



trafficking that affect the border communities and concentrate on providing a coordinated response to disrupt, degrade, and defeat terrorist and criminal organizations.

Federal Task Forces

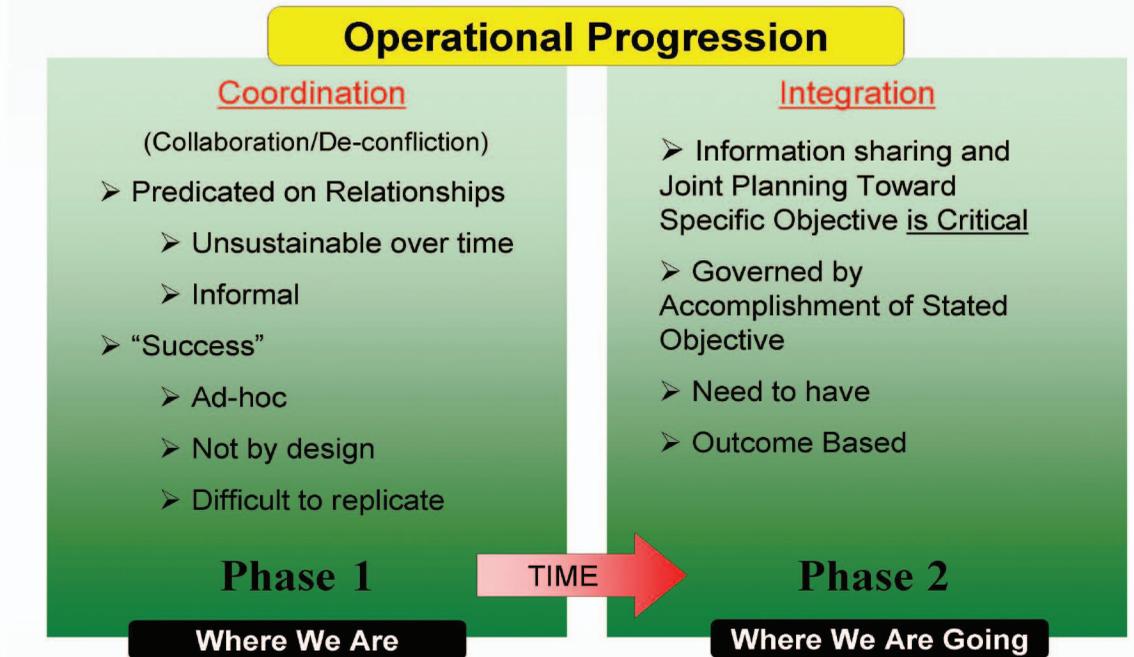
Recognizing the jurisdictional complexity of the border environment, partnerships with the Border Patrol's Federal counterparts are essential for the Border Patrol to achieve its goals. These partnerships are critical at the operational and tactical levels, as well as at the

strategic and policy levels, where the Border Patrol must coordinate policies and ensure adherence to relevant laws and regulations. The Border Patrol has further strengthened its law enforcement partnerships along the border by colocating and integrating its assets and personnel with other law enforcement organizations and offering reciprocal opportunities consistent with applicable laws and authorities. The nature of shared communities and shared infrastructure requires that the Border Patrol's approach further develops and enhances a unity of effort between CBP and all its Federal partners.

Border Patrol Special Coordination Center

The Border Patrol Special Coordination Center (BPSCC) is a critical program in the Border Patrol's adoption of a whole-of-government approach to law enforcement. The BPSCC acts as a liaison between the Border Patrol and the Department of Defense (DOD) through Joint Task Force-North (JTF-North). The center is colocated with JTF-North at Fort Bliss, El Paso, Texas, and serves as the focus of efforts to synchronize DOD support to law enforcement and the Border Patrol's strategic goals and objectives.





Comprehensive Approach

CBP builds coalitions with international, Federal, state, local, and tribal law enforcement agencies, public-service entities, and other identified stakeholders to develop a common operational strategy in the border environment. This approach requires continued integration within CBP of Border Patrol, OFO, and OAM operations. This approach ensures unity of effort and maximum enforcement benefits from combined resources and allows for the secure flow of goods and people moving toward and intending to enter the United States. The Border Patrol mission involves a multitude of entities working together in a seamless and integrated way to prevent terrorism and transnational threats at the earliest opportunity. That cooperation ensures our Nations' shared communities, critical infrastructure, and populations are mutually prepared and protected through bi-national and bilateral security, resilience, and response protocols.

Objective 1.5

Increase Community Engagement

The Border Patrol will continue to use its collective capabilities to engage and educate the public about border activities and issues so the Border Patrol can leverage the critical assistance of border communities.

Reduce Crime and Violence

Engagement by the Border Patrol with local law enforcement and the public can lower crime and reduce violence.



Operation Detour

Operation Detour is a community outreach program conducted in conjunction with local school systems, which began in the Border Patrol's Del Rio Sector in Texas and has expanded along the Southwest Border. Operation Detour is a public-service campaign targeted at middle- and high-school students in an effort to educate them and our community about the dangers and consequences surrounding narcotics smuggling. Students are encouraged to think for themselves, withstand peer pressure, and reach out to parents, teachers, counselors, or law enforcement if they are asked to work for a TCO.

Drug Demand Reduction

Drug Demand Reduction Programs are public-service campaigns targeted at the community's youth (ages 14-18) in an effort to educate them and the community about the dangers and consequences of drug use and involvement with drug trafficking and criminal organizations. Focusing on the youth of the community, these programs use graphic depictions, video, and live discussion to provide a true sense of the horrors and tragedies that befall individuals and families that become involved with narcotics smuggling and the narco-terrorism underworld.

Community and Stakeholder Outreach

External messaging through proactive media releases, interviews, and ride-alongs are provided to local, national and international press, and other community stakeholders to show the operational reality in communities along the border. Stakeholders are educated through briefings, tours, informal meetings, and stakeholder academies. Some existing programs include the Border Patrol Heroes Project, the Border Patrol History Project, the Border Community Liaison Program, Ranch Liaison, Citizens Academies, town-hall meetings, and the Explorers. The dissemination of operational achievements and challenges is essential to foster support from our partners and stakeholders.



Congressional Staffer Academy

The purpose of the Congressional Staffer Academy is to educate and inform staff from key Congressional offices or committees with an interest in and oversight of CBP regarding the Strategic Plan, capabilities, challenges, achievements, and the future of its three main operational components, including the Border Patrol. The Border Patrol's continued participation in the Congressional Staffer Academy provides Congressional staff members with a unique opportunity to travel to the front lines and receive a first-hand overview of the practical instruction and skills taught to agents, while featuring specific field locations that highlight CBP's layered approach to national security.

Border Community Liaison

The purpose of the Border Community Liaison Program is to facilitate the national expansion of relationships and interactions among government, law enforcement, non-government agencies, border-community partners, and the Border Patrol. The program provides stakeholders with a designated point of contact at their respective Border Patrol sector and encourages communication between the Border Patrol and its border-community partners.

Citizens Academy

The Citizens Academy informs the public about the organizational structure of DHS, CBP, and the Border Patrol. It is designed to provide the community with an overview of the complex and challenging enforcement skills taught to all new Border Patrol agents at the Border Patrol Academy, in addition to insight into the daily challenges Border Patrol agents face as they perform their duties. Participants have the opportunity to experience hands-on training in firearms and Border Patrol operations. The classes provide an in-depth understanding of the history of the Border Patrol, its strategic plans and mission, immigration, canine and checkpoint authority, and demonstrations of felony stops, as well as search and seizure.

Goal 2: Strengthen the Border Patrol

The U.S. Border Patrol must continue to mature, refine, and integrate its capabilities and techniques. To meet current and future operational and organizational requirements, it is essential to develop, deploy, and manage institutional capabilities within the Border Patrol. This includes areas such as human-capital management, training, leadership development, employee support, organizational integrity, doctrine development, and technology research and development.

Objective 2.1

Strengthen Investment in People

People are our most valuable asset. The Border Patrol must hire the most qualified applicants and train new employees to be successful in performing the mission. Leaders must ensure that employees have the opportunity to reach their highest potential by receiving the appropriate education, training, and work experiences to progress in the organization.

Invest in People

The U.S. Border Patrol is advancing its human-capital management strategy to ensure that there is a systematic and deliberative process to select the right employee, at the right time, for the right position. The Border Patrol will use a multi-tiered approach incorporating education, training and work experience to maximize the effectiveness of Border Patrol personnel. Components of the strategy include:

Succession Management

Succession management will incorporate the necessary education, training, and work experiences to continually develop and hone Border Patrol employees' knowledge, skills, and abilities. Career maps will communicate the necessary experiences employees must obtain to remain competitive for future advancement.

Targeted Placement

The Border Patrol will use targeted placement to offer employees progressive leadership and program-management experiences to prepare them for positions of greater responsibility. To select the best qualified employees, the Border Patrol will identify the necessary knowledge, skills, and abilities for key leadership positions and match the employee's qualifications. For future placement, employees will not only be evaluated on their current performance, they will be evaluated on their future potential.





Advanced Education and Training

The Border Patrol will grow the pool of applicants for advanced education and training through an agency-wide campaign to increase awareness of available programs. When employees complete the advanced programs, targeted placement will leverage their skills and abilities.

Joint and Inter-Agency Assignments

Temporary joint- and inter-agency assignments enhance an employee's professional development and agency capabilities. Employees learn critical management and planning skills through diverse assignments. The

Border Patrol will benefit from the cross-pollination of best practices, increased awareness of agency goals, and the holistic understanding of border security and homeland security.

Mentoring

Reorganization and expansion of the Border Patrol's mentoring program will enable institutional knowledge to be passed from mature, experienced agents to newly promoted and future potential leaders.



Goal 2: Strengthen the Border Patrol



Objective 2.2

Support Border Patrol Employees

The U.S. Border Patrol has a long history of supporting its employees and has been a leader within CBP in the development of robust employee-support programs. Continuing on that tradition and recognizing the inherent dangers of law enforcement work, the Border Patrol continues to look for new ways to support employees.

Deliver Responsive Employee-Support Programs

The nature of law enforcement guarantees exposure to stressful and traumatic incidents. It is incumbent upon leadership to provide ways for Border Patrol employees to remain resilient in the performance of their day-to-day duties.

National Critical Incident Response Team

As mobility continues to be an integral part of the Border Patrol's day-to-day operations, attention must be given to minimize the impact on employees' well-being. The National Critical Incident Response Team (NCIRT), a component of the Border Patrol's Traumatic Incident Management Plan, supports CBP employees involved in small- and large-scale, critical-incident operations. The team consists of Peer Support members, Chaplains, and mental-health professionals who have specialized training in critical-incident-response management. Victims of traumatic events, as well as those responding to them, may be prone to certain reactions. When left unaddressed, they can result in negative, long-term consequences. NCIRT provides affected employees with a targeted stress-management program to assist in recovery from exposure to traumatic events.

Employee Comportment and Resilience Committee

Employee comportment (i.e., personal integrity and conduct) and resilience (i.e., ability to recover readily from adversity) are key factors in the Border Patrol's ability to effectively execute the mission. The Border Patrol will evaluate and determine the qualitative variables that enable mission success, sustain high morale, and promote a professional, healthy, and robust workforce. Leaders will leverage all necessary resources to develop and maintain a resilient culture, as well as promote personal integrity and adherence to CBP's standards of conduct.