



2012 – 2016 Border Patrol Strategic Plan

The Mission: Protect America



U.S. Customs and
Border Protection





**U.S. Customs and
Border Protection**



2012-2016 Border Patrol Strategic Plan

Table of Contents

Message from the Acting Commissioner	4
David V. Aguilar, Acting Commissioner, U.S. Customs and Border Protection	
Message from the Chief	6
Michael J. Fisher, Chief, U.S. Border Patrol	
Executive Summary	7
Goals, Objectives, Strategies, Programs, and Initiatives	
Goal 1: Secure America’s Borders	9
Objective 1.1: Prevent Terrorists and Terrorist Weapons from Entering the United States	9
Objective 1.2: Manage Risk	12
Objective 1.3: Disrupt and Degrade Transnational Criminal Organizations	16
Objective 1.4: Whole-of-Government Approach	18
Objective 1.5: Increase Community Engagement	20
Goal 2: Strengthen the Border Patrol	22
Objective 2.1: Strengthen Investment in People.....	22
Objective 2.2: Support Border Patrol Employees	24
Objective 2.3: Preserve Organizational Integrity	25
Objective 2.4: Improve Organizational Structures, Processes, Systems, and Doctrine	26
Objective 2.5: Enhance Overall Efficiency of the Border Patrol	27
Glossary	30



MESSAGE FROM THE ACTING COMMISSIONER



The 2012-2016 Border Patrol Strategic Plan marks an important point in the growth and development of the U.S. Border Patrol. The Strategic Plan establishes an approach for the Border Patrol that is tailored to meet the challenges of securing a 21st century border against a variety of different threats and adversaries. The 2012-2016 Strategic Plan builds on the foundation of the 2004 National Border Patrol Strategy, which guided the acquisition and deployment of significant additional resources – personnel, technology, and infrastructure – to support execution of the Border Patrol’s mission.

The resource base built and the operations conducted over the past two decades have enabled the Border Patrol to focus on developing and implementing a Strategic Plan based on risk: identifying high risk areas and flows and targeting our response to meet those threats. This risk-based approach is reflected in the core pillars of the Strategic Plan – Information, Integration and Rapid Response. These pillars are central to the 21st century Border Patrol we continue to build. Information and intelligence will empower Border Patrol leadership and agents to get ahead of the threat and to be predictive and proactive. Integration of effort with the range of partners with whom we work will ensure we bring all available capabilities and tools to bear in addressing threats. Through Rapid Response, we will deploy resources timely and effectively to meet and mitigate the threats we confront.

The 2012 Strategic Plan continues a history of innovation and evolution of the Border Patrol. Beginning with Operation Hold the Line in El Paso in 1993 and Operation Gatekeeper in San Diego in 1994, the Border Patrol began strategically deploying resources to meet the highest priority threats. These operations and those based on them that followed were significantly successful. As a result of the Border Patrol and other agencies’ efforts, the Southwest Border is more secure today than it has ever been. The Strategic Plan draws on these earlier applications of a risk-based approach, and as part of the overall effort of U.S. Customs and Border Protection (CBP) and other agencies, will help ensure that we continue making progress in securing our borders.

The evolution of the Border Patrol as a risk-based, intelligence-driven law enforcement organization is part of a much larger change in the U.S. Government’s approach to border and homeland security. The September 11, 2001 terrorist attacks initiated a fundamental rethinking about cross-border movements and security, including border security. The creation of the Department of Homeland Security (DHS) and CBP were critical structural changes. CBP was formed through the merger of four separate organizations from three separate cabinet departments into one new agency: the U.S. Border Patrol and the port inspections component of the Immigration and Naturalization Service from the Department of Justice, dealing with people seeking to enter the country legally and illegally; the U.S. Customs Service from the U.S. Department of the Treasury, dealing with cargo and goods; and the Agriculture Inspection Service from the Department of Agriculture, dealing with agricultural pests and potential infestation of our crop lands.

The scope of the border protection mission was sharpened and honed: keeping dangerous people and dangerous things away from the American homeland, especially terrorists and terrorist weapons. Our job at CBP, in large measure, is to secure the flows of goods and people moving toward and intending to enter the United States. At the core of our approach to securing flows is assessing and managing risk. In the Strategic Plan, the Border Patrol is applying the principles of risk management to its mission set. CBP has made tremendous progress since its formation in addressing and working through the implications of unified border management and the border security mission, but we remain a work in progress. The Strategic Plan sets a firm foundation for the continued evolution of the Border Patrol as an integral part of CBP’s overall border management and homeland security enterprise.

The Strategic Plan reflects and builds on the transformation of the United States' relationships with Mexico and Canada, particularly in the areas of border management and security. The joint Declaration of Principles for the 21st-century border represents an enhanced and strengthened commitment to fundamentally restructure the way we manage our shared border. The depth and breadth of cooperation that occurs now between the United States and Mexico was unthinkable even a few years ago. Similarly, the Beyond the Border declaration between Canada and the United States has an equally significant potential in what is already our historically extraordinary relationship with Canada. These developments have created unprecedented opportunities with both Mexico and Canada, in which DHS and CBP will play a defining role, to improve our security and economic competitiveness – and CBP will play a defining role in taking advantage of those opportunities. The Border Patrol in turn is key to advancing CBP's security agendas with Mexico and Canada, working with its law enforcement counterparts in each country to identify and mitigate threats.

The U.S. Border Patrol is a premier law enforcement organization, recognized around the world for expertise, capabilities, and professionalism. CBP's officers and agents are the frontline, the guardians of the Nation's borders. We honor and are proud of them, and we thank them for everything that they do to protect America and the American people.



David V. Aguilar
Acting Commissioner



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CBP Mission Statement

We are the guardians of our Nation's borders.
We are America's frontline.

We safeguard the American homeland
at and beyond our borders.

We protect the American public against terrorists
and the instruments of terror.

We steadfastly enforce the laws of the United States
while fostering our Nation's economic security
through lawful international trade and travel.

We serve the American public with
vigilance, integrity, and professionalism.

CBP Core Values

Vigilance is how we ensure the safety of all Americans. We are continuously watchful and alert to deter, detect and prevent threats to our Nation. We demonstrate courage and valor in the protection of our Nation.

Service to Country is embodied in the work we do. We are dedicated to defending and upholding the Constitution of the United States. The American people have entrusted us to protect the homeland and defend liberty.

Integrity is our cornerstone. We are guided by the highest ethical and moral principles. Our actions bring honor to ourselves, our agency, and our country.

MESSAGE FROM THE CHIEF



The U.S. Border Patrol is entering an exciting new era. The 2012-2016 Border Patrol Strategic Plan offers every Border Patrol agent and support staff member the opportunity to enhance their role in ensuring the security of our Nation's borders.

The September 11, 2001 terrorist attacks against our Nation defined U.S. Customs and Border Protection's national security mission: nothing less than preventing terrorists and terrorist weapons from entering the United States.

The world has changed during the last decade, and so have the threats that we face every day. We have seen these changes from Imperial Beach, California, to Brownsville, Texas; from Blaine, Washington, to Van Buren, Maine; and from Lake Charles, Louisiana, to Ramey, Puerto Rico. After assimilation into the new Department of Homeland Security and CBP, and having experienced unprecedented organizational growth, the Border Patrol is stronger than it has ever been.

After years of deploying resources, like infrastructure, and technology, we are about to put these enhanced capabilities to the most effective use with the implementation of the 2012-2016 Border Patrol Strategic Plan.

The principal theme of the Strategic Plan is to use **Information, Integration, and Rapid Response** to meet all threats. We will build upon an approach that puts the Border Patrol's greatest capabilities in place to combat the greatest risks. We will gather and analyze **Information**, ensure **Integration** through operational planning and execution with our international, Federal, state, local, and tribal law enforcement partners, and based on risk, deploy the appropriate **Rapid Response** to the threat.

This means that as threats evolve and risks fluctuate, the Border Patrol will adapt and respond quickly.

Of course, to reach our full potential, we must continue to invest in our most valuable asset – the men and women of the Border Patrol. Along with protecting our citizens, there is no greater responsibility.

I want to thank each of you for your outstanding commitment to excellence and dedication to duty. As I have traveled to the field, I have had the opportunity to talk with many of you. I know and certainly appreciate the personal sacrifices that you and your families have made to protect America, and for that I remain eternally grateful. While the future brings many challenges, I am confident that all of you will meet these challenges. Working together, we will overcome them. It is indeed an honor and a privilege to be working with you as we protect this great Nation.

Honor First!

A handwritten signature in black ink that reads "Michael J. Fisher". The signature is fluid and cursive.



Michael J. Fisher
Chief
U.S. Border Patrol



"We provide the ability to identify and minimize risk, and to respond quickly should a risk materialize."

– Secretary Janet Napolitano. *Washington Post*, April 22, 2010.