



U.S. Customs and Border Protection  
**STRATEGY 2024–2028**



U.S. Customs and  
Border Protection



CBP Honor Guard members honor fallen comrades during the Annual Blue Mass in Washington, DC.

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U.S. Customs and  
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CBP photo by Jerry Glaser

On June 17, 2020, Tucson Sector Border Patrol Agents conduct operations at the Highway 86 checkpoint near Tucson, Arizona U.S.



**A**s CBP celebrates its twentieth year, we recognize that we continue to play a critical role in securing our borders and protecting our national and economic security, so we must unite around a solid, forward-looking strategy that will help us succeed in tackling future challenges to protect the United States.

With one of the most complex law enforcement missions in the world, CBP's employees are steadfast in their dedication to securing our borders and safeguarding our homeland. We will never forget why we were created and our priority anti-terrorism mission. Every day, CBP screens hundreds of thousands of international travelers. We apprehend thousands of individuals entering unlawfully between the ports of entry. We intercept thousands of pounds of illicit drugs, counter terrorism and instruments of terror and protect our communities. CBP also processes tens of thousands of truck, rail, and sea containers every day, and we prevent all kinds of dangerous plant pests and potentially dangerous animal material from entering the United States.

CBP also works with federal, state, and local partners on a wide variety of joint operations. We have led multiple operations to disrupt transnational criminal organizations (TCOs) responsible for, amongst other threats, illicit fentanyl trafficking and human smuggling. Also in 2021, CBP played a pivotal role in managing the evacuation of Afghans who fled when the Taliban took control of Afghanistan. CBP processed more than 76,000 Afghan evacuees, worked with other federal agencies to provide the evacuees with the care they needed and helped them resettle in the United States.

To protect the United States against continuously evolving challenges and threats, CBP must be able to adapt to the constantly changing nature of the agency's operational environment. These changes underscore the vital importance of planning ahead to deploy personnel, technology, and other resources when and where they are needed. We also must continue to take care of our workforce by providing programs like mental health resources for personnel and their families, tuition assistance, financial education opportunities, and more robust employee engagement.

We recognize that a strategy is much more than a set of promises; it is an essential, carefully considered set of aspirational yet achievable goals, with plans and programs for how to accomplish those goals. This document serves not only as a set of commitments to the American people, our workforce, and our government, but also as an actionable roadmap that will direct us as we execute our mission over the next several years. It provides the kind of robust guidance that we need to meet the diverse challenges of our complex mission.

Over the next five years, CBP will build on our two decades of growth and development as our nation's premier law enforcement agency. Our Strategy provides a strong foundation for our future and reflects our persistent quest for improvement as we remain poised to meet any challenge to our national and economic security.



## U.S. Customs and Border Protection

**Troy A. Miller**  
Senior Official Performing the  
Duties of the Commissioner,  
U.S. Customs and Border Protection

A blue ink handwritten signature of Troy A. Miller, consisting of a stylized 'T' and 'M' followed by a flourish.



CBP Honor Guard members perform at the Steve Young Honor Guard Pipes and Drums Competition during National Police Week in Washington D.C.

CBP photo by Donna Burton

# Executive Summary

Since the release of the *CBP Strategy 2021–2026* in December 2020, CBP has made great strides in delivering the agency’s Strategic Objectives, all while enduring and adapting to significant changes in its day-to-day operational environment.

The COVID-19 global pandemic, the opioid epidemic, and the evacuation of Afghanistan refugees to the United States, in addition to the sustained surge in illegal migration, put immense strain on CBP, its workforce, and their families. The *CBP Strategy 2024–2028* provides an opportunity for the agency to recalibrate priorities and refocus efforts and resources on its biggest opportunities and challenges, while continuing to execute CBP’s mission every day.

CBP’s Vision reflects our position as the country’s largest federal law enforcement agency and our intent to operate as a threat-based, intelligence and data-driven, operationally focused organization. CBP’s Mission describes our role in ensuring the country’s physical and economic security. Both our Vision and Mission continue to provide a clear, meaningful, and succinct description of CBP’s purpose and future, so they remain unchanged.

To accomplish this Mission and make our Vision a reality, this Strategy is centered around four Goals: Workforce Care, Professionalism, and Development, Mission Execution, Support to Operations and Leadership and Core Values. These four Goals prioritize where we will focus our efforts in building a strong and resilient workforce that can execute our mission while adhering to our core values of Vigilance, Service to Country, and Integrity.

Within the Mission Execution space, we identified four core Mission Areas: Secure the Border; Execute National Security Missions, Including Counter Terrorism, and Contingency Operations; Facilitate Lawful Trade and Protect Revenue; and Facilitate Lawful Travel. The fifteen Strategic Objectives, which support each Goal and Mission Area, will define our agency’s key activities over the next five years that we will undertake to make the strategy a reality on the ground. ■

## VISION

“Enhancing the Nation’s security through innovation, intelligence, collaboration, and trust.”

## MISSION

“Protect the American people, safeguard our borders, and enhance the nation’s economic prosperity.”

# Strategy 2024–2028 Summary

## CBP VISION

Enhancing the Nation's security through innovation, intelligence, collaboration, and trust

### ■ Secure the Border:

Protect the Homeland through the air, land, and maritime environments against illegal entry, illicit activity, or other threats to uphold national sovereignty and promote national and economic security

### ■ Execute National Security Missions, Including Counter Terrorism, and Contingency Operations:

Utilize the unique capabilities, authorities, and partnerships of CBP to extend the zone of security beyond the border



### ■ Facilitate Lawful Travel:

Enhance, enable, and transform the travel experience while anticipating, detecting, and intercepting threats prior to arrival and at ports of entry

### ■ Facilitate Lawful Trade and Protect Revenue:

Enable fair, competitive, and compliant trade and enforce U.S. laws to ensure safety, prosperity, and economic security for the American people



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# Strategic Objectives

## GOAL 1: Workforce Care, Development, and Professionalism

Strategic Objectives	<b>Talent Acquisition and Workforce Development</b>	A well-trained workforce that is continuously adapting to meet our evolving mission
	<b>Building a Workforce that Reflects America</b>	A workforce that is adaptable, diverse, and supported by management programs and practices
	<b>Wellness and Resilience</b>	A supported, resilient, and thriving workforce

## GOAL 2: Mission Execution

Strategic Objectives	<b>Secure the Border</b>	
	<b>Domain Awareness</b>	Persistent domain awareness at and beyond air, sea, and land borders that can deliver actionable information to operators when and where they need it.
	<b>Threat Identification and Reduction</b>	CBP identifies and mitigates the highest priority threats to border security.
	<b>Execute National Security Missions, Including Counter Terrorism, and Contingency Operations</b>	
	<b>Intelligence-Driven Data and Analytics</b>	CBP identifies, segments, and responds to the travelers and shipments that pose the highest risk potential to U.S. national security, economic welfare, and public safety.
	<b>Transnational Organized Crime Deterrence</b>	CBP is a primary driver of the U.S. government's efforts to disrupt and degrade transnational organized criminal activity.
	<b>Facilitate Lawful Trade and Protect Revenue</b>	
	<b>Secure and Compliant Trade</b>	Trade is efficient, legitimate, and safe, and boosts the U.S. economy.
	<b>Sustainable and Ethical Trade</b>	CBP will advance a global trading system that is transparent, ethical and fair, and that safeguards environmental standards and human rights.
	<b>Facilitate Lawful Travel</b>	
<b>Biometric Identification</b>	Biometric identification of all arriving and departing travelers enhances security across all environments.	
<b>Secure Travel Facilitation</b>	Travel experience is secure, transparent, and seamless.	

## GOAL 3: Support to Operations

Strategic Objectives	<b>Intelligence</b>	An operationally focused, threat-based, intelligence and data-driven agency capable of performing tactically, operationally, and strategically.
	<b>Migrant Care and Processing</b>	CBP delivers humanitarian care to all migrants in custody while rapidly and consistently adjudicating their transfer out of CBP custody.
	<b>International Partnerships</b>	Strong international partnerships advance CBP's mission execution, promoting economic cooperation and national security, identifying and mitigating threats, and extending the zone of U.S. security around the globe.

## GOAL 4: Leadership and Core Values

	<b>Integrity and Accountability</b>	CBP assures public trust and mission excellence through the embodiment of CBP core values.
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# Organizational Overview

With more than 63,000 total employees, CBP is one of the world's largest law enforcement organizations. CBP resides under the Department of Homeland Security and consists of four operational components and two support components. Together, these components work to secure ports of entry, prevent illegal entry, enforce customs and immigration laws, facilitate lawful trade and travel, protect national security, and analyze and operationalize intelligence.

## ■ The Office of Field Operations (OFO)



is the largest component in CBP and is responsible for enforcing customs, immigration, and agriculture laws and regulations at U.S. ports of entry. OFO is also responsible for preventing terrorists and their weapons from entering the United States at ports of entry. OFO oversees law and regulation enforcement while ensuring the safe and efficient flow of goods and people at 20 major field offices, 328 ports of entry, and 70 international locations in over 40 countries.

USBP continues to advance its capabilities to identify, prioritize, and mitigate threats to our national security. USBP patrols over eight thousand miles along our southwest, northern, and coastal borders, protecting the citizens and economic prosperity of the United States with honor, vigilance, and integrity.

## ■ Air and Marine Operations (AMO)



is a federal law enforcement organization dedicated to serving and protecting the American people through advanced aeronautical and maritime capabilities. AMO safeguards our Nation by anticipating and confronting security threats through our aviation and maritime law enforcement expertise, innovative capabilities, and partnerships at the border and beyond.

## ■ The Office of Trade (OT)



provides unified, strategic direction for trade policy, program development, and compliance functions to facilitate legitimate trade. OT directs national enforcement responses

and takes enforcement actions against companies participating in predatory trade practices, including transshipments, Intellectual Property Rights (IPR) infringement, and commodity dumping. OT serves as the Executive Agent for green trade and directs risk-based investigation, detection, and prevention programs to identify imports that present public health or safety risks and defend against unfair trade practices and forced labor.

## ■ The Office of Operations Support (OS)



brings together experts, analysts, innovators, and facilitators from across multiple functional areas that directly support the operational offices to strengthen mission effectiveness. OS sub-offices specialize in functional areas including international affairs, planning, requirements development, incident coordination, scientific services, medical services, and law enforcement safety and compliance. OS engages with the operational offices to ensure all support is tailored to meet and overcome operational challenges.

## ■ The United States Border Patrol (USBP)



is primarily responsible for safeguarding and securing the border of the United States between official ports of entry. Across USBP's 100-year history, it has borne the responsibility to prevent illicit activity from illegally crossing the border, such as terrorists, drugs, weapons, organized criminals, and undocumented noncitizens. With a dynamic workforce of highly trained personnel, cutting-edge technology, and robust infrastructure,

U.S. Customs and Border Protection Headquarters, located at the Ronald Reagan Building and International Trade Center in Washington, DC.

# On a typical day...

## ■ The Office of Enterprise Services (ES)

improves and increases collaboration among offices that provide services to the CBP enterprise. The sub-offices grouped under the ES umbrella support both frontline operators and mission support entities, providing services including human resources; training; acquisition and oversight of capabilities, goods, and services; information technology; and facility and asset management.



## ■ Each of CBP's six components contributes to the overall CBP mission and the four mission areas. The

Office of the Commissioner is responsible for coordinating all efforts and ensuring that the agency mobilizes to address major challenges, limiting the operational gaps or overlaps between individual components.



**CBP is charged with wide-ranging and complex objectives. Our employees work to keep terrorists and their weapons out of the United States, deter illegal migration, and facilitate lawful international trade and travel to ensure economic security. As a part of this mission, CBP is the government leader on addressing and mitigating synthetic opioid activity. ■**

## U.S. Customs and Border Protection (CBP), as of September 23, 2023:

- Apprehends about 6,000 individuals to secure the border,
- Seizes nearly 3,000 pounds of illicit drugs to counter smuggling and uphold national security,
- Processes more than 90,000 truck, rail, and sea containers and prevents more than 200 dangerous pests from entering the United States,
- Processes 1,079,552 passengers and pedestrians, including 349,729 incoming international air passengers and crew, 85,335 ship/boat passengers and crew, and 644,488 incoming land travelers, and
- Conducts more than 5,000 agricultural inspections.

As the first U.S. unified border entity, CBP takes a comprehensive approach to border management and control, combining customs, immigration, border security, counter terrorism, and agricultural protection into one coordinated mission. The following four mission areas highlight CBP's wide range of responsibilities. Through these Mission Areas, CBP upholds the nation's security, promotes lawful commerce, and enables safe and efficient travel.

### ■ **Secure the Border —**

Protect the Homeland through the air, land, and maritime environments against illegal entry, illicit activity, or other threats to uphold national sovereignty and promote national and economic security.

### ■ **Execute National Security Missions, Including Counter Terrorism, and Contingency Operations —**

Utilize the unique capabilities, authorities, and partnerships of CBP to extend the zone of security beyond the border.

### ■ **Facilitate Lawful Trade and Protect Revenue —**

Enable fair, competitive, and compliant trade and enforce U.S. laws to ensure safety, prosperity, and economic security for the American people.

### ■ **Facilitate Lawful Travel —**

Enhance, enable, and transform the travel experience while anticipating, detecting, and intercepting threats prior to arrival and at ports of entry.



CBP photo by Ozzy Trevino

CBP air crews respond to affected areas along Florida's coast after Hurricane Ian made landfall, September 30, 2022. Crews are ready with hoist-capable aircraft to assist anyone in need of emergency extraction.

**To achieve mission excellence, every CBP employee must operate in accordance with the core values that serve as the agency's foundation. These principles guide our actions and shape the organizational culture of the agency.**

**O**ur leaders must demonstrate and continue to promote the established cultural norms to influence others to follow. Operationally, our front-line and support employees must bring our core values to life in their daily work.

We must be steadfast defenders of our national sovereignty against all those that seek to do us harm or violate our laws, while welcoming those that seek to engage in legitimate trade and travel. We must provide humanitarian care to travelers in distress, and to individuals in our custody, as appropriate. We must operate transparently and uphold our commitments. Together, these core values form the bedrock of our ability to effectively execute our mission while maintaining the trust and confidence of the public.

Within the Mission Execution space, we identified four core Mission Areas: Secure the Border; Execute National Security Missions, Including Counter Terrorism, and Contingency Operations; Facilitate Lawful Trade and Protect Revenue; and Facilitate Lawful Travel. The fifteen Strategic Objectives, which support each Goal and Mission Area, will define our agency's key activities over the next five years that we will undertake to make the strategy a reality on the ground. ■

## 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 and our agency.

## ETHOS

- We are the guardians of our Nation's borders.
- We are America's front line.
- We safeguard the American homeland at and beyond our borders.
- We protect the American people 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 people with vigilance, integrity, and professionalism.



CBP Photo by Glenn Fawcett

CBP Special Response Team members train in fast-rope techniques.

# GOAL 1:

## Workforce Care, Development, and Professionalism



### ■ Overview

Our workforce is key to our success. Without engaged, well-trained, and supported employees, CBP cannot execute its mission.

Dedicated investment in the workforce is imperative. CBP will proactively adapt and invest in recruiting new, diverse talent and retaining existing talent by assessing strategies and resources necessary to maintain staffing levels, while considering all human capital elements of the employee lifecycle, from recruitment to retirement. Technological advancement, generational turnover, and cultural shifts require CBP to adapt its recruitment, hiring, and training practices to meet the evolving expectations of candidates.

Evolving ways of working, including through automation, will produce new efficiencies, altering the responsibilities of the workforce and affecting training and upskilling requirements. As job responsibilities change, employees will seek resources to maintain their sense of purpose and well-being at work. CBP will build upon existing momentum to build a more diverse workforce and inclusive organizational culture, which will spark increased innovation and improve mission delivery.

To prepare the workforce for the operating environment in 2028 (and beyond), CBP will seek to achieve three Strategic Objectives. Through these efforts, CBP will cultivate a resilient and adaptable workforce, provide a work environment that satisfies employees, and increase employee retention. CBP will execute a shared commitment to caring for its employees, their families, their communities, and the nation. ■



CBP officers, Trade Specialists and Agriculture Specialists play critical roles in regulating and facilitating international trade, collecting import duties and enforcing U.S. regulations.

## Strategic Objective 1.1 Talent Acquisition and Workforce Development

### A well-trained and continuously developing workforce that adapts to our evolving mission

Recruiting, hiring, training, and retaining a diverse, qualified workforce is essential to CBP's success. To execute its complex mission, the CBP workforce must be best-in-class with varied, expert skill sets. Investing in continuous improvements in talent acquisition and development is a top priority for CBP.

To accomplish this objective, CBP will implement innovative ways to identify and attract the best candidates for all of CBP's many career options, while working efficiently to assess their qualifications. CBP will continue to analyze, refine, and transform the hiring process to ensure a continuous stream of qualified personnel are joining the workforce to address current and anticipated personnel and capability gaps. This support does not stop once an employee onboard. CBP will continue to provide the policy,

training, and tools that employees need to successfully carry out the agency's mission while maintaining the integrity of the organization.

The CBP mission requires unique and highly specialized competencies, and this places special importance on the retention of personnel with institutional knowledge and valuable field experience. CBP will deploy new and expand existing incentives to encourage employees with critical skills to continue their careers at CBP. High levels of employee engagement are critical to CBP's mission success. CBP will continue to analyze employee input using surveys, focus groups, and other avenues that encourage employees to voice their ideas and concerns.

A particularly challenging human capital issue is the expected law-enforcement officer retirement surge. CBP projects an upcoming retirement surge of CBP law enforcement personnel between FY 2025 – 2029, with rates remaining elevated for the years following the FY 2028 peak. CBP has developed a plan that includes mitigation strategies and resource requirements to address staffing challenges within the hiring

and retention processes, including applicant sourcing, applicant processing, training, and retirement processing. ■

#### Desired outcome:

A well-trained workforce that is continuously adapting to meet our evolving mission.

#### Key activities:

- Identify and improve recruitment activities that enable CBP to recruit a diverse, qualified workforce to achieve our mission.
- Continuously improve the hiring process and applicant experience to decrease time to hire and improve yield rates.
- Create programs, provide guidance and tools that enable employees to grow professionally and personally throughout their CBP careers.
- Leverage retention incentives to retain critical job series in critical need locations.



Laboratories and Scientific Services (LSS) is the forensic and scientific arm of U.S. Customs and Border Protection (CBP), and coordinates technical and scientific support to all CBP Trade and Border Protection activities. Seen here is LSS at the Springfield, Virginia location.



## Strategic Objective 1.2 Building a Workforce that Reflects America

### A workforce that is adaptable, diverse, and supported by management programs and practices

CBP is building a diverse workforce reflective of the U.S. population and creating an equitable, inclusive, and accessible work environment that is respectful of all backgrounds, abilities, and identities. Continued investments in promoting diversity, equity, inclusion, and accessibility (DEIA) are essential to improving organizational culture, performance, innovation, and employee engagement and satisfaction.

CBP is already refreshing its commitment to support DEIA across the enterprise. Existing initiatives such as the Taskforce for Women, CBP PRIDE and OFO's Employee Engagement and Organizational Culture Division are centering DEIA across hiring and promotion practices and working to advance an inclusive organizational culture that recognizes the value of a diverse workforce. CBP will continue to support these programs and others to build a community of mentorship, support, and employee engagement. To fully integrate the ethos of DEIA and mitigate barriers in the workplace, CBP is enhancing its practices around management accountability, recruitment, hiring, retention, and professional development. Designed with input from employees and leaders, the agency's Diversity, Equity, Inclusion, and Accessibility Strategic Plan FY 2022 – 2026 guides the integration of DEIA into everyday practices and CBP's organizational culture. CBP's plan of action aligns with parallel government-wide efforts, including Office of Personnel Management guidance, Executive Orders, and the Federal Government-Wide Strategic Plan to Advance Diversity, Equity, Inclusion, And Accessibility in the Federal Workforce.



Agriculture specialists from the National Agriculture Cargo Targeting Unit, Office of Field Operations monitor inbound shipments and traveler-imported agricultural products.

To better understand and resolve DEIA challenges in the future, CBP will identify and analyze behavioral and structural barriers impeding change. CBP will embed new DEIA best practices across the agency, including expanding on existing improvements to the recruiting, hiring, training, and performance evaluation processes, to engage employees, provide equitable access to resources, and build a flexible, equitable, inclusive, and

diverse workforce. CBP programs, tools, technologies, and facilities will be designed for accessibility so all employees can fully and independently use them. Embedding DEIA practices into its core elements as an agency will allow CBP to develop stronger relationships not only with its workforce, but also with its external stakeholders and further enhance decision-making and innovation. ■

#### Desired outcome:

A workforce that is adaptable, diverse, and supported by management programs and practices.

#### Key activities:

- Conduct barrier analyses to identify structural and attitudinal impediments to DEIA.
- Embed DEIA best practices into existing policies, processes, and programs to address structural barriers.
- Hold leaders accountable for ensuring DEIA is prioritized and supported across the agency through conducting townhalls/forums, encouraging training, championing employee resource groups, and regularly promoting DEIA.
- Institute data-driven tracking and reporting mechanisms to assess the effects of DEIA initiatives.



CBP personnel participate in the 13th Annual National Police Week 5K in Washington, D.C.

### 1.3 Strategic Objective Wellness and Resilience

#### A supported, resilient, and thriving workforce.

CBP’s workforce is its greatest asset; thus, it is vital to strengthen the health and well-being of CBP personnel and their families. Investments in physical, mental, emotional, and spiritual health resources are an investment in mission readiness. CBP strives to be a model across the federal government for how an agency should care for its workforce.

Uniformed and non-uniformed employees alike experience workplace-related stress. As a law enforcement agency, the demands of CBP’s mission often take a toll on employees and their families. By continuing to improve access to resources and instituting risk management practices, CBP will establish and maintain a culture that prioritizes the physical, mental, emotional, and spiritual health of employees and their families.

CBP will continue to engage with employees across the agency to identify and better understand common individual and organizational sources of stress. Although CBP may never

eliminate adverse stressors, the agency will provide well-being resources to lessen the stressors and increase resilience. As a leader in workforce care, CBP will stay attuned to the successful initiatives of peer organizations and adopt new approaches to mitigating stressors and apply best practices.

Long-term improvements in employee

wellness and resilience necessitate cultural change. CBP is working to create a culture that consistently reinforces and encourages help-seeking behaviors. CBP will focus on building trust so employees have confidence they will receive the care and support they need. CBP’s culture of trust will enable employees to operate at their best. ■

#### Desired outcome:

A supported, resilient, and thriving workforce.

#### Key activities:

- Identify and monitor key stressors that adversely affect the CBP workforce and address these with prevention and mitigation initiatives.
- Adapt workforce care and resilience programs and tools to address key stressors and build on sources of strength; benchmark with peer organizations to identify trends and incorporate best practices.
- Reduce barriers to seeking help and accessing resources for employees and their families; thereby reducing organizational and personal stressors.
- (Collaboration between OSH and WCD) Instill a culture of physical and psychological safety and risk management across the CBP enterprise to strengthen operational readiness and organizational resilience.
- Expand and mature employee support programs to improve employee resilience and post-incident care.



CBP photo by Glenn Fawcett

A Border Patrol agent combs through a neighborhood destroyed by a wildfire in Lahaina, Hawaii.



CBP photo by Orzy Trevino

CBP's Air and Marine Operations (AMO) conduct enhanced security measures in Miami, Florida. Agents patrolled the Florida coast utilizing marine and air assets.



CBP photo by Jerry Glaser

A Border Patrol agent patrols on an all-terrain vehicle near Metaline Falls, Washington.

# GOAL 2: Mission Execution

Secure the Border

Execute National Security Missions, including Counter Terrorism, and Contingency Operations

Facilitate Lawful Trade and Protect Revenue

Facilitate Lawful Travel



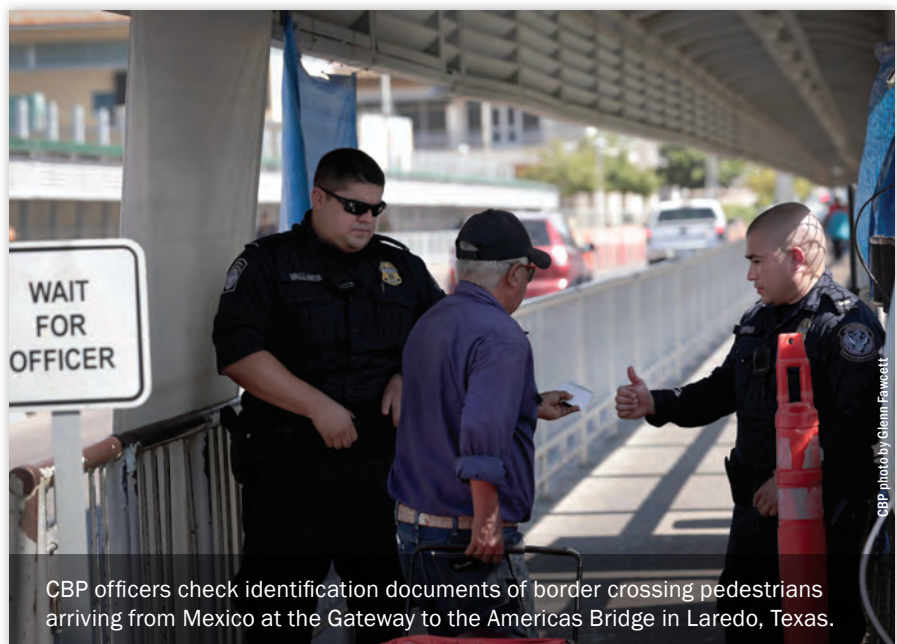
## ■ Overview

CBP is charged with protecting the nation, safeguarding our borders, and enhancing U.S. economic prosperity. CBP's mission combines customs, immigration, border security, and agricultural protection into one coordinated body to protect the nation and enhance its interests.

Given this broad mission, the continued maturation of mission capabilities is essential to CBP's success. Due to continuously evolving trends and dynamic threats, CBP's mission environment is constantly in flux and its operations must continue to adapt accordingly.

Transnational criminal organizations (TCOs) are deploying advanced techniques to evade detection as they engage in the illegal smuggling of humans, weapons, currency, and illicit drugs. The threat posed by fentanyl and other synthetic drugs is on the rise, and CBP must be prepared to meet the challenge. Terrorism remains a persistent concern and CBP serves as the key line of defense to intercept threats arriving from international destinations.

As the leading border authority, CBP is responsible for keeping pace with all trade and travel activity to keep the nation safe and ensure a smooth, efficient experience. Global trade volumes are rising, and the continuing trend towards e-commerce requires CBP to handle huge volumes of small packages rapidly while interdicting dangerous materials or products that violate U.S. laws (e.g., products made using forced labor). Travelers expect a



CBP officers check identification documents of border crossing pedestrians arriving from Mexico at the Gateway to the Americas Bridge in Laredo, Texas.

smooth and seamless travel experience, but CBP cannot provide expedited screening at the expense of safety, especially in light of the proliferation of technology that makes it easier to produce high-quality, fraudulent identification documents.

To meet the demands of the evolving operating environment, CBP will increase efficiency and effectiveness using improved operational awareness, advanced technology, and process improvements. By expediting lawful trade and travel, CBP will rededicate saved resources to countering bad actors, identifying unknown illicit activity, and targeting higher-risk trade and travelers. CBP will ensure continued operational excellence through eight Strategic Objectives across the four primary mission areas. Through these efforts, CBP will ensure national and economic security, extend the borders to collect and seize on advanced information, and promote lawful and ethical trade and travel. ■

## **Strategic Objective 2.1 Domain Awareness**

### **Persistent domain awareness at and beyond air, sea, and land borders that can deliver actionable information to operators when and where needed.**

CBP is responsible for safeguarding a vast, multi-domain environment that spans the Eastern Caribbean, Puerto Rico, and over 7,500 miles of land border with Canada and Mexico. The environment is comprised of east and west coastal waters, with rivers, lakes, mountains, and airspace in between that are threatened by TCOs who exploit domain awareness gaps to conduct uncontested illicit operations. In the Eastern Caribbean and Puerto Rico region, gaps in domain awareness remain a significant threat. As the premier U.S. border security agency, CBP must maintain a comprehensive understanding of illicit activity and legitimate trade in its domains. Through enhanced awareness at and beyond the U.S. borders, CBP sets the foundation necessary to identify, target, and counter threats from illicit activity.

Proactive solutions require advance notice. CBP's ability to anticipate and respond to incoming threats is amplified when the threats can be identified earlier. By extending surveillance and information capabilities, CBP will build a more accurate common operating picture. Thanks to this heightened domain awareness, operators will be better prepared to respond to imminent threats as they approach our last line of defense—the border.

CBP's investments in domain awareness will prioritize interoperability. Ensuring that the collection and dissemination of information is conducted jointly and in coordination with all CBP component offices is crucial. CBP will develop capabilities to streamline information sharing and consider how to maximize interoperability when investing in new surveillance resources beyond the borders. The theme of coordination will carry through to CBP's partnerships. CBP will initiate joint investments with



An MQ-9 unmanned aircraft piloted by air interdiction agents with U.S. Customs and Border Protection, Air and Marine Operations, takes off at CBP's Grand Forks Air Force Base, North Dakota, air branch.

CBP photo by Glenn Fawcett

local and federal partners to acquire critical capabilities to extend the agency's awareness.

Technological innovation will be an important component of CBP's ability to expand domain awareness. CBP will leverage artificial intelligence (AI) and machine learning (ML) to improve the accuracy of data collection, minimize errors, and reduce the burdens placed on employees. New data processing systems will facilitate the ingestion of data from a wide variety of sources. These advancements will provide the technical assistance required to equip operators with the information they need to identify and mitigate threats to the nation. ■

#### **Desired outcome:**

Persistent domain awareness at and beyond air, sea, and land borders that can deliver actionable information to operators when and where they need it.

#### **Key activities:**

- Develop a unified information exchange capability to improve interoperability and cross-agency coordination.
- Enhance CBP's surveillance coverage along the immediate contiguous border to increase visibility of approaching threats.
- Execute joint investments with interagency partners to enhance domain awareness beyond the immediate contiguous border.
- Incorporate AI and ML, where appropriate, to elevate CBP's multi-domain surveillance capabilities.

## **Strategic Objective 2.2 Threat Identification and Reduction**

### **CBP identifies and mitigates the highest priority threats to border security.**

CBP's operating environment is becoming more challenging. Baseline levels of global migration have risen, resulting in a corresponding increase in the number of migrants crossing the U.S. border. Bad actors are evolving rapidly, deploying new tactics, techniques, and procedures to evade officers and agents. Illicit trafficking, including in deadly substances such as fentanyl, remains a top focus. Given this complex landscape, it is more important than ever that CBP deepen its ability to identify and mitigate impending threats quickly and accurately. Between the ports of entry, CBP will leverage a complete operational and intelligence picture to identify and reduce the impact of the highest priority threats to border security.

CBP collects a significant amount of data each year, which is necessary for it to effectively carry out its mission responsibilities. Managing this data to enable efficient and effective use is no small feat, and given the lack of consistent data quality, CBP's ability to rapidly analyze all available data is challenged. CBP will deploy technical and personnel solutions to improve data management practices, standardize data quality, and maximize accessibility. From there, CBP will leverage data analytics and risk assessment models to more accurately assess the types of threats that are present between the ports of entry and predict likely incursions. To standardize agency-wide procedures, CBP will leverage AI and ML to prioritize threats. Though individual prioritization decisions may vary, each officer and agent should apply consistent evaluation criteria.

CBP will deploy technology, infrastructure, and personnel to make it more costly for bad actors to operate and direct bad actors and threats towards border regions where CBP has the operational advantage. By analyzing historical data, current trends, and intelligence inputs, CBP will allocate resources in a targeted and strategic manner, optimizing all threat reduction efforts. In emergency circumstances, CBP's complete common operational picture will provide the necessary visibility to preemptively shift resources in anticipation of impending encounters and coordinate with local and federal partners. ■

#### **Desired outcome:**

CBP identifies and mitigates the highest priority threats to border security.

#### **Key activities:**

- Improve the management and analysis of enterprise information and intelligence to enhance CBP's situational awareness of threats in the border environment.
- Design and administer training to standardize threat prioritization procedures across the agency.
- Influence and shape the operating environment to gain and maintain an operational advantage.

## Strategic Objective 2.3 Intelligence-Driven Data and Analytics

**CBP identifies, analyzes, and responds to the travelers and shipments that pose the highest risk potential to U.S. national security, economic welfare, and public safety.**

As the nation's primary border authority for travelers and cargo seeking to enter the United States, CBP is responsible for screening activity at more than 300 ports of entry. On a typical day, CBP officers encounter over 1,079,552 incoming air, land, and sea passengers, more than 90,000 cargo containers, and about \$9.2 billion worth of imported products from all ports of entry.

CBP's unique position requires access to a wealth of critical information and data. To translate this information into action and quickly respond to inbound threats, CBP will enhance

### Desired outcome:

CBP identifies, segments, and responds to the travelers and shipments that pose the highest risk potential to U.S. national security, economic welfare, and public safety.

### Key activities:

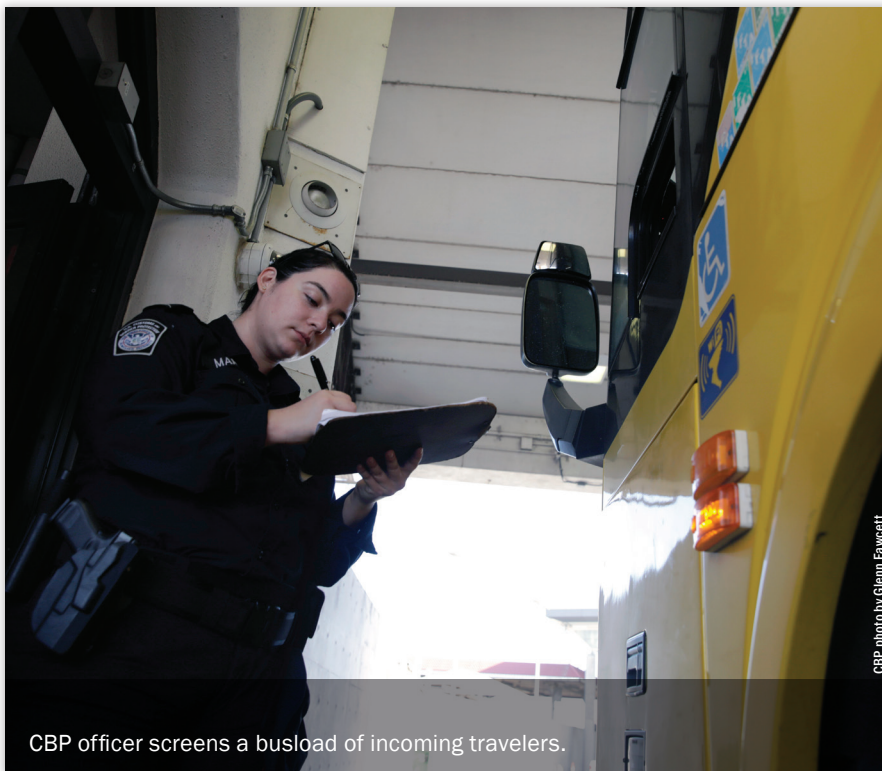
- Increase collection of advanced traveler information, particularly at the Southwest Border, to enable earlier vetting.
- Increase the dissemination of relevant targeting and vetting data to ports of entry and agency partners to identify high-risk travelers and shipments at the earliest point possible.
- Improve operational coordination with operators at and between ports of entry, interagency partners, and foreign partners to take action against incoming and outgoing threats.

its intelligence and operational capabilities to target, vet, and respond to illicit activity. The agency will capitalize on its data holdings and resources at the National Targeting Center (NTC) and National Vetting Center (NVC) to increase awareness of and responsiveness to threats at ports of entry and beyond.

Over the next five years, CBP will continue to build on its advanced

targeting and vetting that leads to more effective threat mitigation. The significant expansion in vetting capabilities realized since 2021 will serve as the foundation for continued enhancements to screen and inspect traveler populations entering the United States across all modes of travel accurately and efficiently. CBP will work to increase advance information collection capabilities, especially for persons arriving at the land border, and aggregate information from disparate sources into a unified database. The introduction of technological advancements, including the expanded use of predictive analysis, will help CBP to translate its available data sources into actionable threat assessments.

CBP will push targeting and vetting data to agents and officers across the agency to ensure all are operating using a common intelligence picture. CBP will continue to use targeting and vetting data to segment travelers and shipments, detect those who are high risk, and mount an effective response. CBP will also deepen its relationships with other government agencies and foreign partners to ensure the seamless communication of threats. Through shared situational awareness, CBP and its partners will work closely to coordinate operations and deter inbound threats. ■



CBP officer screens a busload of incoming travelers.

CBP photo by Glenn Fawcett



## Strategic Objective 2.4 Transnational Organized Crime Deterrence

**CBP is a primary driver of the U.S. government's efforts to disrupt and degrade transnational organized criminal activity.**

The fight against transnational organized crime has become one of CBP's top priorities. Criminal organizations continue to grow more sophisticated and involved in a wider diversity of threats, including terrorism and state-sponsored adversarial activity. CBP recognizes the need for robust strategies and cutting-edge technologies to effectively counter transnational criminal activities.

TCOs pose major national and economic security threats to U.S. interests. Mitigating these threats requires a whole-of-government approach. CBP is uniquely positioned, because of its border presence and authorities, to gain a more comprehensive view of TCO activity and connections. CBP will work closely with its mission partners to



A seizure of fentanyl at the Port of Nogales, Arizona.

enhance information sharing and build on its advanced understanding of the mission set to execute a coordinated response to transnational organized crime.

A significant challenge that CBP's efforts must contend with is the scale of the threat from TCOs. Given the diversity and scale of illicit activity

and threats, CBP must institute solutions that maximize efficiency, especially given limited resources. New analytical tools will enable CBP to translate its large collection of data into actionable intelligence that can direct operations and enforcement actions against high-priority TCO targets. Investments in advanced surveillance systems, biometric identification technologies, and secure communication networks will enhance situational awareness, enable real-time tracking of criminal networks, and prevent obsolescence for the sustainment of CBP's capabilities. Additionally, CBP will continue to invest in training its workforce to effectively utilize these technologies and stay ahead of evolving criminal tactics.

CBP will also review existing authorities to optimize CBP's allocation of resources to combat TCOs and identify limits to CBP authorities. These limitations will be addressed by partnering with other federal government agencies, including the U.S. Department of Justice and U.S. Immigration and Customs Enforcement. ■

### Desired outcome:

CBP is a primary driver of the U.S. government's efforts to disrupt and degrade transnational organized criminal activity.

### Key activities:

- Standardize the agency-wide use of a consistent strategy to combat transnational organized crime (CTOC) to increase interoperability and advance scalable, sustainable disruption efforts.
- Develop and deploy analytical tools to manage, exploit, and convert CBP's expansive data collection into actionable information to support operations.
- Identify and assess illicit actors to prioritize targeting operations against critical threats to national and economic security.
- Leverage CBP's unique authorities, data holdings, and competencies to establish CBP as the key interagency enabler in the CTOC ecosystem.

## Strategic Objective 2.5 Secure and Compliant Trade

**Trade is efficient,  
legitimate, and safe, and  
boosts the U.S. economy.**

As the second largest source of revenue for the federal government, trade is not only critical to America's prosperity and economic security but also serves as the primary means by which vital goods and services, such as food and medicine, are accessed. CBP trade operations focus on creating a level playing field for American businesses, protecting consumers, and reducing trading costs. CBP maintains this central focus while enforcing nearly 500 U.S. trade laws and regulations on behalf of 49 different partner government agencies. In FY 22, CBP was responsible for overseeing the importation of \$3.35 trillion worth of goods and collected \$111.8 billion in duties, taxes, and fees.<sup>1</sup> As international trade continues to grow, the safe and secure movement of goods remains a pivotal element of CBP's mission and the U.S. economy.

CBP is operating in a changing mission space. Global supply chains have faced unprecedented disruption in recent years due to COVID-19. The rise of e-commerce has led to a substantial increase in the number of small packages arriving in the United States and a change in consumer expectations for the speed of delivery. New trade models are beginning to emerge, and CBP will adapt in the face of challenges such as expanding trade routes through the Arctic and the use of autonomous vehicles.

CBP will strive to modernize existing trade legislation, processes, and systems. Advanced technologies and data analytics will streamline inspection and clearance procedures. The increased use of intelligence to drive operations will enable intelligence- and risk-based targeting,



Containers ships docked at the Port of Savannah at dusk.

allowing CBP to better identify and segment higher-risk shipments and illicit activities. CBP will use automation to expedite the movement of low-risk cargo and shift those saved resources to inspect higher-risk shipments. CBP will expand the use of advanced cargo scanning technologies such as non-intrusive inspection systems, to detect hidden contraband or illegal goods.

CBP collaborates with a diverse group of trade stakeholders and will expand partnerships both domestically and internationally. Collaborative programs,

such as the Customs-Trade Partnership Against Terrorism, foster cooperation between CBP and the private sector, promoting best practices in supply chain security. Through regular communication, information sharing, and joint training exercises, CBP will continue to work closely with trade partners to identify vulnerabilities, implement effective risk mitigation measures, and build capacity. Similarly, CBP will collaborate with other government agencies, both domestically and internationally, to strengthen intelligence sharing and coordination efforts. ■

### Desired outcome:

Trade is efficient, legitimate, and safe, and boosts the U.S. economy.

### Key activities:

- Modernize trade infrastructure, systems, and processes to increase efficiency and strengthen resiliency.
- Use analytics and intelligence-driven enforcement to identify, deter, and disrupt potential trade violations earlier.
- Expand international partnership and capacity building to bolster trade facilitation and enforcement capabilities.
- Create new models for enforcing trade violations and enhancing the collection of revenue to keep pace with the growth of e-commerce and the evolution of the trade environment.
- Expand trusted trader programs to strengthen supply chain security and trade compliance.

<sup>1</sup> U.S. Customs and Border Protection, "Trade Statistics," <https://www.cbp.gov/newsroom/stats/trade>.

## Strategic Objective 2.6 Sustainable and Ethical Trade

**CBP will advance a global trading system that is transparent, ethical and fair, and that safeguards environmental standards and human rights.**

CBP plays a crucial role in promoting a level playing field for international trade and protecting against trade violations and abuses. The evolving risks associated with a changing climate and unethical trade practices represent significant challenges that will require decisive CBP action. Recognizing the significant impact of international trade on the environment and society, CBP remains committed to addressing these challenges.

CBP seeks to capitalize on recent successes to encourage ethical trade and punish violators. Through implementing the Uyghur Forced Labor Prevention Act, CBP has made major progress to prohibit the importation of goods manufactured wholly or in part by forced labor in the Xinjiang Uyghur Autonomous Region of the People's Republic of China. CBP will continue to

build on its accomplishments to expand enforcement against forced labor.

In addition to enforcing UFLPA, CBP continued to exercise the authorities provided by the Tariff Act of 1930, as amended by the Trade Facilitation and Trade Enforcement Act of 2015 (TFTEA), to identify goods made by forced labor and prevent them from entering the United States. The use of forced labor has increased significantly in the last five years, according to the International Labor Organization.<sup>2</sup> In response, CBP will enhance enforcement of relevant existing laws and regulations and work closely with industry partners, labor rights organizations, and international organizations to promote transparency, accountability, and responsible sourcing.

To combat the negative effects of climate change and environmental degradation in the context of the trade mission, CBP will assess community needs to identify, institute, and communicate incentives that will encourage traders to adopt green practices. While CBP focuses on reducing carbon emissions, mitigating pollution, and promoting sustainable supply chains, we will continue to expand our ability to enforce against environmental crimes. CBP will increase

enforcement measures, seek efficiencies to deliver consequences more effectively, and establish international partnerships to augment domestic efforts.

CBP will continue to expand the solutions available to encourage sustainable and ethical trade practices. Through partnerships with stakeholders, CBP will identify emerging trade practices, set new standards for compliance, and invest in new tools. CBP will also leverage advanced technologies and data analytics to increase overall trade efficiency while improving the capability to target and interdict non-compliant shipments. ■

### Desired outcome:

CBP will advance a global trading system that is transparent, ethical and fair, and that safeguards environmental standards and human rights.

### Key activities:

- Enforce human rights standards and collaborate with trade stakeholders to promote laws that prohibit forced labor in the U.S. supply chains.
- Develop and provide facilitation benefits and other incentives to promote environmentally beneficial trade practices and transparency in supply chains.
- Strengthen enforcement of U.S. trade laws and international commitments related to trade in natural resources to address threats to our national and economic security.
- Promote and invest in the deployment of innovative solutions to increase the efficiency and security of sustainable and ethical trade practices.



U.S. Customs and Border Protection officers with the Office of Field Operations conduct Non-Intrusive Inspections (NII) of shipping containers at the Port of Savannah.

<sup>2</sup> International Labour Organization (ILO), "50 million people worldwide in modern slavery," [https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS\\_855019/lang--en/index.htm](https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_855019/lang--en/index.htm)

## Strategic Objective 2.7 Biometric Identification

### Biometric identification of all arriving and departing travelers enhances security across all environments.

CBP is leveraging cutting-edge technology to transform traveler verification and provide a safe, secure, and more frictionless travel experience. Biometric technology allows CBP to confirm the identity of travelers accurately and quickly by using facial and fingerprint comparison. CBP uses biometric identification technology to validate and vet travelers and maintains strict controls to protect individuals' private data.

Through biometrics, CBP has enhanced its ability to catch impostors and deter bad actors from attempting to enter the United States fraudulently. CBP has made great strides in introducing biometric entry across the air and sea environments and testing initial biometric solutions in the land environment since 2021. In the future, CBP intends to continue complying with its statutory mandate

to implement a comprehensive biometric-entry exit system by targeting air and sea locations that have yet to introduce biometric entry processes and expand the deployment of land solutions. CBP will also enhance its biometric exit capabilities to better track and verify individuals leaving the country, helping to prevent overstays and identify potential security risks.

CBP will continue to develop and expand technology to advance the collection and verification of biometric information. Investments in additional hardware, such as network cameras, will improve processing in the pedestrian environment. New mobile technologies will permit travelers to submit biometric information with greater ease.

Stakeholders are crucial to the success of biometric identification. CBP will deepen relationships with partners across the travel industry to implement technology and processes to collect biometrics on behalf of CBP or enable facility modifications that support biometric processes. User fees, the current primary funding source for biometric identification, can vary widely from year to year based on travel patterns. CBP will

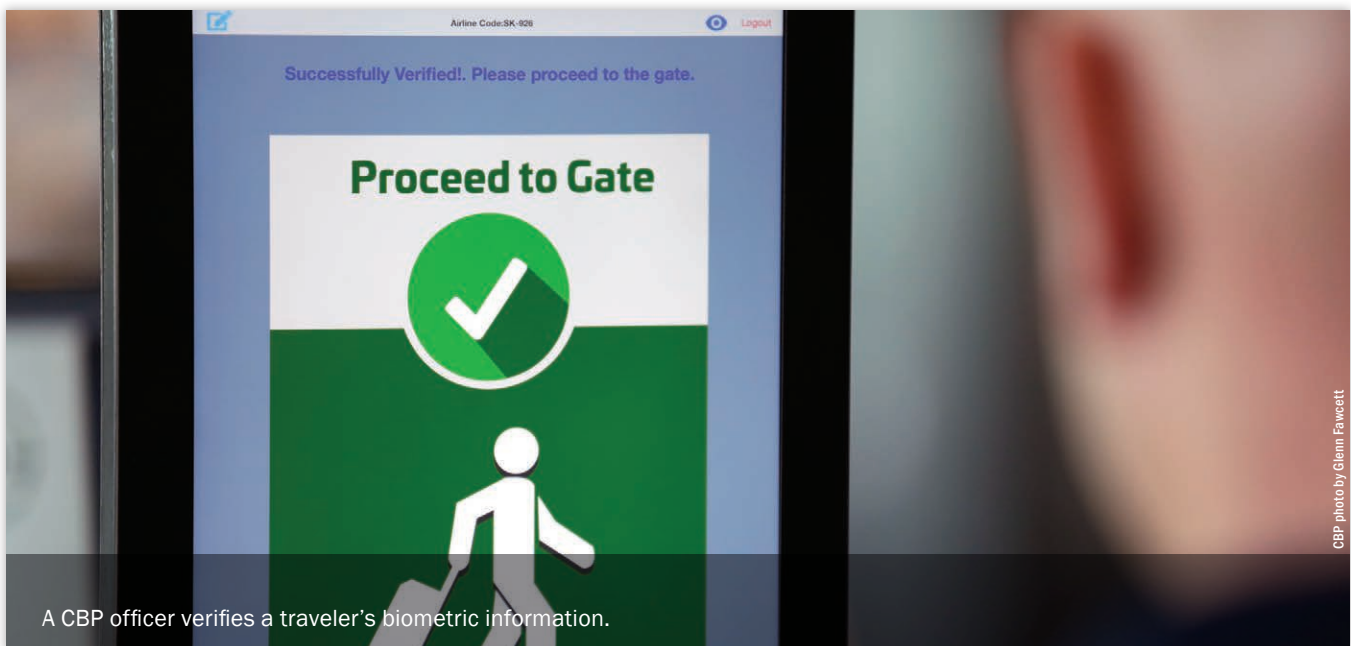
#### Desired outcome:

CBP identifies, segments, and Biometric identification of all arriving and departing travelers enhances security across all environments .

#### Key activities:

- Complete implementation of biometric entry and expand implementation of biometric exit in the air environment to increase accuracy of matching arrival and departure information to travelers.
- Complete implementation of biometric entry and expand implementation of biometric exit in the sea environment to increase accuracy of matching arrival and departure information to travelers.
- Expand biometric solutions in the land environment to increase accuracy of matching arrival and departure information to travelers.

work with federal stakeholders to secure a consistent and reliable funding structure. ■



A CBP officer verifies a traveler's biometric information.

CBP photo by Glenn Fawcett

## Strategic Objective 2.8 Secure Travel Facilitation

**Travel experience is secure, transparent, and seamless.**

In FY 22, CBP processed more than 317 million travelers at ports of entry. Safely and fairly screening this quantity of travelers is no small feat. CBP is dedicated to achieving the operational efficiencies necessary to continue delivering a consistent, superior travel experience to all, even as the number of annual travelers rises. By facilitating efficient and secure travel, CBP promotes national security and economic growth.

Travelers deserve and expect a more frictionless travel experience that does not compromise privacy, safety, and security. CBP strives to process and inspect travelers in ways that are clear, easily understood, and proactively communicated to manage expectations. Traveler-centered process improvements also benefit CBP, as streamlined processes and increased automation reduce the processing burden for CBP officers.

A major focus of CBP's travel facilitation efforts will be the continued expansion of Trusted Traveler Programs such as Global Entry, NEXUS, Sentri, and FAST. These programs provide expedited travel for pre-approved travelers, allowing them to bypass lengthy lines by using dedicated lanes and kiosks. CBP will increase enrollment in Trusted Traveler Programs by publicizing the value of participation to travelers and fully incorporating mobile capabilities to streamline the application process.

CBP is expanding the availability of virtual applications, websites, and other services to permit travelers to easily submit travel information in advance. For example, the CBP One application provides access to noncitizens to schedule an



A CBP Officer processes a traveler at Washington Dulles International Airport in Virginia.

CBP Photo by Glenn Fawcett

appointment to present themselves at a designated land border Port of Entry on the Southwest border and apply for admission or bus operators may submit an advanced traveler manifest for the bus passengers. Future developments, such as increasing the number of compatible languages and enhancing accessibility features, will make CBP One, and similar applications, easier for all to use.

To further reduce processing burdens on officers and operating costs, CBP

will reimagine the travel experience to increase automation and streamline inspections. Improvements will target segmented traveler populations according to assessed risk level, dedicating additional enforcement resources to higher-risk travelers while providing a touchless process for lower-risk travelers. Technologies, such as biometric identification and digital credentials, will be further integrated into airports, seaports, and land border crossings, enabling faster and more accurate inspections. ■

### Desired outcome:

Travel experience is secure, transparent, and seamless .

### Key activities:

- Expand programs with advance vetting capabilities to facilitate risk-based traveler segmentation.
- Increase the trust and adoption of existing and new virtual services that provide advance data to streamline processing and enhance the customer experience.
- Identify and implement seamless processes across all environments to reduce administrative burden and enable greater focus on higher-risk travelers.



CBP photo by Jerry Glaser

Border Patrol agents process family units and unaccompanied children at a temporary facility in Donna, Texas.

# GOAL 3: Support to Operations

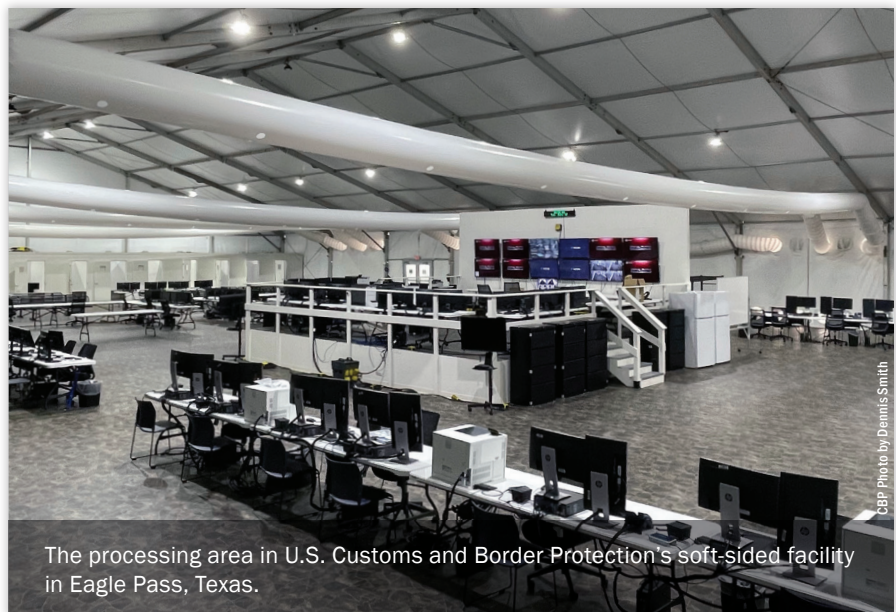


## ■ Overview

CBP's operational success depends on the support of expert staff, actionable intelligence, advanced tools, effective operational capabilities and readiness requirements, and vibrant partnerships. CBP's wide-ranging operations require support across several domains, from facilities and assets to operational planning excellence and everything in between.

In the face of rising threats and changing regulations, CBP is committed to proactively advancing its operational capacity by enhancing support resources while optimizing system and support services performance outcomes. To maintain technology and infrastructure and optimize investments, CBP applies cost-wise readiness best practices. CBP is also maturing its capacity for evidence building to better inform program, policy, and organizational development. Enhancing our evaluation capacity improves our ability to understand and respond to an ever-changing threat environment, and optimize mission results.

CBP is steadily migrating applications to the cloud, revolutionizing the use of applications, streamlining resource usage, increasing cybersecurity protections, and enabling edge computing to process data closer to the source for faster analysis. As physical space requirements evolve in the wake of the COVID-19 pandemic and as a product of changing threats, CBP is reviewing its facilities portfolio and consolidating as appropriate. Investments in new assets, such as electric vehicles, are making the most of advances in technology.



The processing area in U.S. Customs and Border Protection's soft-sided facility in Eagle Pass, Texas.

CBP leadership has identified select aspects of operations support that require additional resources, including the processing and care of migrants, the Intelligence Enterprise (IE), and CBP's international partnerships. CBP will provide quality care to all migrants in CBP custody and deploy additional resources to relieve the pressure on officers and agents and return them to enforcement duties. By collecting and sharing intelligence and advanced data, and professionalizing the intelligence workforce, CBP can extend the zone of security beyond the physical U.S. border. Similarly, deepened and expanded international partnerships will enable advanced information sharing, intelligence cooperation, and coordinated efforts to identify and apprehend individuals involved in illicit activities before bad actors and illicit goods arrive at the U.S. border.

To ensure mission success and provide operators with best-in-class resources, CBP will focus on three Strategic Objectives. Through these efforts, CBP will provide a solid foundation on which operators can build to achieve mission success, even in the face of a changing and challenging operating environment. ■



CBP Officers conduct oversight operations in response to Hurricane Ian at the Region IV Emergency Operation Center in Doral, Florida.

CBP photo by Glenn Fawcett



## Strategic Objective 3.1 Intelligence

**An operationally focused, threat-based, intelligence- and data-driven agency capable of performing tactically, operationally, and strategically.**

Intelligence is a critical enabler of effective operations. CBP operators rely on actionable intelligence to anticipate emerging threats and make resource allocation decisions in real time. As the quantity of data collected by CBP has grown, so has the agency's need for additional resources to manage and translate the wealth of data into actionable threat assessments.

CBP is professionalizing its IE to meet this need and enhance the accuracy and speed with which information can be analyzed, processed, and synthesized into intelligence products. Data collected in the field will be consolidated at Regional Intelligence Centers to construct a transregional understanding of the operational landscape. Finished intelligence products will then be disseminated back to the field to inform operations. Across all efforts, CBP will strengthen the enterprise-wide Common Intelligence Picture maintained by the National Border Security Intelligence Watch to provide a consistent basis for operational decision-making. By expanding and modernizing its intelligence capabilities, CBP will provide frontline operators with mission-critical information, mission capability needs, and operational readiness solution sets.

The cornerstone of the IE is the personnel responsible for collecting and analyzing the vast volume of data received. CBP will make investments to recruit, onboard, and train new intelligence research specialists. In addition to hiring expert trainers, CBP will develop a state-of-the-art training program.

To improve the delivery of threat information in the field, CBP will deploy intelligence resources across



CBP's geographic domain and expand the existing hub-and-spoke system architecture. CBP will augment the success of the Southern Border Intelligence Center by establishing new Regional Intelligence Centers and establishing the Northern Border Intelligence Center to create a more accurate, comprehensive, and transnational representative intelligence picture. These centers will ensure that information continuously flows up from the field and that timely, actionable intelligence flows back down to drive and improve operations.

CBP will also reinvigorate its relationships across the Intelligence Community (IC) to seek additional insights from other agencies. Collected information will be maintained in a centralized system that integrates operational data, streamlines collection, and allows secure, widespread access. CBP will continue to prioritize interoperability and enhance its joint processing exploitation capability. Through technology such as AI and ML, CBP will improve predictive analytics and collect better-quality data on emerging threats. ■

### Desired outcome:

An operationally focused, threat-based, intelligence and data-driven agency capable of performing tactically, operationally, and strategically.

### Key activities:

- Hire and train new Intelligence Research Specialists (O132s) to ensure the IE is staffed to meet the agency's needs
- Identify Course Development Instructors (CDIs) to professionalize the Intelligence Enterprise Training Academy (IETA) to meet intelligence training needs and requirements
- Establish and integrate intelligence nodes and activities in the field to extend intelligence capabilities and optimize connectivity and effectiveness
- Achieve data integration and advance data analytics to establish an enterprise Common Intelligence Picture by domain
- Reinforce existing and establish new liaisons within the IC to establish a persistent CBP presence and garner IC support to CBP



CBP photos by Mami Albrecht

A Border Patrol agent verifies documentation and processes migrants between the ports of entries.

### Strategic Objective 3.2 Migrant Care and Processing

**CBP delivers humanitarian care to all migrants in custody while rapidly and consistently adjudicating their transfer out of CBP custody.**

Though CBP is just one part of the broader federal immigration ecosystem, the agency serves as the frontline for many migrants seeking entry into the United States. CBP officers and agents are responsible for inspecting and processing all individuals seeking to enter the country. During surges in migration, CBP plays a particularly crucial role in apprehending migrants and providing them with initial care.

The continued evolution of migration patterns places additional pressures on CBP. Migrant surges at and between ports of entry are unpredictable and require the rapid and flexible deployment of resources. These fluctuations also strain the capacity of other government agencies providing care to migrants, thereby forcing CBP to detain migrants for longer periods. In the face of these challenges, CBP will determine national security risk, expedite processing, operate transparently, and respect the

rights and dignity of all individuals in their care and custody.

Minimizing the time spent in custody is a key aspect of supporting humanitarian care. To this end, CBP will continue to deploy new technologies to expedite processing. Tools such as the CBP One application allows users to schedule arrival at a POE ahead of time, while Unified Processing Mobile Intake will capture information at the time of apprehension. Border Patrol Processing Coordinators will continue to enhance their critical role in processing migrants and freeing up Border Patrol Agents to maintain their enforcement focus.

CBP will activate medical care and childcare at critical locations, stand up additional facilities to house migrants, and prepare transportation services. CBP will improve accountability and transparency pertaining to the care and processing of migrants by highlighting past successes and areas of improvement to external stakeholders to raise awareness of CBP's efforts and enhance public trust. CBP will use its wealth of data, including advanced information gleaned through domain awareness, the Common Operating Picture, and the Common Intelligence Picture to forecast the movement of migrants, predict surges, and anticipate likely care needs.

These forecasts will also give CBP the notice necessary to deploy resources accordingly. CBP will apply predictive data analysis, artificial intelligence, and other analysis techniques to optimize resource allocation and enhance the care provided to all. ■

#### Desired outcome:

CBP delivers humanitarian care to all migrants in custody while rapidly and consistently adjudicating their transfer out of CBP custody.

#### Key activities:

- Streamline and standardize field intake and custody management across CBP to make migrant processing more flexible, scalable, and efficient
- Use predictive analysis about migrant flows to proactively redistribute resources to meet migrant detention, processing, and humanitarian care needs
- Create accountability, integrity, and transparency throughout the migrant care process to enhance public trust.

### Strategic Objective 3.3 International Partnerships

**Strong international partnerships advance CBP's mission execution, promoting economic cooperation and national security, identifying and mitigating threats, and extending the zone of U.S. security around the globe.**

In an increasingly interconnected world, strong international partnerships are essential to the success of CBP's operations. Through international collaboration, CBP can share and receive intelligence and expertise to enhance border security, combat transnational crime, counter terrorism, and facilitate the legitimate flow of trade and travel. This effort ensures CBP's investments in international partnerships will address rising opportunities for coordination and evolving challenges to U.S. security.

By instituting new processes to prioritize international engagements, CBP will be best positioned to execute the mission effectively and efficiently. Through the Global Engagement Steering Council, CBP will articulate focuses for international partnerships, assess existing relationships, and direct the development and expansion of partnerships. An accompanying framework will set consistent standards on which to evaluate the benefits of existing partnerships and determine how to allocate future resources.

Many other federal government agencies also engage with international stakeholders. As a result, CBP will continue to coordinate among the components within the Department of Homeland Security and interagency partners in the Departments of State, Defense, and Justice to expand on existing and new international partnerships, utilizing CBP's network of overseas attachés and liaison officers.



CBP leadership and Guatemala Customs Administration Director Werner Ovalle receive an aerial port tour of Long Beach and Los Angeles Seaports. Showcasing CBP ports to our international partners helps build camaraderie and expands customs and security cooperation.

CBP will continue to share information and offer capacity building support to existing partners to encourage their continued engagement and maintain a strong foundation for future relationship building. CBP's expertise as a global leader for border security, trade, and travel will allow our international

partners to tap into the collective strength of CBP's global network and collaborate with partner nations to conduct targeted enforcement operations, identify and disrupt international criminal networks, expand or develop new trade opportunities, and ensure safe travel for all. ■

#### Desired outcome:

Strong international partnerships advance CBP's mission execution, promoting economic cooperation and national security, identifying and mitigating threats, and extending the zone of U.S. security around the globe.

#### Key activities:

- Establish the Global Engagement Steering Council and a partnerships assessment framework to advance CBP's integrated international partnerships
- Drive international partnerships within DHS and other federal agencies to expand the U.S. zone of border security, customs, trade, and travel.



Memorial to fallen Customs and Border Protection Officers and Agents at the Advanced Training Center (ATC), Harpers Ferry, WV.

CBP photo by James Tourtelotte

# GOAL 4: Leadership and Core Values



## ■ Overview

Previous CBP integrity efforts have focused on targeting corruption and misconduct. CBP is now broadening its focus to advance an enduring culture of integrity to which every employee is held accountable. CBP’s unwavering commitment to strong leadership and pride in its core values of vigilance, service to country, and integrity are the cornerstone of the agency’s ability to carry out its mission to protect the nation.

Leaders are responsible for setting the tone and play a key role in embodying CBP’s commitment to its core values. CBP strives to embed integrity so deeply into agency culture that leadership will take every available opportunity to talk about integrity and its significance for the workforce. To encourage trust and accountability, leaders must decentralize decision-making and empower employees to lead at all levels of the organization. Through a shared alignment around core values, employees can make smart choices and take personal responsibility for their decisions.

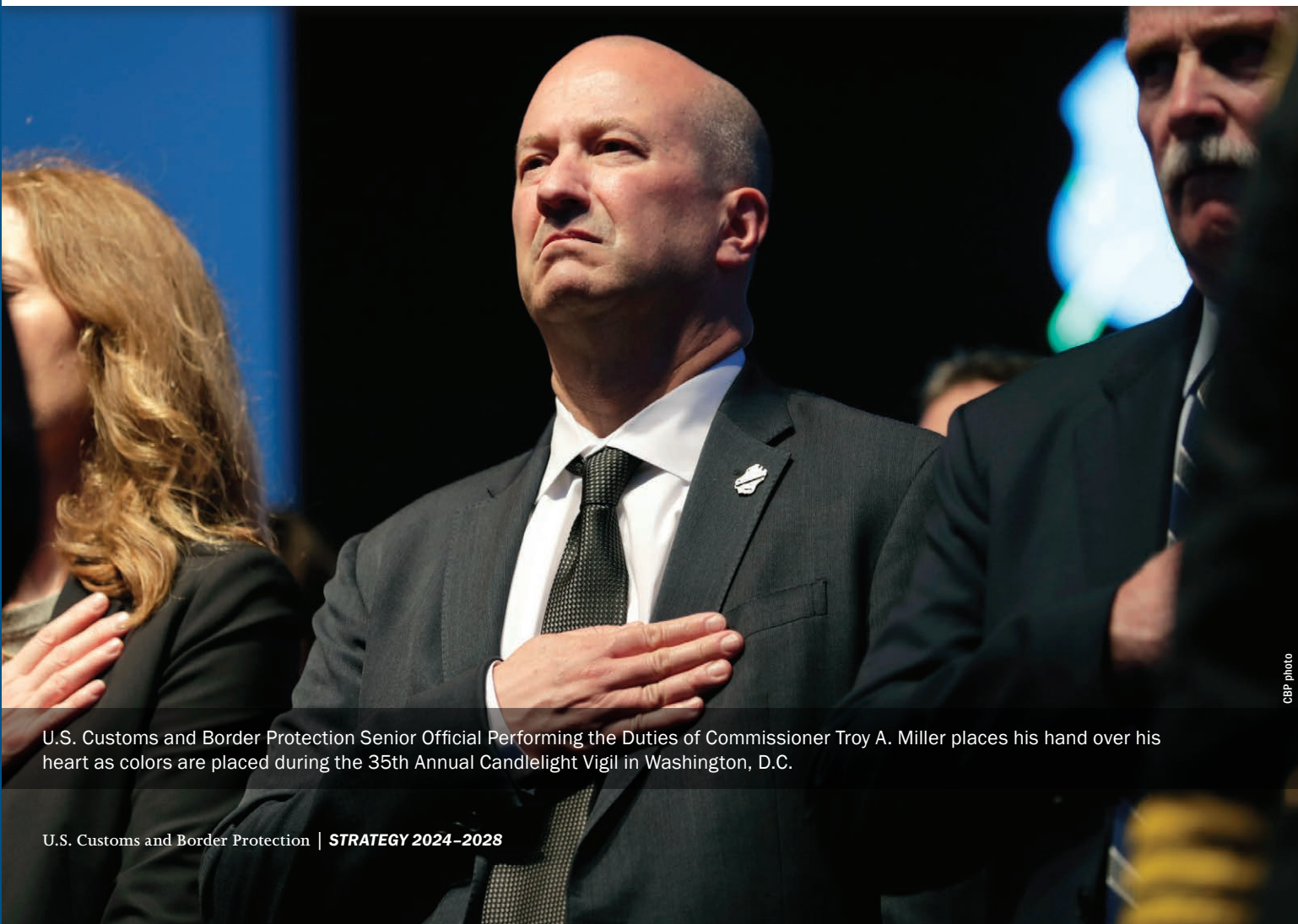


CBP Senior Official Performing the Duties of Commissioner Troy A. Miller speaks on the agency’s strategy to counter fentanyl during a press conference at the San Ysidro Port of Entry, San Diego, California.

To address challenges and meet mission needs, CBP will integrate accountability into organizational processes at all levels. By standardizing accountability as an operating principle, CBP will embed integrity into the organizational culture and build trust between leaders and employees. Through a shared commitment to taking responsibility for errors and seeking solutions, leaders and employees will rely on each other as members of the same, cohesive team.

CBP will serve as a model agency for transparency, addressing the demand and necessity for greater awareness of its operations. The agency will share timely information to continuously reinforce its credibility and deepen public trust, which is fundamental for CBP's collaboration with its stakeholders and partners, including the public, Congress, local law enforcement, other federal agencies, and foreign partners.

To ensure CBP's core values are embedded into its agency-wide culture, CBP will model and promote accountability, transparency, vigilance, service to country, and integrity in all programs, activities, and decisions. By prioritizing these values in everything CBP does, the agency will enhance and retain the trust of its workforce and the public. ■



U.S. Customs and Border Protection Senior Official Performing the Duties of Commissioner Troy A. Miller places his hand over his heart as colors are placed during the 35th Annual Candlelight Vigil in Washington, D.C.

CBP photo

## Strategic Objective 4.1 Integrity and Accountability

**CBP assures public trust and mission excellence through the embodiment of CBP core values.**

CBP is committed to carrying out its mission with professionalism and honor. The agency's core values of vigilance, service to country, and integrity are the bedrock to establishing mission excellence and public trust. Amidst the current public demand for transparency from law enforcement professionals, CBP will focus on promoting an enterprise-wide culture of integrity and embedding accountability into every level of its operations.

To enhance its culture of excellence and trust and encourage employees to operate with integrity every day, CBP will continue to prioritize caring for its workforce. CBP will improve employee support programs to provide additional incident-related resources. These programs will build resiliency and create a stronger sense of belonging, providing a foundation for employees to avert future incidents. CBP will also maintain transparency with the workforce and the public by communicating openly and proactively. The agency will engage internal and external stakeholders to champion CBP's commitment to the nation and respond promptly to inquiries.

CBP has a crucial responsibility to manage all migrant operations transparently and with great care. To this end, CBP will evaluate and update internal compliance and oversight capabilities with regard to migrant operations. CBP will publish recurring information, including the results of audits, inspections, and investigations.

When employees fail to operate with integrity, CBP will act. CBP will dedicate additional resources to the



Gloria Chavez, Chief Patrol Agent, Rio Grande Valley Sector, and John Modlin, Chief Patrol Agent, Tucson Sector testify on the border crisis before the House Committee on Oversight and Accountability in Washington D.C.

Office of Professional Responsibility (OPR) to expand its investigative capacity and improve responsiveness. Additionally, CBP will centralize its discipline process to provide efficient and standardized resolutions

in response to misconduct and mismanagement within the agency. CBP will also ensure its standards of behavior and performance reflect transparency and accountability for all employees. ■

### Desired outcome:

CBP assures public trust and mission excellence through the embodiment of CBP core values.

### Key activities:

- Enhance communications and engage stakeholders to advance transparency and commitment to core values.
- Evaluate and update internal compliance and oversight capabilities to address health, life, and safety issues for all migrant operations.
- Expand OPR's investigative capacity to improve timeliness and response capabilities.
- Develop and implement centralized discipline processes to promote timely and consistent corrective measures in response to identified misconduct and mismanagement.



CBP Photo by Riley Meyer

A Border Patrol agent overlooks the historic POL Ranch near Columbus, New Mexico.



CBP's mission is critical to the safety and prosperity of our beloved Nation. As such, we must continue to improve our capabilities while maintaining success in our day-to-day activities. By implementing this strategy, CBP is positioning itself for long-term success. The dynamic operational environment requires focused attention on strengthening our team, advancing our mission delivery, and backing our operators with world-class support, all while staying true to our foundational values.

CBP's key external task is to keep the public safe and prosperous. Internally, CBP aims to make the agency a great place to work. As we execute our objectives, we will monitor progress and communicate successes to our workforce and external stakeholders. These steps are critical toward successfully accomplishing our overarching aspiration — to protect the American people, safeguard our borders, and enhance the nation's economic prosperity. ■



The flags shown represent the official flags of CBP and its offices. From left to right: CBP Ensign, Office of Field Operations, U.S. Border Patrol, Air and Marine Operations, and Office of Trade.

CBP Photo by Glenn Fawcett





CBP photo by Alexander Zamora

CBP UH-60 crew prepares to land and pick up Border Patrol Search, Trauma, and Rescue Unit (BORSTAR) agents after a search and rescue for an injured hiker in Arizona.





# U.S. Customs and Border Protection

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