



EXECUTIVE SUMMARY

2004: A Resource-Based Strategy

The Border Patrol's 2004 Strategy focused on getting the Border Patrol organized and resourced to meet its new, post-9/11 mission and succeed in its new parent organization. The 2004 Strategy achieved impressive results. For instance, it organized the Border Patrol into a more centralized and Headquarters-driven organization. Furthermore, it facilitated the unprecedented deployment of personnel, technology, and infrastructure to secure the Nation's borders.

2012: A Risk-Based Strategic Plan

The 2012-2016 Strategic Plan supports national-level strategies, such as the President's Strategy to Combat Transnational Organized Crime and the National Drug Control Strategy; departmental strategies, in particular the Quadrennial Homeland Security Review; and CBP-wide planning and integration efforts. The Strategic Plan uses a risk-based approach to securing the border; focusing enhanced capabilities against the highest threats and rapidly responding along the border. It involves a set of objectives, strategies, and programs that use **Information, Integration and Rapid Response** to develop and deploy new and better tactics, techniques, and procedures to achieve the Border Patrol's strategic objectives. It means being more effective and efficient by using tools and methods like change-detection techniques to mitigate risks. It also means continued integration within CBP and working with Federal, state, local, tribal, and international partners.

The Strategic Plan has two interrelated and interdependent goals. In the first goal, the Border Patrol will work with its Federal, state, local, tribal, and international partners to secure the border using **Information, Integration and Rapid Response** in a risk-based manner. **Information** provides situational awareness and intelligence developed by blending things such as reconnaissance, sign-cutting and tracking, and technology to understand the threats faced along the Nation's borders. **Integration** denotes CBP corporate planning and execution of border-security operations while leveraging partnerships with other Federal, state, local, tribal, and international organizations. **Rapid Response** means the Border Patrol and its partners can respond quickly and appropriately to changing threats.

The second goal of the Strategic Plan represents an investment in people and organizational capabilities. This means improving the skills and abilities of personnel, optimizing organizational structures and processes, and becoming a more mature and sophisticated law enforcement organization.

Integration across all components of CBP within the goals of the Strategic Plan is essential. At both the tactical and strategic levels, the U.S. Border Patrol continually participates in unified efforts, such as corridor campaigns and intelligence collaboration that facilitate contiguous border-security operations.



Goal 1: Secure America's Borders

The U.S. Border Patrol plays a critical role in securing our Nation's borders between Ports of Entry (POEs) against all threats. We approach this mission from a risk-based orientation, allowing the Border Patrol to apply **Information, Integration and Rapid Response** in the most targeted, effective, and efficient manner. The measurable objectives of this goal are to:

- Prevent terrorists and terrorist weapons from entering the United States between the POEs through improved and focused intelligence-driven operations, as well as operational integration, planning, and execution with law enforcement partners;
- Manage risk through the introduction and expansion of sophisticated tactics, techniques, and procedures. These include methods of detecting illegal entries such as using “change detection” techniques, increased mobile-response capabilities, and expanded use of specially trained personnel with “force multiplying” skills and abilities;
- Disrupt and degrade Transnational Criminal Organizations by targeting enforcement efforts against the highest priority threats and expanding programs that reduce smuggling and crimes associated with smuggling;
- Expand CBP's situational awareness at and between the POEs and employ a comprehensive and integrated “whole-of-government” approach; and
- Increase community engagement by participating in community programs and engaging the public to assist the U.S. Border Patrol.



Goal 2: Strengthen the Border Patrol

To succeed in its border-security mission, the Border Patrol must continue to evolve and improve as an organization using **Information, Integration and Rapid Response**. The Border Patrol will grow and mature its institutional capabilities by:

- Strengthening its investment in its people and capabilities through improved education, training, and support of Border Patrol personnel;
- Reinforcing employee-support initiatives and programs that continue the tradition of the U.S. Border Patrol;
- Addressing threats to organizational integrity and remaining vigilant in training and promoting initiatives to combat corruption;
- Improving organizational processes, systems, and doctrine by standardizing reporting and planning processes;
- Introducing improved tools to collect and analyze data to develop measures for the improvement of organizational outcomes; and
- Enhancing overall efficiency by improving planning, resource allocation, and acquisition processes.



Goal 1: Secure America's Borders

Protecting the Nation's borders – land, air, and sea – from the illegal entry of people, weapons, drugs, and contraband is vital to homeland security, as well as economic prosperity. The U.S. Border Patrol plays a pivotal role in securing the border between the Ports of Entry. This Strategic Plan will leverage **Information, Integration and Rapid Response** to secure the Nation's borders against all types of illegal entries in a manner that is risk-based and prioritizes capabilities against the highest threats.

Objective 1.1

Prevent Terrorists and Terrorist Weapons from Entering the United States

The attacks on September 11, 2001 gave rise to the Department of Homeland Security (DHS) and the many agencies, including CBP, which came together under this new Department. The U.S. Border Patrol plays a significant part in this collaborative and critical effort. The Border Patrol conducts operations based on current intelligence and threats to prevent the entry of terrorists and terrorist weapons across U.S. borders.



Goal 1: Secure America's Borders

Intelligence-Driven Operations

Identifying and developing a comprehensive understanding of terrorist and transnational criminal threats to the Nation's borders is paramount in accomplishing the Border Patrol's mission. We must operate by strategically using intelligence to ensure that Border Patrol operations are focused and targeted against potential terrorist threats and against TCOs. To accomplish the Border Patrol's mandated mission, we must continue to integrate intelligence and enforcement capabilities into the planning and execution of CBP operations.

Intelligence Synthesis

The current risk environment in which the Border Patrol and other law enforcement agencies operate is characterized by a variety of constantly evolving terrorist and transnational criminal threats that are both complex and varying.

The capacity to develop timely, well-formulated, and actionable intelligence is vital to the prevention and disruption of threats. The Border Patrol will meet this challenge by supporting an integrated intelligence platform that promotes information sharing throughout the domestic and foreign law enforcement community. This endeavor is accomplished through the integration and support of Border Patrol intelligence frameworks and other intelligence entities such as the CBP Office of Intelligence and Investigative Liaison, the El Paso Intelligence Center's Border Intelligence Fusion Section, Border Intelligence Centers, and the interagency Human Smuggling and Trafficking Center, as well as state and major urban area Fusion Centers.



Foreign Law Enforcement Agency Partnerships

Coordination with our foreign law enforcement partners is important to the Nation's security. By assisting international partners with gathering and analyzing information and intelligence, and increasing the efficiency of their operations, terrorist and transnational criminal threats – and their networks – can be identified and interdicted before they reach the borders of the United States. For these reasons, the Border Patrol works in coordination with the CBP Office of International Affairs to deploy uniquely qualified





Border Patrol subject-matter experts abroad to conduct assessments of other nations’ border security, border-security forces, and training needs. Border Patrol agents are often requested to provide specialized training that is tailored to the specific needs of partner nations. Basic training missions include Border Patrol presentations of tactical skills and “table-top exercises” sponsored by various U.S. Government entities, including the Department of State and the Department of Defense (DOD). The Border Patrol also provides training support to other Federal agencies operating in partner nations.

International Liaison

As the Nation’s border-security efforts have expanded beyond its physical border region, cooperation through assigned liaisons with our Canadian and Mexican partners has become an integral part of daily operations. Border Patrol agents liaise with foreign federal, state, local, and tribal agencies to enhance threat awareness, coordinate interdiction efforts, perform joint patrols and preventative operations, respond to border violence, and pursue prosecution of actors within transnational criminal organizations that seek to exploit jurisdictional borders.

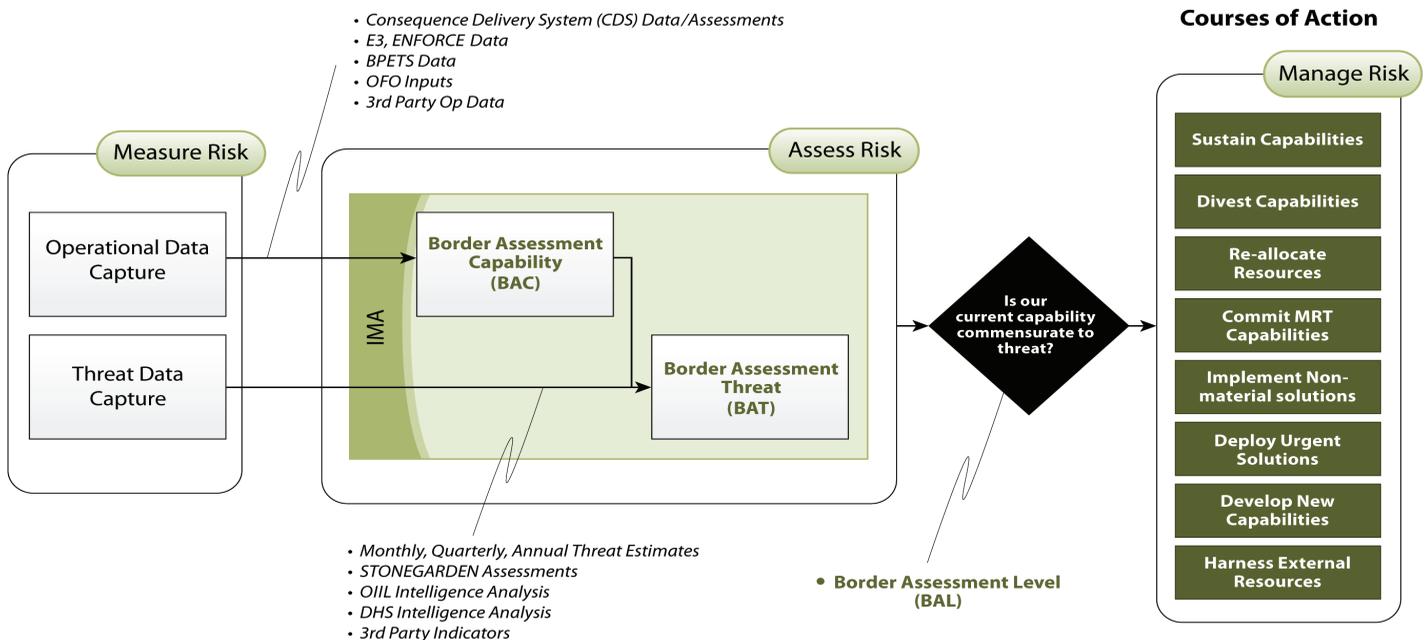
The International Liaison Unit (ILU) is a national program that fosters local partnerships, trust, and mutual understanding between the Border Patrol and the Government of Mexico to increase border cooperation, security, and safety. For example, in addition to daily interaction with their counterparts, the ILU initiates monthly meetings with its Mexican partners to discuss mutual concerns and facilitate exercises that test the joint-response capabilities and coordination to catastrophic events, while increasing local communication on issues such as border violence, repatriation issues, and officer safety. International Border Enforcement Teams (IBET) similarly coordinate with the government of Canada to achieve the mutual goal of border security. The ILUs and IBETs facilitate information sharing between governments and agencies involved in the cooperative effort of ensuring regional safety and security.

Goal 1: Secure America's Borders

Objective 1.2

Manage Risk

Developing and employing the best possible information and intelligence is critical to assessing and managing risk. The Border Patrol has made significant progress in securing the Nation's borders by applying personnel, technology, and infrastructure. These enhanced resources have made our borders more secure. Threats along the border continue to evolve, and likewise, CBP's capabilities to meet these threats must continue to adapt. Accordingly, as we evolve from a resource-based approach toward a risk-based approach, we must be able to focus the Border Patrol's new capabilities against the highest threats in predicting and rapidly responding to changes in risk along the border.



Integrated Mission Analysis

Integrated Mission Analysis (IMA) uses a systematic and comprehensive methodology to track, assess, and forecast vulnerabilities, consequences, and capabilities of CBP (and, by extension, the U.S. Border Patrol) and matches these with known or potential threats. The resulting Border Assessment Level (BAL) helps CBP answer the question: Is our capability commensurate with the threat?

The IMA process supports the Border Patrol's risk-based approach to border security by integrating operational and threat-condition assessments. Once harnessed, these operational statistics, threat indicators, and warnings will be used to estimate risk. Outputs from the IMA process will aid security stakeholders in determining operational gaps and critical threats, vulnerabilities and risks. As a result, commanders will have both the data and analysis to effectively track, assess, and forecast risk. The IMA process assists commanders in managing identified risks by allowing them to make better and timely decisions to:

- Sustain current capabilities;
- Re-allocate resources;
- Implement non-material solutions;
- Develop new capabilities;
- Divest from capabilities;
- Commit mobile-response capabilities;
- Deploy urgent solutions; and
- Harness external resources.