our own national security goals.



USBP Pipe and Drum Team participating in a ceremony for families of fallen agents and officers

ORGANIZATIONAL OVERVIEW

The USBP is an operational component of CBP residing within DHS. The USBP is responsible for patrolling areas between U.S. points of entry, encompassing nearly 6,000 miles of Mexican and Canadian international land borders, excluding the Alaskan land border, and over 2,000 miles of coastal waters surrounding the Florida Peninsula, the Gulf of Maine, and the island of Puerto Rico. Our agency is tasked with wide-ranging and complex objectives that advance our broader mission: detecting and preventing the illegal entry of contraband and individuals into the U.S. Our Border Patrol Agents tirelessly patrol often isolated and rugged border regions, while our uniformed and professional staff at HQ contribute critical expertise in areas including field support services, resource allocation, workforce management, financial management, technology and service acquisition, strategic planning, innovation, and much more.

The USBP consists of four HQ directorates:



LAW ENFORCEMENT OPERATIONS DIRECTORATE (LEOD)

Oversees the security of the borders by providing guidance and direct support to USBP sectors nationwide. Responsibilities include managing day-to-day law enforcement activities, facilitating timely and appropriate resource deployment, and maintaining continuous communication.



PROGRAM MANAGEMENT OFFICE DIRECTORATE (PMOD)

Acquires, deploys, and oversees a comprehensive suite of effective and efficient technologies and services to support the field. Responsibilities include facilitating the rapid acquisition, deployment, and maintenance of innovative technologies while managing associated logistics.



MISSION SUPPORT DIRECTORATE (MSD)

Develops and manages comprehensive human resource management processes, creates, and executes the USBP's budget, and provides operational support to sustain all USBP facilities. Responsibilities include overseeing recruitment, hiring, training, equipment allocation, workforce resiliency, and financial management among others.



STRATEGIC PLANNING AND ANALYSIS DIRECTORATE (SPAD)

Provides data-driven strategy, planning, and analysis to inform decision-making at the strategic, operational, and tactical levels. Responsibilities include maintaining USBP enforcement systems, conducting data analytics and operational evaluations, ensuring compliance, and managing requirements to address capability gaps.

Each of the USBP's HQ directorates brings unique capabilities and expertise that contribute to advancing our mission. Through our collaborative efforts, we execute a comprehensive and vigilant approach to securing the Nation's borders.



Members of the USBP Horse Patrol patrolling near the Southwest border

USBP 2024-2028 STRATEGY OVERVIEW



GOAL 1: SECURE THE BORDER

1.1 Predict, Detect, and Identify Threats

Establish a comprehensive operational picture to enhance our ability to predict, detect, and identify threats by leveraging appropriate, timely, and relevant information and intelligence, predictive data analytics, and strategic foreign partnerships.

1.2 Influence and Shape the Operating Environment

Optimize the deployment of personnel, equipment, and infrastructure and reinforce tactical mobility to improve response times to emerging threats in the field.

1.3 Classify, Prioritize, and Mitigate Threats

Develop a standardized methodology to classify threats and prioritize their associated risk to efficiently and effectively mobilize operational assets to respond to and resolve threats.



GOAL 2: ORGANIZATIONAL EXCELLENCE

2.1 Invest in Our Workforce

Recruit, train, retain, and support a diverse and inclusive workforce that readily adapts to an evolving mission space, cultivates future leadership, and maintains resilience in the face of personal and professional challenges.

2.2 Optimize Mission Readiness

Establish and refine methods that produce an accurate picture of required resources, link budgets to operational requirements, and enhance accountability mechanisms for deployed resources in the field.

2.3 Capitalize on Innovative Solutions to Meet Organizational Needs

Capitalize on industry partnerships and foster a culture of innovation to advance border security and enhance organizational efficiency by implementing creative solutions for operational challenges.



GOAL 3: EFFECTIVE PUBLIC AND PRIVATE PARTNERSHIPS

3.1 Improve Communication and Collaboration with Internal Stakeholders

Increase communication and collaboration with stakeholders across CBP and DHS by expanding joint assignments, touchpoints, and information-sharing platforms to foster a holistic and integrated approach to border security.

3.2 Foster Relationships with Governmental Stakeholders

Expand partnerships with governmental partners, including law enforcement agencies, federal partners, and international allies to access shared expertise, information, and resources, while actively collaborating on border security efforts.

3.3 Engage Non-Governmental Organizations, Private Citizens, and Oversight Organizations

Increase transparency, strengthen public trust, and generate support for our mission by improving public engagement through strategic communications, feedback loops, and comprehensive reporting measures in addition to partnering with NGOs and local communities to exchange information and expertise on the border environment.



USBP agent surveilling the border

GOAL 1: SECURE THE BORDER

The USBP will build our operational capability to continually meet or exceed the depth and breadth of national security threats and protect the integrity, physical security, and economic prosperity of the Nation.

The USBP is responsible for safeguarding a complex and remote domain of over 7,500 miles of Mexican and Canadian international land borders, including Alaska, and over 2,000 miles of coastal waters surrounding the Florida Peninsula, Gulf of Maine, and the island of Puerto Rico against a myriad of threats. To secure our borders, the USBP is committed to executing three distinct, but interrelated, lines of effort. First, we will predict, detect, and identify the various threats we face across our unique areas of responsibility to mobilize our response capabilities, engage our partners, and effectively deploy our operational investments. The USBP will continue improving domain awareness to proactively identify cross-border threats, while also maintaining a comprehensive understanding of the political, socio-economic, climate, cultural and other factors that drive criminal activity. Second, the USBP will strive to influence the operating environment with the intent of limiting the options and freedom to act maintained by organizations that facilitate illicit cross-border activity. Finally, with strong domain awareness and close partnerships across the border security enterprise, the USBP can continue advancing the mission to curb human, narcotic, and other illicit trafficking, and deliver consequence.



USBP agents patrolling along the Southwest border barrier

OBJECTIVE 1.1 – PREDICT, DETECT, AND IDENTIFY THREATS

The USBP will enhance the capability to predict, detect, and identify threats to national security at and beyond U.S. borders and deliver the appropriate, timely, and relevant information and intelligence to decision makers.

Domain awareness of the border environment, including cross-border threats of illicit trafficking and unlawful border crossings, is fundamental to our border security mission. Beyond the border, developing an understanding of what drives these threats across our borders and who is responsible for facilitating that movement is critical to becoming a proactive law enforcement agency. The USBP's ability to proactively respond to incoming threats is amplified when threats can be predicted earlier. Using surveillance and intelligence data, the USBP will develop predictive analyses using modeling and other advanced data science techniques to predict threats before they reach the border. We will also engage with our partners outside of the U.S. to mitigate threats before they reach our borders. At the physical border, technology, partnerships, and deployment of personnel will help detect and identify threats within the appropriate time and space to enable an effective response. Equipped with better information and intelligence, the USBP can more effectively disrupt the criminal enterprises that exploit vulnerable people and traffic dangerous goods into our country.

Activities/Projects/Initiatives

a. Establish a Comprehensive Operational Picture

A comprehensive operational picture is one that links information from multiple sources to provide near real-time situational awareness to enhance strategic, operational, and tactical decision-making. The USBP will integrate interagency information, intelligence, and other available resources and methodologies to establish a consistent and reliable view of the USBP's operating environment. This will equip leaders with

the right information to develop informed mitigation strategies against potential threats, design courses of action, and determine appropriate resource needs that will optimize operational impact. In addition, the USBP will continue developing robust intelligence programs and capabilities to predict threats, conduct investigations, and deliver consequence against bad actors. Information and intelligence-gathering will be augmented with the USBP's collaborative partnerships with domestic and international stakeholders who can contribute to improved situational awareness of our operating environment.

b. Develop and Deploy Innovative Technology

The USBP is prepared to capitalize on future technology advancements, such as machine learning and artificial intelligence, to automate processes, improve situational awareness, drive mission outcomes, and secure the border. Autonomous technologies will improve the USBP's ability to detect, identify, and classify potential threats in the operating environment. After a threat has been identified and classified, autonomous technology will enable the USBP to track threats in near real-time through an integrated network. Innovative investments will enable the USBP to keep pace with advancements in emerging technology and infrastructure, bringing the best in industry to resolve complex challenges within our mission. Successful deployment of this technology will also reduce administrative tasks, enabling agents and operators to focus on mission-critical activities informed by a clearer understanding of the operating environment. As new technologies are added to our portfolio, we are committed to prioritizing efforts that will make our systems and services more harmonized, intuitive, and integrated.



Mast of a Mobile Video Surveillance System (MVSS)

c. Foreign Partnerships and Intelligence Sharing

In collaboration with foreign partners, the USBP will continue to proactively mitigate threats by enhancing early detection and identification of criminal networks. By deploying foreign liaisons and working with Attaché Offices, the USBP will foster stronger partnerships, generate support for our mission, and enhance our capabilities available overseas. Through close coordination of operations, we can advance information-sharing, intelligence cooperation, and coordinated enforcement efforts to proactively

mitigate threats and deter illegal immigration across our borders. To augment these efforts, the USBP will use biometric identification technologies to identify potential targets of interest and provide early warning of threats to help us and our foreign partners proactively respond. Investments with partner nations in the Western Hemisphere will be mutually beneficial, as we help secure their borders from nefarious activity by engaging in collaboration and joint operations. These efforts will serve to slow traffic transiting through those nations on the way to the U.S. border.



USBP agent overlooking the border near Glacier National Park

OBJECTIVE 1.2 – INFLUENCE AND SHAPE THE OPERATING ENVIRONMENT

The USBP will organize and deploy its personnel, equipment, intelligence assets, partner resources, and the necessary infrastructure to secure the border.

The USBP will use available information and intelligence to influence and shape the operating environment to increase the probability of positive law enforcement outcomes and a secure border. The USBP will deploy technology, infrastructure, and personnel to give us the advantage and limit options for criminal networks. To inform decision-making, we will continue to develop advanced tools and methods that analyze historical data, current trends, and intelligence to direct our investments, resources, and tactical strategies in a way that optimizes our threat reduction efforts. Future investments will focus on maintaining flexibility and mobility so that we no longer simply respond to emerging trends across a wide range of threats in varied areas of responsibility. Instead, our capability and capacity will be such that TCOs respond to our actions.

The USBP’s shaping capability requires us to optimize our technology, infrastructure, and personnel to continue expanding border security. We will develop and deploy technologies that independently detect, identify, classify, and track threats, enabling agents to focus on mission-critical law enforcement duties. In addition, we will refine data-driven methods to determine the appropriate levels of law enforcement and mission support personnel and prioritize equipment and technology deployments in the field. Improved domain awareness combined with efficient resource allocation will support the USBP’s efforts to expand operational mobility to rapidly address emerging threats. As the USBP expands access to borderlands, we are committed to remaining good stewards of environmental, biological, and cultural resources and respecting property rights.



USBP agents at a command and control center

Activities/Projects/Initiatives

a. **Tactical Mobility and Freedom of Movement**

Expanding freedom of movement to keep pace with emerging threats requires community engagement, advocacy with lawmakers, and infrastructure improvements. The USBP will balance our efforts to shape the operational environment with public lands stewardship and economic prosperity on private lands by building relationships with landowners and public land managers. We are committed to creating an atmosphere where the community is involved in creating opportunities for improved access around our land borders. When appropriate, the USBP will advocate for assistance in easing restrictions that unduly burden agents and slow response times. Finally, as fiscally prudent and necessary, the USBP will invest in roads and other tactical infrastructure as part of the complete enforcement system. These combined efforts will equip the USBP to effectively respond to potential vanishing points for illicit cross-border activity.

b. **Supporting Counter-Network and the Layered Approach**

The USBP plays a critical role in disrupting, degrading, and dismantling TCOs. Partnerships and investigations into the networks that support illicit cross-border activity will enable a whole-of-government approach to identify and stop threats before they reach the border. The USBP will use our unique authorities to exploit threat networks and continue to find new areas where other agency authorities, data holdings, and practices can supplement information and intelligence-gathering efforts. In addition, we will

modernize checkpoint operations to confront illicit networks by linking systems, tactics, and information with the corresponding ports of entry. Through a layered approach, the USBP can synchronize efforts with other CBP entities to increase interdictions against smugglers and other bad actors, while limiting disruption to legitimate traffic. The USBP is committed to working together with our partners to coordinate effective execution of counter-network activities.

c. **Advancing the Digital Border Patrol**

The USBP collects an abundance of data using our sensors, towers, drones, assets, agents, facilities, and other sources. To exploit this data to secure the border, we will continue to advance analytics and modeling capabilities to generate actionable intelligence and proactively direct operations and enforcement actions against high-priority targets. As we continue to mature our data capabilities, we will employ the appropriate measures to maintain data quality and protect our data in accordance with privacy expectations. This requires strict data governance standards and policies that maintain quality, while maximizing accessibility and usability for mission operators with a need-to-know. The USBP will also invest in visualization tools that combine data sources to display metrics, geospatial analyses, indicators, and warnings to help field leadership allocate resources and shape the operating environment. Equipped with reliable and timely data, the USBP will drive data-driven strategic, operational, and tactical decisions to maximize mission impact at all levels of the organization.

OBJECTIVE 1.3 – CLASSIFY, PRIORITIZE, AND MITIGATE THREATS

The USBP will strive to classify all known threats and prioritize their associated risk to enable operational precision in the mitigation of those threats.

The USBP must capitalize on our efforts to detect threats and influence the operating environment to get ahead of our adversaries and secure the border. We strive to reach an enduring state in which the USBP has the operational footprint to proactively prevent illegal contraband and persons, including organized criminals, undocumented noncitizens, and terrorists from crossing the U.S. border. To do this, the USBP will develop a standardized classification method to determine the level of threat an individual or entity poses to national security. These threats will then be systematically prioritized to enable swift and decisive operational decision-making. Classification and prioritization of threats is not limited to those in our custody – we will also focus on TCOs, illicit smuggling networks, and more. By expanding this process, we will be positioned to further develop an early warning system that triggers shifts in tactics, techniques, and procedures, and prepare us and our international partners to mitigate threats before they materialize at our borders. The USBP will mature to the point that emerging threats are predicted or identified with enough notice that we can proactively mobilize available assets and capabilities to eliminate or mitigate those threats.

Activities/Projects/Initiatives

a. International Operations

A well-rounded approach to international engagement includes not only capacity and capability building, but also coordination of operations that accomplish shared national and regional security goals. The USBP will continue to expand our operational footprint internationally through increased intelligence-sharing, on-the-ground support, and expanded partnerships. Working jointly with our international partners, we will be able to collectively execute a more direct counter-network approach beyond our borders. As individuals and entities that support transnational organized crime are identified in our partner nations, the USBP can work with U.S. intelligence and law enforcement entities to coordinate action against those criminal organizations and their support networks. Through joint international operations, we will collectively partner to stay ahead of our adversaries with a coordinated and unified security posture.

b. Efficient and Results-Oriented Operations

As the USBP matures intelligence and resource deployment methods, our tactical operations must evolve as well. Using clearly defined systematic processes to classify and prioritize threats, leadership will be armed with the right information to direct operations that will enable the USBP to secure the border. Equipped with prioritized actions, commander's intent, and focused deployments, agents will have the tactical advantage to enable decisive operations and drive down risks to the Nation. To enable continuous improvement, leaders must consistently and periodically evaluate all operations, task forces, and deployments to validate that they are complementary of and contribute to the mission objectives and intended outcomes.

c. Streamlined Processing and Adjudication Coordination

Criminal organizations routinely seek to overwhelm the USBP to reduce our ability to maintain an effective security posture. Efficiency in our processing, transportation, and detention operations is critical to mitigating this tactic. The USBP has made great strides to identify potential threats through our processing pathways by classifying undocumented noncitizens through mobile intake and continuing to integrate innovation through mobile applications now available in TAK phones to improve threat detection



USBP K9 Enforcement Patrol performing checkpoint duties

The USBP will coordinate with partner agencies and entities to ensure individuals in our custody are processed quickly and safely while applying appropriate outcomes according to law and policy. We will also continue to pursue opportunities to streamline, digitize, and automate applicable stages of processing to relieve agents from burdensome administrative tasks. Efficient processing enables our organization to abide by and uphold the highest standards for human and civil rights and enables law enforcement personnel to return to their primary border security duties. In addition, the USBP will work with both government and non-governmental organizations to provide medical care and other support to those in our custody while we protect the American people from current and future infectious diseases or other environmental hazards.





USBP Tunnel Task Force conducting a training exercise



USBP agents on patrol meeting with other agents in the field

GOAL 2: ORGANIZATIONAL EXCELLENCE

The USBP will invest in our workforce, optimize mission readiness through effective resource management, and operationalize innovative solutions to increase border security and improve operational efficiency.

The USBP is charged with protecting America by securing the borders – a complex and dynamic mission that requires continuous organizational advancement. The USBP recognizes that a skilled, supported, and resilient workforce is vital to mission readiness. We are committed to making dedicated investments to proactively recruit a diverse workforce while implementing innovative strategies to strengthen our retention and resiliency. To optimize mission readiness and better equip the frontline, the USBP will mature our planning, budgeting, and evaluation capabilities to manage resources and investments more effectively at all levels of the organization. We understand that efficient internal operations and innovation are critical to long-term mission success. The USBP will work to streamline and integrate processes, revise, and remove inefficient policies, and develop and adopt innovative solutions to reinforce USBP's position as a premier law enforcement agency.



U.S. Customs and Border Protection (CBP) personnel during Police Week in Washington, D.C.

OBJECTIVE 2.1 – INVEST IN OUR WORKFORCE

The USBP will recruit, train, retain, and support a diverse and inclusive workforce that readily adapts to an evolving mission space, cultivates future leaders, and maintains resilience in the face of personal and professional challenges.

In the coming years, technological advancement, generational turnover, and cultural shifts are expected to reshape the way we work. In response, the USBP is committed to adapting our recruitment, training, and resiliency efforts to meet the evolving expectations of prospective candidates and current employees. Central to this commitment is prioritizing well-being and resilience by expanding resources to mitigate workplace stressors while fostering a culture that encourages our people to seek help. The USBP will also invest in innovative approaches to target recruitment efforts, improve the hiring process, and retain personnel with critical organizational knowledge. To cultivate future leaders, the USBP will empower our workforce to pursue educational and professional development opportunities and create clear guidance for internal career advancement. Embedded throughout our recruitment, hiring, training, and career advancement initiatives is our dedication to promoting diversity, equity, inclusion, and accessibility (DEIA). Continued investment in expanding DEIA and fostering an inclusive culture will improve performance and innovation while promoting meaningful employee engagement. This multifaceted approach will cultivate an equitable, motivated, well-trained, and resilient workforce, bolstering mission readiness.



Activities/Projects/Initiatives

a. Recruitment, Retention, and Resilience

Recruiting and hiring a diverse workforce that is prepared to serve in all facets of the USBP mission is essential to the USBP's enduring success. The USBP will pursue targeted recruitment efforts in geographies and communities that have historically produced successful agents and use our professionally trained recruiters, social media campaigns, and outreach efforts to source applicants outside of the traditional Border Patrol recruitment footprint. The USBP will prioritize the applicant experience to support candidate success throughout the hiring lifecycle and continue to analyze, refine, and streamline recruitment operations to position the USBP to successfully execute our mission in the future. In addition, we recognize that the USBP mission requires highly specialized capabilities, making

the retention of personnel with institutional knowledge and invaluable field experience a top priority. The USBP will deploy new and expand existing incentives to encourage employees with critical skills to continue their careers at USBP. In addition, the USBP will expand opportunities for lateral internal workforce mobility (e.g., temporary duty, rotational assignments) to support agency-wide resiliency by creating opportunities to accommodate evolving needs of our workforce. As a law enforcement agency, it is essential that we invest in workforce wellness and resilience to mitigate the effects of workplace stressors created by our high-stress mission environment. The USBP will continue to improve access to physical, mental, emotional, and spiritual health resources while promoting a culture that reinforces and encourages help-seeking behaviors.

b. Workforce Development

As a premier, professional law enforcement agency, the USBP is committed to supporting the development of our workforce beyond the basic skills required for daily operations. The USBP will expand access to training, education, and certification opportunities while improving strategic communications to increase awareness and participation. To support leadership development, the USBP will mature formalized career path guidance for both agents and professional staff. This guidance will assist employees in identifying professional development opportunities (e.g., professional certifications, degrees), provide a career roadmap, and enable transparency around the assignments and qualifications necessary for career advancement.

c. Professional Staff

The USBP is committed to recruiting and retaining non-uniformed professional staff with the same vigor as is applied to recruitment and retention of our law enforcement agents. Operations cannot be effective without professional mission support. These dedicated individuals contribute a diverse range of specialized skills and expertise (e.g., acquisitions, contracting representatives) at all levels of the organization, and support stability and continuity of business processes and programs while uniformed agents transition in and out of roles along their career paths. The USBP will expand professional staff recruitment efforts toward veterans, as well as educational institutions, programs, and career fairs that align with the skill sets essential to advancing our mission. In addition, the USBP will actively seek to recruit experienced professionals from related

industries and partner organizations, recognizing the value of bringing specialized expertise to our workforce. These efforts will strengthen our professional workforce and result in fewer agents assigned to non-law enforcement duties, leading to more streamlined and efficient operations at both the frontline and HQ.



USBP Chief Jason Owens speaking to agents during a station visit

OBJECTIVE 2.2 – OPTIMIZE MISSION READINESS

The USBP will establish and refine methods that produce an accurate picture of required resources, link budgets to operational requirements, and enhance accountability mechanisms for resources in deployment.

The USBP has made significant progress in enhancing our understanding of mission-essential tasks, strengths, and capability gaps. Looking ahead, the USBP is dedicated to deepening our knowledge of specific mission requirements and resource needs in the field – including maturing key governance processes and streamlining field-to-HQ connectivity. Dedicated evaluation and traceability processes will improve our ability to assess and measure the performance of investments and resources across the organization while reinforcing accountability. The USBP will continue to invest in existing capabilities and emerging technologies to forecast and justify future resource needs. This objective aims to strengthen USBP’s mission readiness by maturing the USBP’s resource management capabilities and processes.

Activities/Projects/Initiatives

a. **Articulating Readiness and Reinforcing Accountability**

The USBP will continue to refine the Requirements Management Process and fully integrate it with technology, staffing, facilities, and training requirements. This process will enable the USBP to more clearly articulate capability gaps, such as personnel and equipment, needed at the station and sector levels. Equipped with data-informed and traceable requirements, USBP leadership will be able to defend budget requests to executive audiences outside of the organization. Furthermore, the USBP will establish a multi-layered system of accountability that demonstrates USBP's commitment to being a good steward of taxpayer dollars through efficient use of resources and personnel.

b. **Planning, Programming, Budgeting, and Accountability**

The USBP will continue to mature planning and requirements management processes to support the development of defensible, data-informed business cases and budget requests that clearly articulate expected outcomes. The USBP will work across directorates to better align internally to meet operational and strategic priorities of the organization within the

budget cycle. Through efficient, effective, and traceable governance processes, the USBP can drive better collaboration, push down decision-making across the organization, and inform year-end and future planning. Combined, these efforts will help the USBP stay ahead of the curve and prepared to make the business case for the resourcing it requires.

c. **Traceability and Evaluation**

The USBP is committed to maintaining traceability to align resource and technology investments with applicable mission requirements. Following a repeatable and defensible process, the USBP will document capability gaps, identify requirements, and develop budget requests. These requirements will be consistently tracked in a centralized repository and prioritized using decision-support tools to maximize traceability across our border security efforts. A data-driven and traceable requirements management process is critical to informing resource allocation decisions and future planning efforts. In addition, by maturing evaluation capabilities and performance measures, the USBP will be able to objectively assess the effectiveness of methods and equipment, understand whether planning and deployments accomplished their intended objectives, and determine return on investment.



USBP agents from the Colville station patrolling the Columbia River near the Northern border

OBJECTIVE 2.3 – CAPITALIZE ON INNOVATIVE SOLUTIONS TO MEET ORGANIZATIONAL NEEDS

The USBP will capitalize on its partnerships with industry to advance research in commercial technology aimed at improving border security and will further its development as a learning organization that seeks to gain and share institutional knowledge.

The USBP is committed to continuous learning and innovation so that we are well prepared for the future. Pursuing this commitment requires not only harnessing the ideas of our talented workforce, but also fostering partnerships with industry leaders and researchers. By deploying innovative solutions and technology at HQ and in the field, the USBP seeks to bolster border security and improve internal operational efficiency. In addition, the USBP is dedicated to strengthening data governance and knowledge management to capitalize on our wealth of data and institutional knowledge. The USBP aims to evaluate existing policies, enhance information-sharing platforms, and improve data standards to provide our workforce with accurate and timely information needed to advance the mission.

Activities/Projects/Initiatives

a. Continuous Evaluation of Policies and Practices

Continually evaluating our policies and practices will promote transparency, reduce inefficiencies, and inspire innovative solutions for USBP's complex challenges. Government agencies are frequently linked to the past and often operate with practices that have become outdated or inapplicable. Establishing methods for reviewing, revising, and removing inefficient policies and procedures that have accumulated over the years will position the USBP to remain fast-moving and develop creative solutions that are pertinent and timely in addressing today's complex problems. The USBP will also enhance the information-sharing platforms to ensure current policies are accessible, which improves organization-wide transparency on guidance and directives. Increased exposure to the USBP's policies, practices, and procedures across our workforce will help keep us accountable to continuously adapt and evolve as needed.

b. Create Pathways to Innovation

The USBP will foster a culture of innovation that harnesses the power of our talented workforce to develop solutions to address current and future challenges. By creating pathways and mechanisms for self-motivated, creative, and action-oriented personnel to contribute to internal innovation, the USBP can address our most complex problems. In addition, the USBP will pursue strategic and collaborative partnerships with external stakeholders to capitalize on cutting-edge technologies, industry expertise and pioneering research to advance border security. Intrapreneurship and active engagement of industry professionals will allow the USBP to be on the forefront of emerging technology, knowledge acquisition, and new ideas that lead to mission success.

c. Data Governance and Knowledge Management

The immense volume of data generated and collected by the USBP equips our organization to use data as a strategic asset. Our ability to effectively capture, store, organize, analyze, and disseminate high-quality data is essential for informed decision-making regarding field operations, acquisitions, systems performance, and more. The USBP will deploy technical and personnel solutions to improve data management guidelines, standardize data quality, and improve accessibility to relevant information across the organization. In addition, the USBP recognizes the importance of effectively documenting and managing invaluable institutional knowledge. To address this need, the USBP will pursue several knowledge management initiatives including developing new and updated Internal Operating Procedures, policies, and doctrine as well as enhancing our internal information-sharing platforms. These efforts aim to streamline personnel transitions and improve knowledge-sharing across HQ and with the field.



Small Unmanned Aircraft System (sUAS) surveilling at the border



El Centro Sector Chief Patrol Agent Bovino speaking with the media

GOAL 3: EFFECTIVE PUBLIC AND PRIVATE PART- NERSHIPS

The USBP will strengthen existing relationships and foster new partnerships with both public and private stakeholders, focusing on improved communication, collaboration, and shared awareness to build support for our mission to secure the border.

Our partnerships are built on a foundation of credibility and trust with an emphasis on open communication. The USBP is committed to actively engaging with employees, citizens, law enforcement partners, and other stakeholders to generate actionable feedback, inform our operations, and improve outcomes while fostering collaboration and generating support for our mission. In pursuit of this commitment, the USBP will strengthen our internal and external communications using the latest technologies to disseminate relevant, transparent, and timely information. In addition, the USBP is dedicated to cultivating partnerships both within and outside of the organization to strengthen the network of partners that will reinforce the security of our border.



USBP and Office of Field Operations (OFO) stakeholder meeting

OBJECTIVE 3.1 – IMPROVE COMMUNICATION AND COLLABORATION WITH INTERNAL STAKEHOLDERS

The USBP will partner with stakeholders within CBP and DHS to expand communication and collaboration capabilities in the joint border security environment.

Strengthening communication and collaboration with our internal partners across CBP and DHS is a fundamental objective of the USBP. By sharing knowledge, expertise, and resources we can collectively develop a more holistic and coordinated approach to address the multifaceted challenges at our border. The USBP will increase our participation in interagency task forces and investigative efforts, as resources and conditions permit, while expanding communication channels to improve information exchange and cross-agency collaboration. Furthermore, touchpoints and joint assignments with CBP and DHS will enable USBP to advocate for our mission needs, inform important policies and decisions, and develop valuable and collaborative relationships across agencies.

Activities/Projects/Initiatives

a. Enhance Internal Communication and Collaboration

The USBP recognizes the need to expand communication and collaboration within our agency, as well as with entities across CBP and DHS. Our partners often know as much about the areas we protect as we do. Communicating with them regularly can lead to valuable information exchanges and new and effective ideas about how to secure a particular area. The USBP will maximize existing communication methods and explore new avenues for collaboration across DHS and CBP to expand ways in which our collective workforce can exchange ideas and best practices. This includes expanding cross-component task forces and joint operations, improving information-sharing platforms, and supporting the establishment of regular meetings with representatives from across the department to discuss ongoing initiatives and opportunities for collaboration. Through these efforts, we can help improve knowledge management and foster a culture of collaboration with our DHS and CBP partners.

b. Establish and Expand Touchpoints and Joint Assignments with CBP and DHS

Our personnel have unique knowledge of the border environment and the USBP's mission needs and priorities. The USBP is committed to taking advantage of joint assignment opportunities to place our personnel into positions throughout CBP and DHS. These placements empower our personnel to advocate for our mission needs, improve our understanding of how other organizations support national security efforts, and meaningfully contribute to informing policy and decision-making efforts. Joint assignments are critical touchpoints to carrying out a unified approach to border security and national security in the face of evolving challenges.

c. Further Integrate USBP Border Security Efforts with the Counter-Network Enterprise

Recognizing that border security is a multifaceted, whole-of-government mission, the USBP is committed to collaborating and contributing to the overall counter-network enterprise. Central to this commitment is supporting the development of shared goals and objectives to strengthen homeland security. In addition, we will expand our involvement in interagency task forces and investigative efforts to contribute to the disruption of the TCOs that drive cross-border illicit activity. For example, the USBP is a critical partner to the CBP National Targeting Center, helping gather and vet intelligence to target potential bad actors. As one of the largest collectors of information, the USBP plays a central role in U.S. intelligence enterprise and will continue to support efforts to stay ahead of emerging threats to our national security.



Chief Patrol Agent Gloria I. Chavez addresses members of the California National Guard



USBP agents operating with state law enforcement

OBJECTIVE 3.2 – FOSTER RELATIONSHIPS WITH GOVERNMENTAL STAKEHOLDERS

The USBP will harness the political, social, economic, information, infrastructure, and technology assets and resources made available by our intergovernmental partners and stakeholders to multiply the effectiveness of operations.

Collaborative partnerships with governmental stakeholders enhance our ability to successfully execute our mission to secure the border. These partnerships support a trusted community of law enforcement agencies, federal partners, international allies, and other government stakeholders relevant to the immigration ecosystem. The USBP is dedicated to building and strengthening this network, recognizing that through these partnerships we can access shared expertise, information, and resources while collaborating on border security efforts. The USBP aims to grow these partnerships to improve national security, capitalizing on the power of joint efforts, cooperative engagement, and information-sharing.

Activities/Projects/Initiatives

a. Immigration Adjudication Support

While the USBP does not have direct authority in the disposition of asylum claims and other immigration benefits, a substantial portion of our daily operations and workload is impacted by their adjudication. The USBP is constantly striving to improve hand-offs between stakeholders, bring in technology solutions, and streamline processing to increase efficiency. This requires close collaboration with our partners at U.S. Immigration and Customs Enforcement, U.S. Citizenship and Immigration Services, and Department

of Health and Human Services. Interagency coordination is critical to minimize time in custody and provide migrants with the care they need. The USBP will continue to actively engage in streamlining interagency coordination through digital immigration processing efforts, such as expanding the electronic A-file program across all disposition types. By reducing manual data entry, the USBP and our partner agencies can improve coordination, reduce error, and focus on other mission-essential tasks.

b. Advance Cross-Government Collaboration

The USBP will work to deepen our relationships with cross-governmental partners to ensure the seamless communication of threats and strengthen shared situational awareness. The USBP will prioritize identifying and participating in task forces and other interagency investigative efforts to coordinate operations and deter inbound threats. In line with CBP priorities, the USBP will expand collaboration with other agencies and the Intelligence Community to build on our advanced understanding of the mission space through robust information and intelligence sharing. Furthermore, the USBP will work with partners to execute a coordinated response to transnational organized crime and proactively identify opportunities to leverage broad authorities against TCOs. In collaboration with current and future partners, the USBP is dedicated to pursuing innovative, collaborative approaches and solutions to advance the border security mission.

c. Develop a Shared Vision with Law Enforcement Partners

The USBP is dedicated to expanding collaboration and fostering a shared vision with federal, state, and local law enforcement partners. The USBP will strengthen

long-standing relationships and create new partnerships through joint operational planning and intelligence support centers. In addition, the USBP will continue to lead a number of collaborative initiatives, including the Alliance to Combat Transnational Threats and the Operation Stonegarden homeland security grant. These efforts support and supplement state, tribal, county, and local law enforcement agencies who share our security responsibility in border areas.

d. International Coordination

The responsibility of promoting and securing the interests of the U.S. in foreign countries spans across several federal agencies. The USBP will continue to coordinate across other components within DHS, interagency partners including Departments of State, Defense, and Justice, and the Intelligence Community to expand existing and build new international partnerships. The USBP is dedicated to aligning our activities with our federal partners to maximize binational operations and improve the effectiveness of joint operational efforts. Moreover, the USBP is actively engaged in supporting the establishment of agreements for enhanced information-sharing and cooperation with partner nations.



Congressional liaisons observing a technology demonstration during a field visit



CBP Leadership and employees participating in the annual Run for the Badge 5k

OBJECTIVE 3.3 – ENGAGE NONGOVERNMENTAL ORGANIZATIONS, PRIVATE CITIZENS, AND OVERSIGHT ORGANIZATIONS

The USBP will increase transparency, strengthen public trust, and generate support for our mission by improving strategic communications, creating feedback loops, and partnering with nongovernmental organizations (NGOs) and local communities to meet mission objectives.

The USBP is committed to enhancing transparency, strengthening accountability, and fostering public trust. At the local level, we seek to engage with communities through initiatives including town hall meetings and citizens advisory boards, while also partnering with NGOs operating in border areas to share expertise and resources. On a national level, the USBP will strengthen our strategic communications to share our mission, highlight accomplishments, and promote opportunities for public engagement using social media and formal media outlets. In addition, the USBP will continue to coordinate with federal oversight agencies to develop comprehensive publicly reported measures to serve as a transparent and accountable means to show our progress towards strategic goals. Through these multifaceted efforts, we aim to garner public support and trust of the communities we serve.

Activities/Projects/Initiatives

a. Broaden USBP Messaging and Outreach

Broadening the USBP's messaging and outreach to the public, external partners, and NGOs is critical to build understanding of the USBP mission. To achieve this, we will communicate openly and proactively, as circumstances permit, via multiple platforms, including social media and formal media outlets. Through these channels, we will share mission accomplishments, provide

updates on ongoing border security efforts, and highlight opportunities for public engagement. This tailored, national communication approach aims to increase transparency and build support for our mission objectives. Additionally, the USBP will expand collaboration and information exchange with NGOs that operate in the immigration ecosystem and in border communities. These partnerships aim

to supplement our operations and enhance our effectiveness. Proactive outreach and effective strategic communication are essential to building trust, growing partnerships with key stakeholders, and increasing awareness of important USBP initiatives.

b. Strengthen Public Trust

Transparency and accountability are key elements in strengthening public trust in the USBP, our mission, and our workforce. We recognize the value of engaging directly with local stakeholders. The USBP is committed to expanding our presence and deepening communication with the local communities we serve through several grassroots initiatives. Forums, such as town hall meetings and citizen advisory boards, along with our Compliment and Complaint Management System, will facilitate public engagement by providing reliable platforms to address public questions or concerns related to the border security mission. Improved public engagement increases transparency and encourages mutual exchange with local stakeholders, enabling us to build public trust and collaborate on innovative approaches to enhance border security.

c. Develop Comprehensive Publicly Reported Measures

Establishing a comprehensive set of publicly reported measures is essential to telling the USBP story. By tracking and reporting on these measures, the USBP can highlight successful mission outcomes and develop business cases for additional resources to address operational gaps. The USBP will continue to work with the Office of Management and Budget, the Government Accountability Office, and Congress to develop publicly reported measures that clearly convey the USBP's impact and progress toward strategic goals to both elected officials and the public. These measures aim to provide a holistic view of USBP operations while promoting transparency into the responsible use of taxpayer dollars as well as the resources and authorities entrusted to our organization. The USBP is committed to being accountable to publicly reported measures and will continue to set a high standard of excellence for our operations and our workforce.





USBP Chief Jason Owens meeting with members of the public



USBP agent surveilling desert along Southwest border

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