

2022–2026 U.S. Border Patrol Strategy



U.S. Customs and
Border Protection



A USBP agent patrols on foot.

Contents

Introduction	3
Mission and Vision	4
Guiding Principles	5
GOAL 1: Gain Operational Advantage	7
Objective 1.1 — Detect and Identify Threats	8
Objective 1.2 — Influence and Shape the Operating Environment	9
Objective 1.3 — Classify, Prioritize, and Mitigate Threats	10
GOAL 2: Organizational Excellence	13
Objective 2.1 — Invest in Our Workforce	14
Objective 2.2 — Optimize Mission Readiness	15
Objective 2.3 — Capitalize on Innovative Solutions to Organizational Needs	18
GOAL 3: Effective Public and Private Partnerships	21
Objective 3.1 — Foster Relationships with Governmental Stakeholders	22
Objective 3.2 — Improve Communication and Collaboration with Internal Stakeholders	23
Objective 3.3 — Engage Non-Governmental Organizations, Private Citizens, and Oversight Organizations ...	24



USBP Honor Guard.

Introduction

Since 1924, the U.S. Border Patrol (USBP) has been entrusted with protecting the American people and promoting economic prosperity through our border and national security mission. Despite a myriad of threats that we have confronted throughout our history, including smuggling, illegal migration, and terrorism, our commitment to our mission has never wavered. We remain steadfast even in the face of overwhelming challenges. Our dedication and will to achieve and protect are the hallmarks of the people of USBP.

The 2022–2026 U.S. Border Patrol Strategy is the next step in our operational evolution. Border security is no longer relegated to distant border environments. It is of national significance, and every Border Patrol Agent (BPA) and employee within our organization plays a critical role in ensuring our national security. As we implement this strategy, it is incumbent upon each of us to embody the oath we took to defend the U.S. Constitution, to remain true to the core values of vigilance, integrity, and service to country, and to live out our motto “Honor First.”

The first goal of this new plan evolves from gaining operational control to gaining operational advantage. Our collective aim is to match or exceed the capability of the threats we face, as well as improve our ability to anticipate and predict emerging threats. It is crucial that we are able to detect, identify, classify, prioritize, and mitigate threats at the earliest possible moment. With advancements in technology, science, and intelligence, we will identify threats through innovation and data analytics and mitigate them through a coordinated deployment of integrated resources to defend our national security.

The second and third goals are the organizational priorities and activities that Headquarters (HQ) and the sectors will undertake to support the achievement of Goal One. We will break down inefficient or redundant programs, simplify reporting requirements, and consolidate administrative burdens that hinder operations. We will build a strong and resilient workforce with diverse skills, provide training and developmental opportunities, and supply the best equipment and resources available. We will streamline the process of requesting solutions to operational problems and deliver solutions into the hands of BPAs in the field as quickly as possible. We will also streamline the systems and infrastructure which contain the strategic data assets used to inform our decision-making. Finally, we will continue our efforts to break down bureaucratic roadblocks that impede effective partnerships in the counter-network effort to effectively degrade and dismantle Transnational Criminal Organizations (TCO).

Our 2022–2026 strategy aims to build upon the success of those who came before us. Our mission is enduring and our ability to gain operational advantage will be strengthened with our renewed emphasis on organizational excellence and effective public and private partnerships. We have a solid foundation from which we will protect the nation and mobilize the next generation of BPAs and employees. Our commitment to border security and duty to the American people is as strong today as it was in 1924.

Honor First!



Mission and Vision

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. The Department of Homeland Security (DHS), U.S. Customs and Border Protection (CBP), and the 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 nearly 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 agent utilizing mobile surveillance technology.

GOAL 1: Gain Operational Advantage



The USBP will build an operational capability that continually meets or exceeds the depth and breadth of national security threats to ensure the integrity, physical security, and economic prosperity of the nation.

This strategy includes three distinct, but interrelated, lines of effort to achieve the operational goals. First, our focus is to anticipate, detect, and identify the various threats we face across our unique Areas of Responsibility (AORs) to mobilize our response capabilities, engage our partnership capacity, and effectively employ our operational investments. Our understanding must not be limited to perceived cross-border threats, but also the political, socioeconomic, climate, and other environmental and cultural factors which drive criminal activity. With this requisite understanding, we can seek to influence the operating environment, thus limiting the options and freedom to act of organizations facilitating illicit cross-border activity. Finally, as a result of that understanding, and with our partners in the border security enterprise, the USBP can curb human, narcotics, and other illicit trafficking using our enhanced understanding and informed operational posture.



USBP agent overlooking the border.

Objective 1.1: Detect and Identify Threats

THE USBP WILL ENHANCE THE CAPABILITY TO DETECT AND IDENTIFY THREATS TO NATIONAL SECURITY AT AND BEYOND U.S. BORDERS AND DELIVER THE APPROPRIATE, TIMELY, AND RELEVANT INFORMATION/INTELLIGENCE TO DECISION-MAKERS.

Activities/Projects/Initiatives

a. Establish a Comprehensive Operational Picture

A comprehensive operational picture is one that links information from multiple sources to provide necessary context and clarity to detected threats. The USBP will incorporate every tool and method available to assist leaders with threat analysis and the development of courses of action to make informed decisions with appropriate resource deployments. Integrating interagency information, intelligence, and all available sources to establish a comprehensive picture enables decision-makers to optimize operational impact when deploying resources. In addition, developing robust intelligence programs and facilitating collaborative partnerships, helps to increase coordination with domestic and international partners and stakeholders who can contribute to improved situational awareness.

b. Develop and Deploy Innovative Technology

The USBP is prepared to capitalize on future technology advancements, including autonomous capabilities like machine learning and artificial intelligence, to improve the organization's capabilities to detect and identify threats in near real time and space through command and control centers which can organize effective responses. Investments in technological innovation will improve the tactical common

operating picture through real-time feedback and enable human operators to return to the field. The USBP will ensure these systems and services are harmonized, intuitive, and integrated.

c. Foreign Partnerships and Intelligence Sharing

Expanding the zone of security beyond U.S. borders enhances early detection and identification of the criminal supply chain. Making sound investments with partner nations in the Western Hemisphere will

be mutually beneficial in securing their borders from potentially nefarious activity, while slowing traffic transiting through those nations on the way to the U.S. border. Investments in biometric identification technologies allow us to identify potential targets of interest and provide an early warning of threats in the hemisphere. Expanding deployments of foreign liaisons and working with attaché offices to enhance the USBP's capabilities overseas will foster stronger foreign partnerships and support. ■



Relocatable tower used for tactical placement of surveillance capabilities.



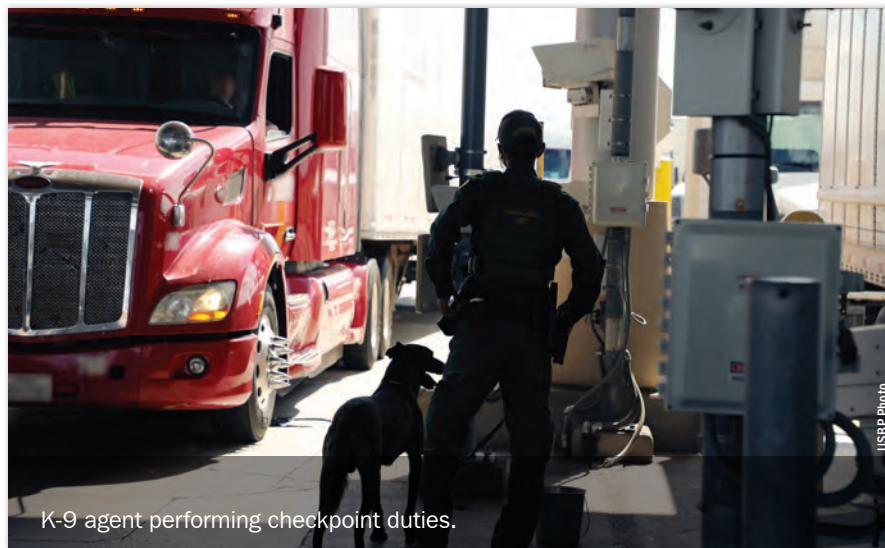
USBP agents patrol the coast on ATVs.

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 ESTABLISH AND MAINTAIN OPERATIONAL ADVANTAGE.

The USBP will use all available information and intelligence to influence and shape the operating environment to maintain an operational advantage which increases the probability of positive law enforcement outcomes through agile and responsive assets and personnel. To increase effectiveness, we will develop advanced analytic tools and methods and direct our investments and tactical strategies toward resource deployment that gives the USBP the advantage, while limiting the options for smuggling networks. Future investments, both near term and long term, will focus on maintaining flexibility and mobility so that we no longer simply respond to emerging trends in varied AORs and to a wide range of threats. Instead, our capability and capacity will be such that TCOs must react to our actions.

While remaining good stewards of the environmental, biological and cultural resources, and respecting property rights, the USBP's shaping capabilities must include expanded access to land at or near the border. In addition, developing technologies which independently detect, identify, classify, and communicate threats translates to fewer BPAs required to verify detections in remote areas. The USBP must also continue to expand operational mobility for resources to rapidly address emerging threats. Finally, the USBP must continue to refine methods for determining the appropriate level and priority for deploying law enforcement and mission support personnel and equipment to the field.



Activities/Projects/Initiatives

a. Tactical Mobility and Freedom of Movement

This strategy entails a multipronged approach, including community engagement, advocacy with lawmakers, and infrastructure improvements which will enable a response capability and keeps pace with our expanding understanding of threats. Working with landowners and public land managers, the USBP will balance our shaping of the operational environment with public land stewardship and economic prosperity on private lands. This will create an atmosphere where the community is involved and open to providing opportunities for improved access. When appropriate, the USBP will advocate for assistance in easing restrictions which unduly burden BPAs and slow response times. Finally, as fiscally prudent and necessary, the USBP will invest in roads and other infrastructure as part of the complete enforcement system to ensure response times are consistent with potential vanishing points for illicit cross-border activity.

b. Supporting Counter-Network and the Layered Approach

Partnerships and investigations into the networks which support illicit cross-border activities are critical. The USBP will find new areas where other agency authorities

and practices can supplement current efforts. We will modernize checkpoint operations by linking current systems, tactics, and information with the corresponding ports of entry to increase the USBP's effectiveness while limiting disruption to legitimate traffic. We will synchronize our efforts across all domains to ensure they are complementary and coordinated to maximize effectiveness.

c. Emergence of the Digital Border Patrol

Modern science and technology enable the exploitation of data collected by our sensors, towers, drones, assets, BPAs, facilities, and other sources in ways on which we must capitalize to make decisions in the field and at HQ. The USBP will intensify the use of advanced analytics to challenge our conventional understanding and to evaluate our traditional mission approach, while respecting and protecting data in accordance with privacy expectations. Included in this effort is strict and efficient data governance, such as knowledge management solutions and traceability efforts to improve the quality and usability of our massive data stores. Visualizing operational advantages with data enables field leadership to make more informed decisions regarding the shaping of operations and the intended outcomes. ■



USBP BORTAC operations.

USBP Photo

Objective 1.3: Classify, Prioritize, and Mitigate Threats

THE USBP WILL BEGIN CLASSIFYING ALL KNOWN THREATS AND PRIORITIZE THEIR ASSOCIATED RISK TO ENABLE OPERATIONAL PRECISION IN THE MITIGATION OF THOSE THREATS.

Detection and identification of threats and shaping the operating environment are not the ultimate end state of border security operations. Predicting threats and establishing an operational footprint which gives the USBP the ability to act proactively and prevent smuggling attempts before the physical border are ambitious, but attainable enduring states. In coordination with our security partners, we shall develop a standardized classification method to assist in determining the level of threat an individual or entity poses to

national security. These classifications will then undergo a systematic prioritization effort which will enable swift and decisive operational decision-making. Classification and prioritization of threats are not limited to those in our custody. We will expand the process to include international threats to further develop an early warning system which will cue us to shifts in tactics, techniques, and procedures, then prepare us and our international partners to mitigate those threats before they materialize at our borders. The USBP will mature to the point that emerging threats and trends are recognized or predicted, and we will 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 coordinating operations which accomplish shared

national and regional security goals. Working jointly with our foreign partners enables a more direct counter-network approach beyond our borders. As individuals and entities which support transnational organized crime are identified in our partner nations, the USBP can join with our intelligence and law enforcement partners to coordinate action against those criminal organizations and their support networks to stifle their abilities to capitalize on uncoordinated responses between sovereign entities.

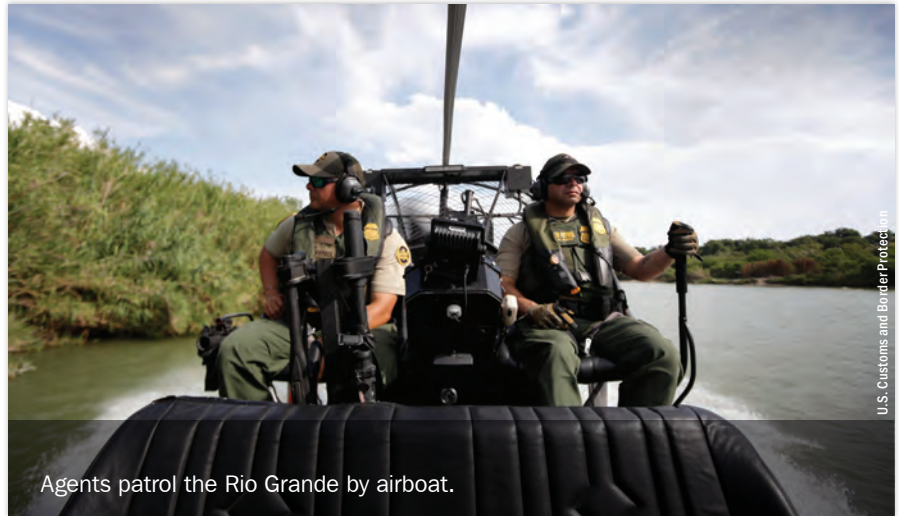
b. Efficient and Results-Oriented Operations

As the USBP matures in our intelligence and resource deployment methods, so too must our tactical operations. Acting against prioritized threats and focusing deployments to give BPAs a tactical advantage must also result in decisive operations which bring to bear all enhanced capabilities to drive down risk to the nation.

Leaders must consistently and periodically evaluate all operations, task forces, and deployments to ensure they are complementary of and contribute to intended objectives and identified outcomes.

c. Adjudication Coordination and Prosecutorial Support

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 mitigate this tactic. The USBP will coordinate with partner agencies and entities to ensure individuals in our custody are processed quickly and safely, while applying appropriate consequences, according to law and policy. 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. The USBP will work with both government and non-governmental organizations to provide medical care and other support to those in our custody while ensuring we protect the American people from current and future threats. ■



Agents patrol the Rio Grande by airboat.



USBP agent overlooking the border with Canada near Glacier National Park.



USBP Horse Patrol agents patrolling in south Texas.



USBP agent patrols on foot near vehicle barrier.





USBP Photo

USBP Honor Guard.

GOAL 2: Organizational Excellence



The USBP recognizes that by investing in our workforce, we will create a mission-ready organization with skilled employees and leaders who serve with integrity and share our vision, mission, goals, and values. The ability to effectively plan at the strategic, operational, and tactical levels, supported by robust analysis and effective resourcing, allows the USBP to carry out the mission successfully, while maintaining a steady state of readiness. Streamlining, integrating, removing redundant and inefficient internal processes and policies, and encouraging employees to develop innovative solutions will further define the USBP as a premier law enforcement agency.



Chief Patrol Agent BeMiller addresses muster.

Objective 2.1: Invest in Our Workforce

THE USBP WILL TRAIN, SUSTAIN, AND SUPPORT A DIVERSE AND INCLUSIVE WORKFORCE THAT READILY ADAPTS TO AN EVOLVING MISSION SPACE, DEVELOPS FUTURE LEADERS, AND MAINTAINS RESILIENCE IN THE FACE OF PERSONAL, PROFESSIONAL, AND ORGANIZATIONAL CHALLENGES.

The expectations of the contemporary employee and applicant have shifted since the turn of the century. All employees, law enforcement and professional staff, expect the organization to understand, respect, and value their needs and balance those with the needs of the organization. Enabling our team to seek educational and professional development opportunities, rotational assignments, temporary duty assignments, and flexible work environments will pay dividends in retention and recruitment. Satisfied employees who feel valued work harder, spark innovation, and embrace the organization's mission as their own.

Activities/Projects/Initiatives

a. Recruitment, Retention & Resilience

The USBP will seek to fill its ranks with a diverse, professional workforce that is prepared to serve. Establishing new and innovative ways to expand the hiring pipeline is key to this effort. There is no one source for qualified BPAs, and because of the vast areas of the U.S. where there is no USBP presence, we must seek out and recruit applicants where they live. Once we have hired quality people, we must support them in their day-to-day lives, professionally and personally. The USBP will continue to invest in resiliency programs and identify and pursue other work-life balance programs. We will also continue to expand opportunities for workforce



USBP agents patrolling on ATVs meet with other agents in the field.



USBP Chief Ortiz meets with agents in the field.

mobility which develops well-rounded employees who can draw from their depth and breadth of experience and perspectives to introduce potential solutions to problems.

b. Workforce Development

As a professional, world-class law enforcement agency, the USBP must enable our people to grow through education and certification opportunities beyond the basic skills required for daily operations. Establishing formalized career path guidance for BPAs and professional staff will assist employees in identifying educational opportunities, provide a road map for advancement, and enable transparency regarding the necessary

and available assignments and other opportunities (professional certifications, degrees, etc.) that come available.

c. Professional Staff

Operations cannot be effective or efficient without professional staff support. Professional staff bring a broad range of skills and expertise to all levels of the USBP and provide stability and continuity to business processes and programs. The USBP will recruit and retain non-uniformed professional staff with the same vigor applied to law enforcement employees, with the goal of assigning fewer BPAs to non-enforcement duties and more effective and efficient operations and administration overall. ■

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 great strides in the past decade in understanding our mission-essential tasks, strengths, and capability gaps. Moving forward, the USBP will expand the knowledge required to accomplish our most vital tasks, track how well resources and investments are performing, and be able to forecast and justify future resource needs.

Activities/Projects/Initiatives

a. Articulating Readiness & Reinforcing Accountability

The USBP will complete and implement the resource readiness process and integrate it with equipment and training requirements. The USBP will be able to speak to station and sector resource needs in terms of people and equipment. The process will also enable leadership to defend budget and resource requests outside of the organization with evidence-informed, process driven requirements. In addition, the USBP will create a multilayered system of accountability to ensure the right resources and personnel are being utilized in a way which demonstrates the USBP commitment to being a good steward of the taxpayer's trust and resources.

b. Planning, Programming, Budgeting, and Accountability

Through deliberate planning and the development of specific requirements, the USBP will build

defensible budgets, including easily communicated outcomes. At the CBP level, executive engagement in established governance councils will ensure the USBP has a voice in enterprise decision-making and future investments. The USBP will work internally across directorates, to improve alignment of the budget cycle with the operational and strategic priorities of the organization. As evidence-based budgeting becomes the rule instead of the exception, the USBP will be prepared to make the business case for the resourcing it requires.

c. Traceability and Evaluation

The USBP will develop and sustain a traceability process that ensures resource investments provide the applicable mission need and identify new capability gaps that have emerged. Through the evaluation process, the USBP will objectively assess and discern whether our methods and equipment are sound, understand whether our planning and deployments accomplished their intended effects, and determine the return on investment. ■



USBP Photo

USBP agent patrols at nightfall.

Objective 2.3: Capitalize on Innovative Solutions to Organizational Needs

THE USBP, AS A LEARNING ORGANIZATION THAT SEEKS TO GAIN AND SHARE INSTITUTIONAL KNOWLEDGE, WILL CAPITALIZE ON ITS PARTNERSHIPS WITH INDUSTRY TO ADVANCE RESEARCH IN TECHNOLOGY AIMED AT IMPROVING AND DEVELOPING BORDER SECURITY.

The USBP encourages innovation and promotes best practices which will help to move our organization forward. Being proactive and creative as an organization requires harnessing the ideas of our talented workforce.

Activities/Projects/Initiatives

a. Continuous Evaluation of Policies and Practices

Continually evaluating our policies and practices will promote transparency, reduce inefficiencies,

and encourage ingenuity to develop and introduce new ways to solve complex problems. Government agencies are inextricably linked to the past and often find that practices have become outdated or inapplicable. Establishing methods for reviewing and revising or retiring policies and procedures, which have accumulated over the years, will enable the USBP to remain agile and develop creative solutions which are relevant and timely to today's complex problems.

b. Create Pathways to Innovation

The USBP will establish a culture of innovation which harnesses the power of our talented workforce to develop solutions to our current and future challenges. By creating pathways and mechanisms to promote self-motivated, proactive, and action-oriented people who are comfortable taking initiative and contributing to internal innovation, we can proactively address our most complex problems. Intrapreneurship and actively engaging industry

professionals allow the USBP to be on the cutting-edge of emerging technology, knowledge acquisition and retention, and the new ideas that lead to mission success.

c. Data Governance and Knowledge Management

The amount of information the USBP generates and the additional information we have access to has transformed our data into a strategic asset. The capture, storage, organization, and dissemination of quality data is paramount to making informed decisions about field operations, acquisitions, and system performance. Governance standards and knowledge management create an environment where information sharing improves and analytic capabilities become more efficient and effective. For those areas where we cannot answer complex questions organically, the USBP will leverage partnerships with universities and other research communities to help tackle the complicated and complex problems surrounding the delivery of effective border security. ■



USBP agents utilize a drone to surveil the border.



Supervisory Border Patrol Agent speaks with another agent in the field.



El Centro Sector Chief Patrol Agent Bovino speaks with the media.

USBP Photo

GOAL 3: Effective Public and Private Partnerships



The USBP recognizes that transparency and open communication with employees, stakeholders, citizens, and partners is invaluable. Direct engagement results in increased trust and credibility, generates feedback, informs operations, and improves desired outcomes. We will strengthen our communications using the most current and emerging technologies to disseminate relevant and timely information, while recognizing that circumstances dictate which method to use.



Horse naming ceremony at Rattlesnake Ridge Elementary School.

Objective 3.1: Foster Relationships with Governmental Stakeholders

THE USBP WILL HARNESS THE POLITICAL, SOCIAL, ECONOMIC, INFORMATION, INFRASTRUCTURE, AND TECHNOLOGY ASSETS AND RESOURCES MADE AVAILABLE TO IT BY OUR INTERGOVERNMENTAL PARTNERS AND STAKEHOLDERS TO MULTIPLY THE EFFECTIVENESS OF OPERATIONS.

Activities/Projects/Initiatives

a. Develop a Shared Vision with Law Enforcement Partners

The USBP will foster a shared vision with law enforcement partners. Joint operational planning and intelligence support centers will strengthen long-standing relationships, as well as create new partnerships. The USBP will also lead efforts such as the Alliance to Combat Transnational

Threats and the management of the Operation Stonegarden homeland security grant to support state, tribal, county, and local law enforcement agencies with a shared security responsibility in border areas.

b. Advance Intergovernmental Collaboration

Identification of and participation in task forces and other interagency investigative efforts which provide value to our border security efforts are critical to achieving our overarching national security goals. The USBP will identify opportunities to bring new authorities to bear against TCOs and will collaborate with current and future partners on innovative approaches that advance the border security mission.

c. International Coordination

Responsibilities for promoting and securing the interests of the U.S. in foreign countries is spread across almost every agency in the federal government. The USBP must align

our activities with those of our partner organizations to create efficiencies in binational operations and improve the effectiveness of joint efforts. The USBP will work to support the establishment of information sharing and cooperation agreements to improve the timeliness and fluidity of information sharing and operational integration.

d. Immigration Adjudication Support

Although the USBP does not have direct authority in the disposition of asylum claims and other immigration benefits, a large portion of our day-to-day workload is impacted by their adjudication. The USBP will continue to identify opportunities to better coordinate the processing, transportation, and integration of noncitizens awaiting immigration or asylum hearings with our partners in Immigration and Customs Enforcement, the U.S. Citizenship and Immigration Service, and the Department of Health and Human Services. ■



Chief Patrol Agent Chavez addresses the media and public.

USBP Photo



U.S. Customs and Border Protection

USBP Special Operations Group works with state and federal partners in support of search and rescue efforts during the wildfires in Oregon.

Objective 3.2: 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.

Activities/Projects/Initiatives

a. Open New Avenues for Communication

The communities we serve and the partners we work with often know as much about the areas the USBP protects 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. Our aim is to maximize traditional methods of communication and identify new communication avenues to engage with them. Expanding ways through which our workforce can exchange ideas and best practices with our partners is paramount to future success.

b. Establish Touch Points and Joint Assignments with CBP and DHS

Personnel within the USBP have unique experience and knowledge about the border environment and the needs and priorities to accomplish our national security goals. We must take advantage of all opportunities to place our people into positions throughout DHS to advocate for our mission needs,

improve our understanding of how we and other organizations support our national security efforts, and to inform policy and decision-making efforts.

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

Border security remains a whole-of-government mission, and it is essential for us to participate in and contribute to the overall counter-network effort. The USBP remains committed to developing shared goals and objectives to make the homeland safer. We will expand our involvement in interagency task forces and investigative efforts to contribute to the disruption of the criminal networks that drive cross-border illicit activity. ■



Boat Patrol operations on the northern border.

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

**THE USBP WILL INCREASE
TRANSPARENCY WITH THE
COMMUNITIES WE SERVE
TO INFORM THE PUBLIC
AND NONGOVERNMENTAL
ORGANIZATIONS ON BORDER
PATROL OPERATIONS TO
REINFORCE PUBLIC TRUST AND
HARNESS WILLING PUBLIC
SUPPORT TO MEET MISSION
OBJECTIVES.**

Activities/Projects/Initiatives

**a. Broaden the USBP’s
Messaging Footprint**

Broadening the USBP’s messaging

footprint helps to build understanding of the USBP mission in local communities and across nongovernmental agencies. Using social media to engage citizens and nongovernmental organizations will also aid the USBP in increasing general awareness of important USBP initiatives, while increasing public engagement.

b. Strengthen Public Trust

Transparency and accountability are key elements in strengthening public trust in the USBP, our mission, and our workforce. By increasing public engagement through forums, such as town hall meetings and citizen advisory boards, the USBP will keep stakeholders informed of important ongoing efforts while providing reliable platforms for addressing public questions or concerns related to border security.

**c. Develop Comprehensive Publicly
Reported Measures**

A comprehensive set of publicly reported measures is essential to “telling the USBP story” through successful mission accomplishments, while making the case for additional resources to fill operational gaps. The USBP continues to work with the Office of Management and Budget, the Government Accountability Office, and Congress to develop publicly reported measures which clearly convey the USBP progress toward strategic goals to elected officials and the public. Transparency, through measures of efficiency and effectiveness, communicates how the USBP uses taxpayer dollars in a responsible way and holds the organization accountable for the resources and authorities entrusted to it. ■



USBP Honor Guard agent at memorial service.

Protect America
by Securing
the Borders



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U.S. Customs and
Border Protection