



U.S. Customs and Border Protection
STRATEGY 2021–2026

MISSION | TEAM | FUTURE



U.S. Customs and
Border Protection



On the Cover

The U.S. Customs ensign was formally adopted on August 1, 1799, which makes it the first official flag of a U.S. government agency. The ensign was originally used to identify U.S. revenue cutters and customs vessels and signify their power to enforce federal laws and regulations. Treasury Secretary Oliver Wolcott, Jr., who served under President John Adams, designed the flag with 16 vertical stripes, alternating in red and white (to represent the number of states in the Union at that time), with the Arms of the United States in dark blue on a white field in the upper left corner. Treasury Secretary William Richardson extended the ensign as a symbol of federal authority to federal buildings in 1874. Today, the U.S. Customs and Border Protection ensign proudly represents more than 200 years of the agency's history.

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CBP Photo by Steve Sapp

U.S. Customs and Border Protection's Port of Philadelphia held a 9/11 remembrance ceremony at Philadelphia International Airport September 11, 2020. Area Port Director Joseph Martella reminded the port staff of the significance of the day and their vital mission to help keep our nation and citizens safe.

Foreword

U.S. Customs and Border Protection has risen to every challenge since its creation in 2003, and the past 18 months have challenged us in unexpected and unprecedented ways.

Last year, when we published our 2020–2025 Strategy, we were in the midst of a migration and humanitarian crisis unfolding on our Southwest Border. Now, a year later, we are confronting an invisible enemy in the form of the COVID-19 pandemic, a public health crisis that has had a tremendous impact on every employee and every aspect of our mission.

Despite the disruptive events of the past 18 months, and regardless of what form the next crisis may take, CBP is unwavering in its mission. The timely release of 2021–2026 Strategy is critical, because it lays out CBP’s five Enduring Mission Priorities: Countering Terrorism, Combatting Transnational Crime, Securing the Border, Facilitating Lawful Trade and Protecting Revenue, and Facilitating Lawful Travel.

Most importantly, these priorities are the primary drivers of CBP’s 12 Strategic Objectives, initiatives with measurable outcomes of high priority over the next five years. Collectively, the 12 Strategic Objectives in the 2021–2026 Strategy embody the key goals CBP is committed to achieving to remain successful in accomplishing our mission for years to come.

Great organizations have strong identities. They have an unshakeable sense of purpose. Our ability to deliver on our mission — to protect the American people, safeguard our borders, and enhance the Nation’s economic prosperity — depends on our ability to navigate through change in the present, embracing it as we plan for the future while never losing sight of our purpose.

The 2021–2026 strategy will guide our strategic decisions and shape our agency’s future. CBP’s success as a threat-based, intelligence and data-driven, operationally-focused enterprise absolutely depends on how well we focus on our mission priorities to make CBP stronger, more efficient, and more effective.



Mark A. Morgan
Senior Official Performing the
Duties of the Commissioner,
U.S. Customs and Border Protection



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

Executive Summary

The world continues to change, in more dynamic ways than ever. Customs and Border Protection (CBP) remains committed to meeting existing and emerging challenges head on.

A constantly changing world requires an adaptive and responsive Strategy. Since its release in May of 2019, CBP has made efforts to implement and update its strategic plan. The updated *CBP Strategy 2021–2026* introduces new Mission and Vision statements that describe our commitment to a safer and more prosperous nation and a set of Enduring Mission Priorities that describe our core missions in a succinct and meaningful way. The Strategy remains committed to a set of twelve Strategic Objectives as the key areas where CBP will focus its efforts and lays out specific activities and outcomes that must be achieved.

CBP's Vision statement — “enhancing the Nation's security through innovation, intelligence, collaboration, and trust” — 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. Our new Mission statement — “protect the American people, safeguard our borders, and enhance the Nation's economic prosperity” — describes our role in ensuring the country's physical and economic security. Together, they provide a clear, meaningful, and succinct description of our Agency's purpose and future.

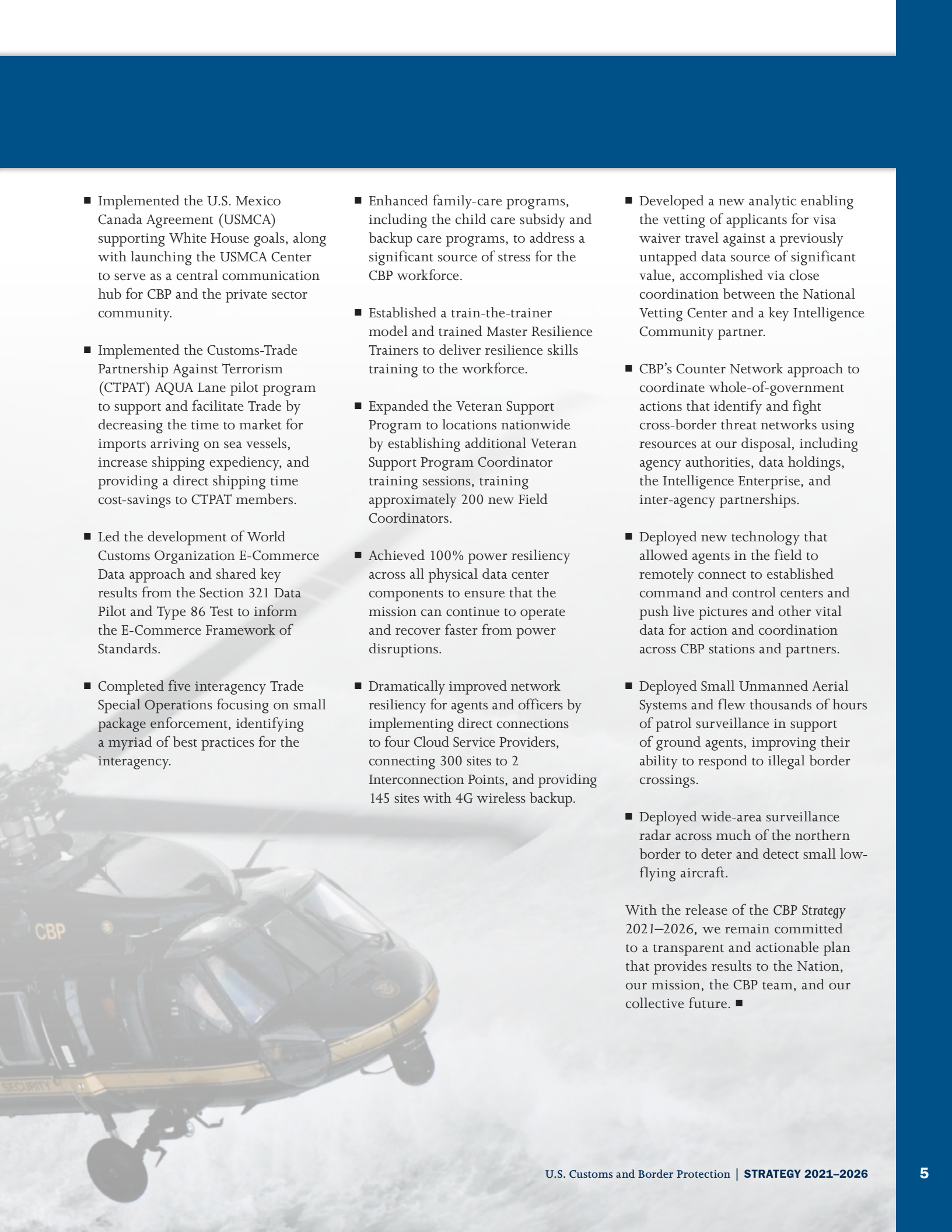
The *CBP Strategy 2021–2026* also introduces the Enduring Mission Priorities which describe the reasons CBP exists as an agency and how we prioritize our responsibilities. The events driving the creation of the Department of Homeland Security led to the inclusion of “Countering

Terrorism,” and one of CBP's primary missions will always be protecting the Homeland from future terrorist attacks. A more recent focus of CBP, which increases in prominence every year, is “Combat Transnational Crime.” CBP will also continue to focus on its core functional missions of “Securing the Border,” “Facilitating Travel” and “Facilitating Trade and Protecting Revenue.”

Finally, CBP continues to execute its set of Strategic Objectives to improve our ability to accomplish the mission. Our agency has made great progress since the release of the *CBP Strategy 2020–2025* in May of 2019, including:

- Hiring over 2,000 Customs and Border Protection Officers (CBPOs) and hiring enough Air and Marine pilots to exceed its attrition for the first time in ten years. In FY 2020, CBP accelerated the momentum — even during a pandemic. CBP developed and implemented a transformational frontline hiring process that increased Border Patrol Agent hiring by 10%, CBPO hiring by 22%, and AMO hiring by 27% over the same time a year ago. As of August 15, 2020, CBP achieved an overall increase in Frontline hiring with a net gain of 1,184 CBPOs and 211 BPAs.

- Continued to introduce innovative improvements to the Global Entry Trusted Traveler program to improve the travel experience. The Enrollment on Arrival program, introduced in 2018, has been greatly expanded to a total of 56 participating international airports to better serve the traveling public by making it easier than ever to enroll in Global Entry and take advantage of its time-savings benefits. Processing improvements have led to Global Entry members waiting less than 20% of the time experienced by regular (non-members) air travelers.
- Made substantial progress in developing an integrated biometric entry-exit process at our country's international airports, working with carriers and other key stakeholders to expand real-time testing of biometric exit to a total of 24 airports and enhance the Global Entry process at 16 locations.

- 
- Implemented the U.S. Mexico Canada Agreement (USMCA) supporting White House goals, along with launching the USMCA Center to serve as a central communication hub for CBP and the private sector community.
 - Implemented the Customs-Trade Partnership Against Terrorism (CTPAT) AQUA Lane pilot program to support and facilitate Trade by decreasing the time to market for imports arriving on sea vessels, increase shipping expediency, and providing a direct shipping time cost-savings to CTPAT members.
 - Led the development of World Customs Organization E-Commerce Data approach and shared key results from the Section 321 Data Pilot and Type 86 Test to inform the E-Commerce Framework of Standards.
 - Completed five interagency Trade Special Operations focusing on small package enforcement, identifying a myriad of best practices for the interagency.
 - Enhanced family-care programs, including the child care subsidy and backup care programs, to address a significant source of stress for the CBP workforce.
 - Established a train-the-trainer model and trained Master Resilience Trainers to deliver resilience skills training to the workforce.
 - Expanded the Veteran Support Program to locations nationwide by establishing additional Veteran Support Program Coordinator training sessions, training approximately 200 new Field Coordinators.
 - Achieved 100% power resiliency across all physical data center components to ensure that the mission can continue to operate and recover faster from power disruptions.
 - Dramatically improved network resiliency for agents and officers by implementing direct connections to four Cloud Service Providers, connecting 300 sites to 2 Interconnection Points, and providing 145 sites with 4G wireless backup.
 - Developed a new analytic enabling the vetting of applicants for visa waiver travel against a previously untapped data source of significant value, accomplished via close coordination between the National Vetting Center and a key Intelligence Community partner.
 - CBP's Counter Network approach to coordinate whole-of-government actions that identify and fight cross-border threat networks using resources at our disposal, including agency authorities, data holdings, the Intelligence Enterprise, and inter-agency partnerships.
 - Deployed new technology that allowed agents in the field to remotely connect to established command and control centers and push live pictures and other vital data for action and coordination across CBP stations and partners.
 - Deployed Small Unmanned Aerial Systems and flew thousands of hours of patrol surveillance in support of ground agents, improving their ability to respond to illegal border crossings.
 - Deployed wide-area surveillance radar across much of the northern border to deter and detect small low-flying aircraft.

With the release of the *CBP Strategy 2021–2026*, we remain committed to a transparent and actionable plan that provides results to the Nation, our mission, the CBP team, and our collective future. ■



CBP Photo by Josh Denmark

The new Border Wall System drastically improves CBP's impedance and denial capabilities between ports of entry increasing agent safety and securing our nation's borders.

U.S. Customs and Border Protection

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CBP STRATEGY PYRAMID

One of the hallmarks of a truly great organization is a strong identity with an unshakeable sense of purpose. CBP’s dedication to fulfilling our Vision, Mission, and Enduring Mission Priorities is what makes us the premier law enforcement agency. These core elements define who we are and what we do, and they are essential to our success.

■ **Counter Terrorism:**

Anticipate, detect, and disrupt the threat of terrorists, their weapons and actions to protect the people and economy of the United States

■ **Combat Transnational Crime:**

Detect, deter, and disrupt transnational organized crime that threatens U.S. national and economic security interests at and beyond the border

■ **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

■ **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:**

Enable, enhance, and transform the travel experience by anticipating, detecting and intercepting threats prior to and at ports of entry



CBP’s continued success as a threat-based, intelligence and data-driven, operationally focused enterprise absolutely depends on how well we focus on these five Mission Priorities. They are critical to our efforts to make CBP stronger, more efficient, and more effective.



U.S. Customs and Border Protection



CBP's Air and Marine Operations utilize Unmanned Aircraft Systems to provide greater situational awareness to agents and officers on the ground while minimizing the threat to personnel and assets.

U.S. Customs and Border Protection STRATEGY 2021–2026







CBP MISSION

Protect the American people, safeguard our borders, and enhance the Nation's economic prosperity




CBP VISION

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




Goal 1: **MISSION** — Protect the American people and facilitate trade and travel.

Strategic Objectives		Counter Network	Leverage CBP's unique authorities, data holdings, Intelligence Enterprise, and partnerships as part of a coordinated counter network approach against cross-border threat networks
		Awareness and Enforcement	Increase situational awareness to impede and respond to illicit cross-border traffic
		Secure and Compliant Trade	Anticipate, identify, and address threats that inhibit cross-border commerce
		Biometric Identification	Leverage cutting-edge technology to transform traveler verification and dramatically reduce the need to verify physical travel documents
		Targeting and Vetting	Integrate classified and sensitive information to better inform travel and immigration benefit decisions
		Stakeholder Experience	Champion and improve stakeholder interactions to protect and facilitate lawful travel and business

Goal 2: **TEAM** — Build a sustainable, capable workforce that is adaptable and resilient in the face of dynamic challenges.

Strategic Objectives		Talent Acquisition and Workforce Development	Recruit, hire, and train the most qualified people
		Wellness and Resilience	Promote physical and emotional health for employees and their families
		Partnerships	Expand strategic CBP partnerships to promote economic cooperation, identify and mitigate threats, and extend influence beyond our borders

Goal 3: **FUTURE** — Improve CBP capability to support operationally focused, threat-based, intelligence and data-driven execution.

Strategic Objectives		Data and Analytics	Maintain reliable data and apply advanced analytics to explore insights that inform critical strategic and tactical decisions
		IT Infrastructure	Provide fast and reliable access to resilient, secure infrastructure to streamline CBP work
		Intelligence	Strengthen CBP's ability to identify and address current and emerging threats impacting our nation's security



U.S. Customs and Border Protection



CBP Photo by Donna Burton

CBP processes more than 1.1 million passengers and pedestrians daily at various U.S. ports of entry. One such gateway, the World Trade Crossing International Bridge in Laredo, Texas, shown here, is one of 328 ports of entry operated by CBP.

Goal 1

MISSION — Protect the American people and facilitate trade and travel.



Deploy evolving and highly capable people, processes, and technology to defend the United States and facilitate the secure flow of international trade.

1.1 Strategic Objective: Counter Network

Leverage CBP's unique authorities, data holdings, Intelligence Enterprise, and partnerships as part of a coordinated counter-network approach against cross border threat networks

The U.S. faces persistent transnational threats from innovative and constantly evolving networks whose collaborative efforts seek to gain illicit financial or radical ideological benefits by causing harm, inflicting damage, corrupting officials, undermining security efforts, and degrading the state. These international networks adjust organizationally and shift alliances to acquire new specialized talent, sources, and access privileges to improve long-term earnings, efficiencies, and operations. Successful threat networks exploit existing logistical chains and financial flows and diversify their portfolios to move multiple illicit items

such as drugs, money, counterfeit goods, individuals, and weapons. Consequently, threat networks have proven to be highly capable, profitable, powerful, dangerous, elusive, and extremely resilient adversaries.

In order to confront threat networks, CBP has embraced a counter-network approach. This effort leverages CBP's unique authorities, data holdings, Intelligence Enterprise, and partnerships to illuminate, disrupt, degrade, and dismantle networks that pose a threat to the homeland and its interests. CBP's international collaboration and integration with the interagency counter network community optimizes the collective global effort, which identifies options for intelligence-driven, risk-mitigating responses.

Our success at identifying, degrading and disrupting transnational networks depends on our ability to execute CBP's counter-network approach on two fronts—partnerships and sound analytical methodology. On the former, CBP frontline agents,

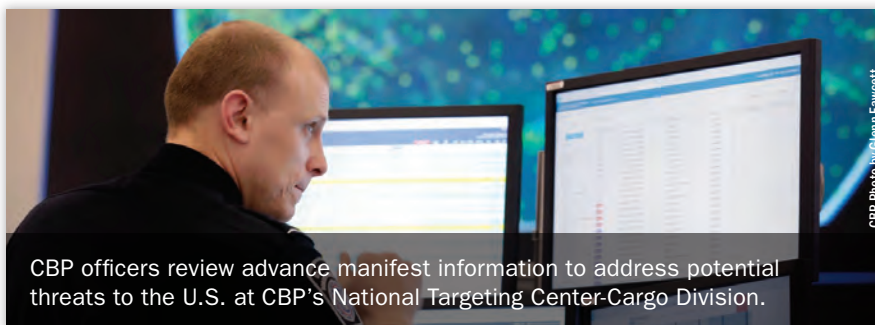
Desired outcome:

Threat networks, including terrorists and transnational criminal organizations, are identified and disrupted, degraded, or dismantled.

Key activities:

- Participate with U.S. whole of government and international partners to illuminate, analyze, and understand threat networks.
- Take action with our partners to affect threat networks' structure, funding, and operations.
- Grow, enhance, and sustain CBP capabilities critical to effective execution of counter network activities.

officers, trade, and intelligence professionals must work hand in hand with the whole of government, as well as international partners. On the latter, CBP must have the systems and processes in place to efficiently collect and analyze threat network data, and the ability to rapidly respond with intelligence driven operations. Developing these relationships and capabilities, together with taking these actions will enable CBP to proactively identify and stop threats before they arrive at U.S. borders. ■



CBP officers review advance manifest information to address potential threats to the U.S. at CBP's National Targeting Center-Cargo Division.

CBP Photo by Glenn Fawcett

1.2 Strategic Objective: Awareness and Enforcement

Increase situational awareness to impede and respond to illicit cross-border traffic.

Securing U.S. borders — by air, land, and sea — is central to our security as a nation. Even as efforts continue to expand the zone of security away from the physical borders of our nation, highly adaptive criminal networks attempt to exploit vulnerabilities in enforcement capabilities between the ports of entry. At the ports, criminals attempt to conceal their activities within the legitimate flow of trade and travel. Between the ports of entry, human and narcotic traffickers exploit gaps in terrain access, visual surveillance, and deterrence infrastructure.

By leveraging and strengthening our full spectrum of capabilities, we can continue to enhance our awareness of potential and kinetic threats. This can be accomplished in four key ways. First, by better integrating and analyzing data across the interagency to create a common operating picture that can be actioned at both the field and headquarters levels. Second, by dramatically improving impedance and denial capabilities between ports of entry through infrastructure investment and enforcement of immigration and criminal laws through prosecution. Third, by collaborating with federal and local law enforcement and tribal agencies as well as international partners to proactively disrupt illicit trafficking and facilitation. Finally, by deploying a layered approach to response and resolution that arms our officers and agents with the latest tools, technology, and training to do the job.

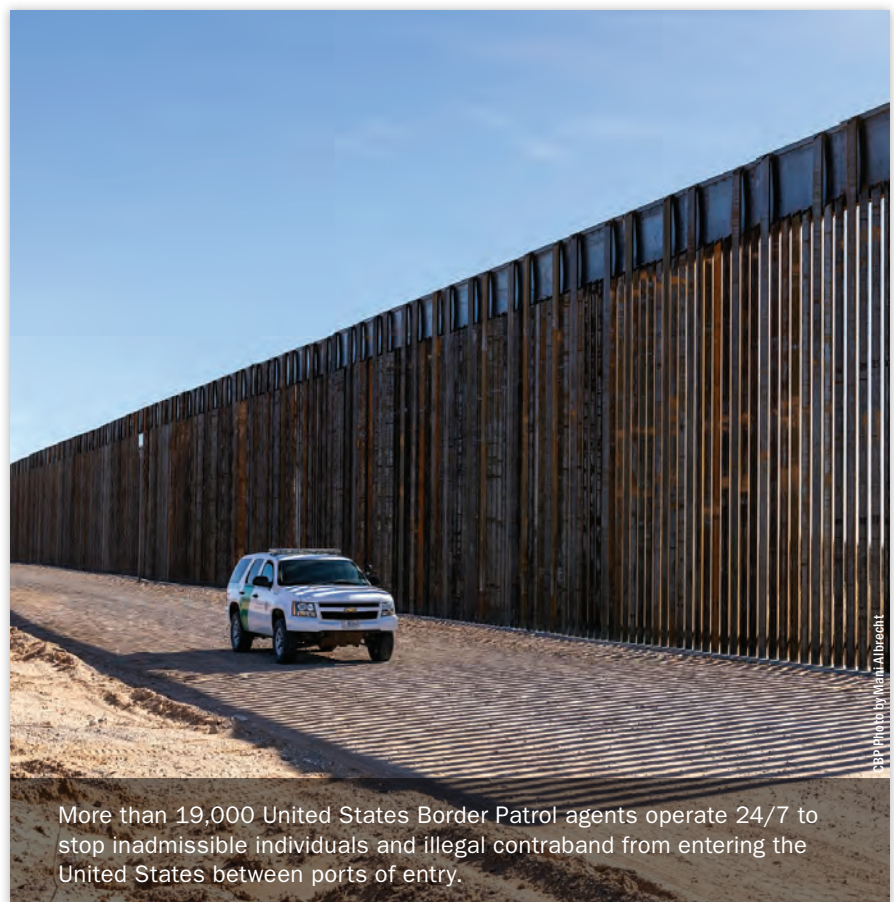
To effectively secure the border, CBP will equip a world-class workforce with the appropriate tools to strengthen situational awareness, and impede and deny the entry of illicit actors attempting to cross our borders. ■

Desired outcome:

CBP pursues Operational Control at the international borders between POEs through increased Situational Awareness, Impedance & Denial, and Response & Resolution.

Key activities:

- Leverage technological tools and analytic approaches to improve operational efficiency and effectiveness; integrate data and interagency information to establish a common operating picture that provides actionable information to enable decision makers and operators; and expand the zone of security away from physical borders.
- Invest in impedance and denial capability; work with partner agencies and components to maximize programs that discourage illegal entries; utilize foreign liaisons to disrupt special-interest alien travel before reaching U.S. borders.
- Invest in capabilities and policy revisions to increase tactical and operational mobility, such as increased deployment of mobile technology like smartphones; utilize emerging technology such as cutting-edge sensors; and support border security through a layered approach that reduces overreliance on any single point or program.
- Sustain needed relationships with state and local law enforcement agencies and, in particular, those at critical nodes relevant to CBP's mission to secure the border.



More than 19,000 United States Border Patrol agents operate 24/7 to stop inadmissible individuals and illegal contraband from entering the United States between ports of entry.



CBP personnel process and inspect cargo at the Otay Mesa Port of Entry, Commercial Inspection Facility near San Diego to ensure legitimate and safe goods are entering the United States.

CBP Photo by Mani Albrecht

1.3 Strategic Objective: Secure and Compliant Trade

Anticipate, identify, and address threats that inhibit cross-border commerce.

Trade is growing at an unprecedented rate. CBP facilitates lawful trade, creating a level playing field for American businesses, protecting consumers and reducing business costs.¹ With the value of imports nearing \$3 trillion, the amount of international trade crossing U.S. borders has never been higher. An important part of this volume is entering via e-commerce channels, express couriers and through international mail, but no longer primarily via air. E-commerce shipments are making their way into the U.S. via trucks, trains, ocean vessels, and airplanes. Global supply chains have transformed in the past few decades, making it harder to trace products back to their original source and to pinpoint responsibility across the network of parties involved.

CBP is committed to ensuring that cross-border trade continues to power the U.S. economy, while also protecting the health and safety of the public, collecting the revenue owed by importers and

Desired outcome:

Trade is safe and secure.

Key activities:

- Efficient Trade Facilitation — Streamline administrative processes to increase efficiency, lower costs, and reduce processing times of trade compliance using new and updated trade agreements and policies, and account-based system.
- Risk-Based Enforcement — Support a level playing field through risk-based analytics and intelligence-driven enforcement leading to early identification, deterrence, and disruption of potential trade violations.
- Innovative and Sustainable E-Commerce — Create a new paradigm for trade enforcement of unprecedented e-commerce growth through new global models for e-commerce trade enforcement and enhancing collection of revenue.

exporters — including Anti-Dumping and Countervailing duties and other trade remedies — and reinforcing our priorities and mandates abroad.

Enhancing trade security and compliance requires overcoming critical and complex challenges, from identifying and addressing bad actors across global supply chains, to the growing volume of e-commerce flows.

To accomplish these goals, CBP will focus on strengthening core capabilities — enabling digital,

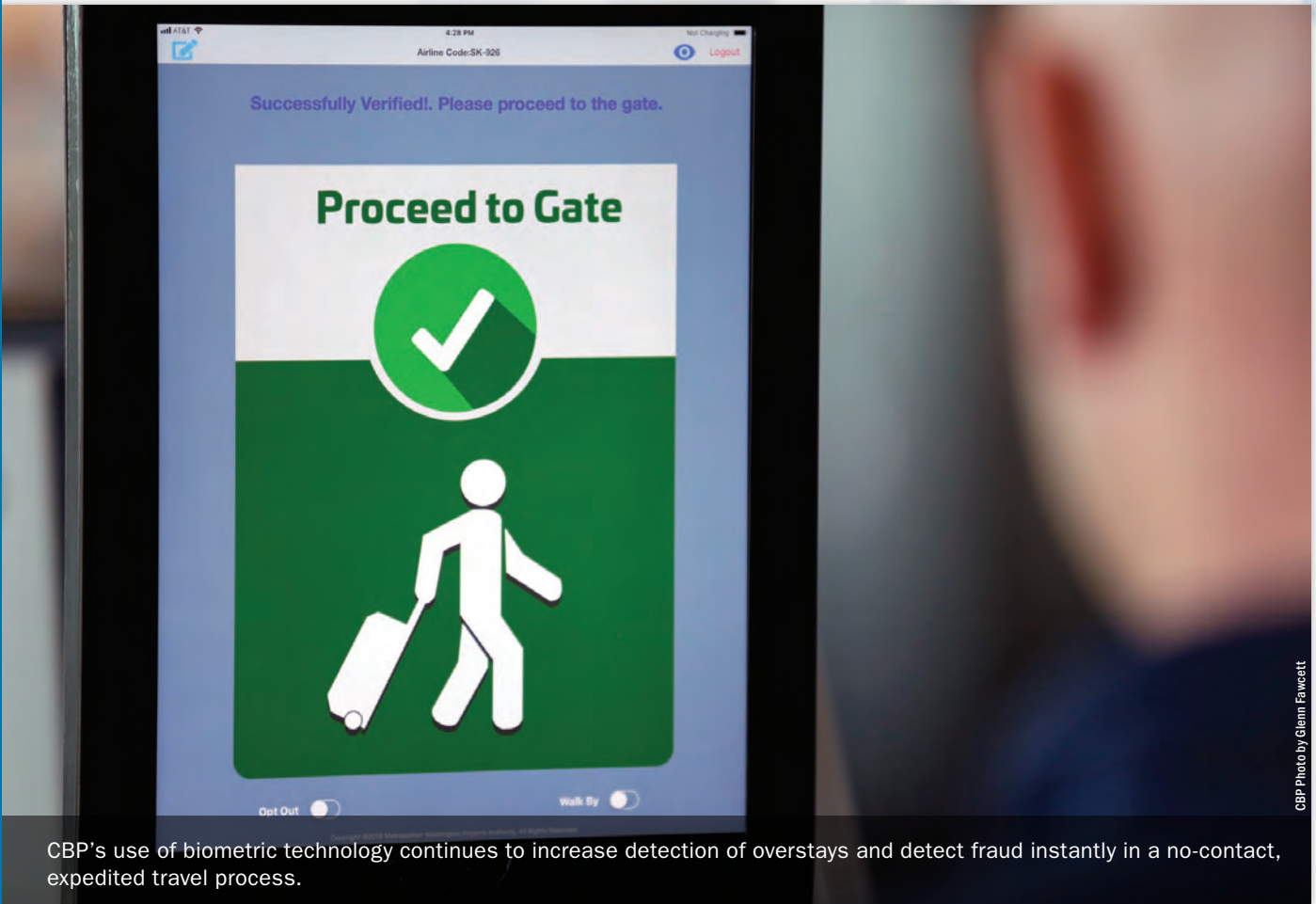
frictionless trade; enhancing risk-based enforcement through advanced analytics and intelligence-driven enforcement; leveraging new technologies for detection and verification; optimizing international attaché networks and intelligence capabilities to provide improved situational awareness; creating a new paradigm for trade enforcement in light of emerging trends and expanded authorities; and effectively escalating consequence delivery to protect the revenue and to bring about secure and compliant trade. ■

¹ Smith, Brenda, “CBP Trade and Travel Report FY 2019,” January 30, 2020, <https://www.youtube.com/watch?v=XOJKODSN7rc>.



CBP Photo by Donna Burton

A CBP officer assists a traveler using a biometric identification system prior to boarding an international flight at Houston Intercontinental Airport. The identification kiosks are located at ports of entry around the world to expedite the passenger travel process while countering fraudulent documents and inadmissible persons attempting to enter the United States.



CBP Photo by Glenn Fawcett

CBP's use of biometric technology continues to increase detection of overstays and detect fraud instantly in a no-contact, expedited travel process.



Photo by Artens/Shutterstock

1.4 Strategic Objective: Biometric Identification

Leverage cutting-edge technology to transform traveler verification and dramatically reduce the need to verify physical travel documents.

Travelers to the United States have increased over 10% during the past five years, with steady volumes of new foreign visitors. To meet this growing demand and carry out our important mission, CBP is changing how we verify travelers and applying cutting-edge technology in innovative ways. These efforts require a comprehensive approach across transportation modalities, as well as close coordination with numerous partners and stakeholders including other government agencies, port authorities and operators, commercial carriers,

and foreign counterparts, among other industry partners.

Biometric advancements present opportunities for using innovative new technologies, such as facial comparison, to ensure consistent, positive identification of all travelers, leading to a more secure and seamless entry process. These biometric capabilities expedite safe, secure travel, but also enable a contactless travel experience.

Implementing processes that minimize contact touchpoints across the traveler experience have even greater urgency given COVID-19 and the need to focus on the health and safety of travelers, workers and CBP personnel. These biometric capabilities will also enable consistent exit verification, which has not been possible until now. In addition, CBP will work with DHS to explore the use of biometric tools and other innovative technologies in other applications across the agency. ■

Desired outcome:

CBP biometrically identifies travelers enhancing the ability to confirm overstays and detect fraud instantaneously.

Key activities:

- Expand implementation of Biometric Entry/Exit in the air environment to increase accuracy of matching arrival and departure information to travelers.
- Develop and deploy biometric solutions in land and sea environments to increase accuracy of matching arrival and departure information to travelers.

1.5 Strategic Objective: Targeting and Vetting

Integrate classified and sensitive information to better inform travel and immigration benefit decisions.



International air travel and crossings at our largest land border ports of entry have been expanding rapidly for the past five years — more than 22% at U.S. airports alone — and this trend is expected to resume post-pandemic.

With over 1 million passengers and pedestrians arriving to the United States daily, CBP and other agencies responsible for making travel and immigration-related decisions must leverage data, technology, and interagency capabilities to address evolving threats and increasing demands for targeting and vetting.

The National Vetting Center (NVC) delivers a common technology platform and process that enables analysts and adjudicators from U.S. vetting programs to review relevant, highly-restricted national security and

Desired outcome:

CBP, with United States government and international partners, identifies bad actors before arrival at or between ports of entry.

Key activities:

- Increase both the number of vetting programs that receive classified vetting support as well as the number of agencies providing the classified vetting support.
- Expand classified vetting support beyond the historical focus on counterterrorism to also cover other threat actor categories such as counterintelligence and transnational organized crime.
- Provide more enhanced vetting analytics to help better identify previously unknown threats.

law enforcement information for their respective applicant programs.

The NVC provides a single picture of all the relevant “dots” of sensitive information to allow adjudicators to make timely and informed decisions.

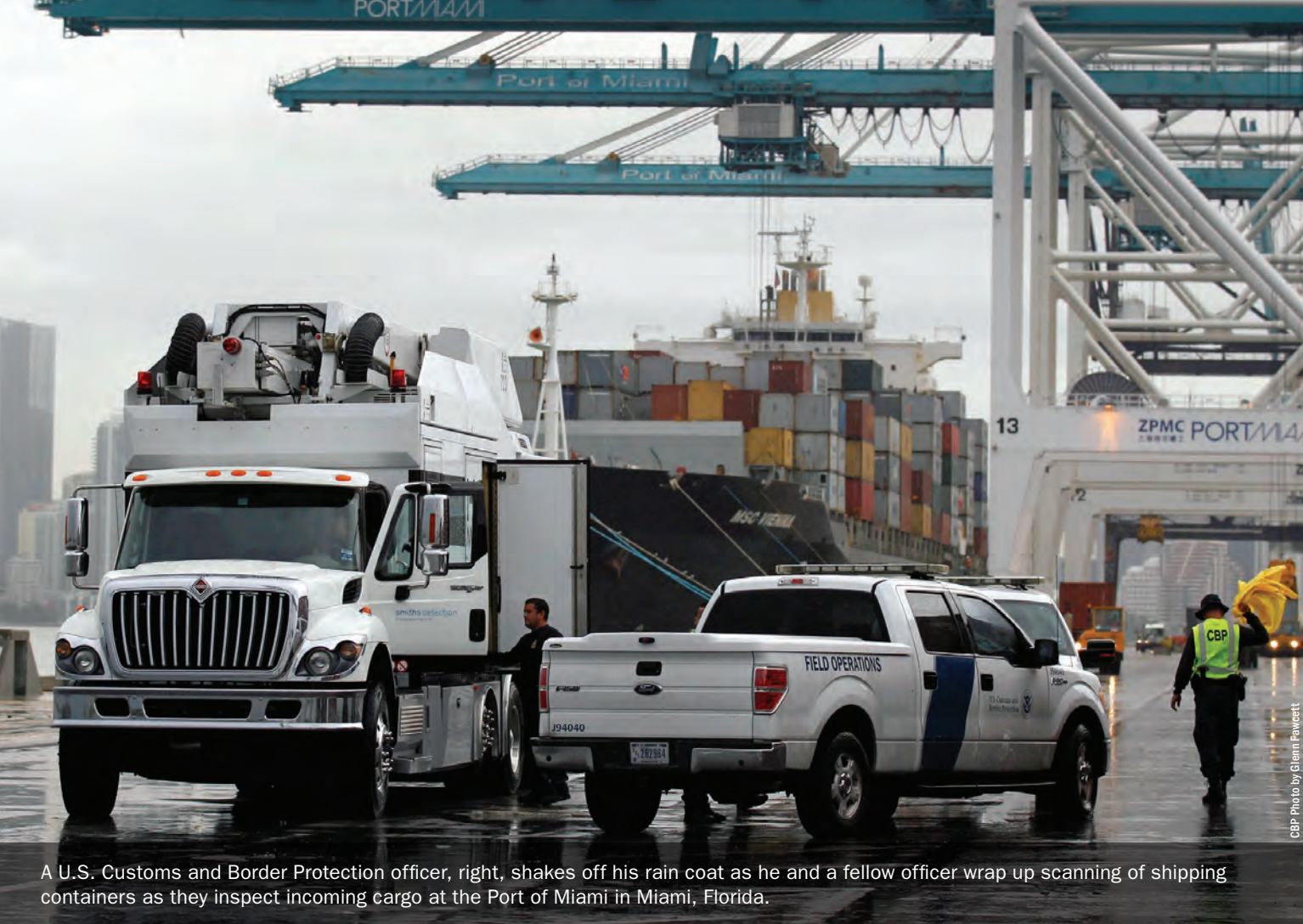
Over the next five years, the NVC will expand and enhance its vetting capabilities and services in scale, scope, and depth. First, the NVC will introduce classified vetting support services to more adjudicating agencies and their applicant programs to help identify bad actors seeking to enter

the country. Second, the NVC will expand beyond counter-terrorism to include vetting for other national security threat actors. Third, the NVC will incorporate new vetting analytics to assist in the recognition of previously unknown threats.

By incorporating these new technologies and approaches, the NVC improves the identification of terrorists and other nefarious actors among the millions of individuals who seek to benefit under our immigration laws or to transit our borders. ■



CBP officers operating at ports of entry locations across the world don Personal Protective Equipment during the COVID-19 pandemic to ensure passenger and officer safety.



A U.S. Customs and Border Protection officer, right, shakes off his rain coat as he and a fellow officer wrap up scanning of shipping containers as they inspect incoming cargo at the Port of Miami in Miami, Florida.

CBP Photo by Glenn Fawcett

1.6 Strategic Objective: Stakeholder Experience

Champion and improve stakeholder interactions to protect and facilitate lawful travel and business.



Many companies are becoming increasingly customer focused, with highly user-friendly websites, quick turnaround and delivery times. Through such efforts, customer expectations for the speed and efficiency of service delivery is increasing. The heightened customer expectations affect everyone—both in the private sector and in government. Although CBP in particular has made significant advancements—reducing manual processing, eliminating paper forms, expanding innovative Trusted Traveler programs, and enhancing the Automated Commercial Environment

for trade— there is still more work to be done. As the increase in international travel and trade strains CBP resources, points of friction are magnified.

Enhancing the stakeholder experience for individuals and business is therefore a critical element of our broader mission. Legitimate travelers and trade stakeholders must feel and be kept safe as they interact with our agency. This goal means CBP must provide technologically-advanced systems and improve processes while increasing transparency into how CBP serves the public.

The agency must also collaborate with industry, other government agencies, and non-government organizations to improve the risk assessment process, integrate information sharing and adopt innovations in all environments to streamline the inspection process and move people and goods as securely, quickly, and efficiently as possible. ■

Desired outcome:

Security, processing efficiency, and integrated information sharing strengthen through stakeholder engagement and cooperation.

Key activities:

- Engage stakeholders to transform processes, training, and technologies to better serve travelers and businesses.
- Strengthen risk assessment and security through innovation and integrated information sharing.
- Improve efficiencies and communication regarding trusted traveler and trader programs.



Air and Marine Operations collaborate with Miami-Dade Police Department in a fast-rope response training in preparation of Super Bowl LIV in Miami, Florida. At 74 AMO locations, air and marine interdiction agents, and aviation enforcement agents monitor thousands of miles of air, maritime, and land borders to keep America safe.

CSP Photo by Orzy Trevino

Goal 2

TEAM — Build a sustainable, capable workforce that is adaptable and resilient in the face of dynamic challenges.



Our workforce is our best asset, and maintaining it requires commitment. To meet mission demands, we need personnel with the right skills and in sufficient quantity. In addition, we must serve as trusted partners working diligently to deliver the best of each individual and office to our missions, operational priorities, and to each other.

2.1 Strategic Objective: Talent Acquisition and Workforce Development

Recruit, hire, and train the most qualified people.

Identifying and attracting qualified candidates continues to be a challenge for most law enforcement agencies in the United States. Although CBP's mission to keep our nation secure is appealing to large segments of society, a multi-step and time-consuming hiring process as well as necessarily rigorous background reviews for CBP employment can dissuade top candidates. In recent years, CBP has increased its digital presence to attract,

engage, and hire diverse candidates with the right qualifications to meet the needs of the CBP mission.

Recruiting, hiring, and training a world-class workforce is essential and requires a combination of diligent focus and innovative thinking to strengthen the full talent lifecycle at CBP. To build upon recent staffing success, CBP will leverage new procedures, systems, and practices to maximize academy class availability and deliver a seamless applicant experience that prioritizes the needs of each applicant as they successfully navigate the CBP hiring and onboarding process to achieve their career goal.

Providing every employee with a clear

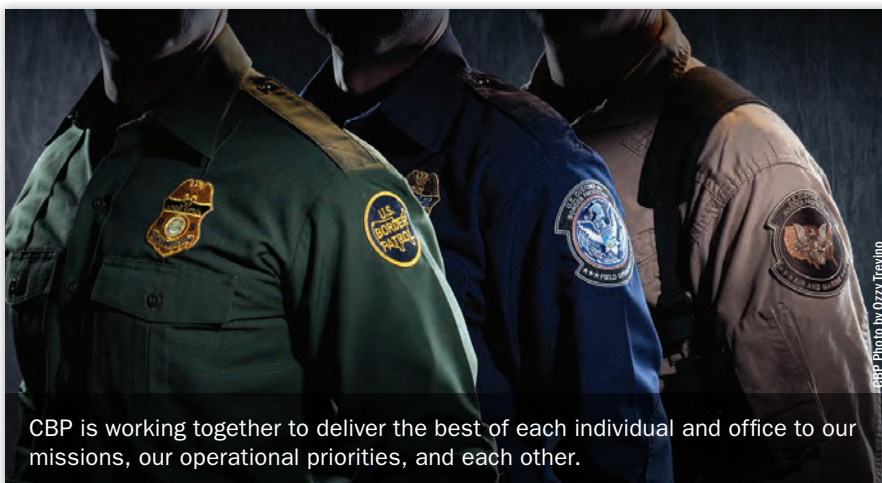
line of sight and upward mobility is critical to CBP's overall staffing effort. Once onboard, CBP will continue to empower employees by delivering the guidance, tools, and programs needed to further enable personal and professional career growth and advancement throughout their CBP careers. ■

Desired outcome:

Staffing levels meet mission requirements.

Key activities:

- Identify, attract, and engage qualified candidates for all CBP occupations by leveraging advanced technology and data analytics.
- Improve the applicant experience and streamline the hiring and onboarding process with a modernized, cloud-based platform.
- Develop and implement training, programs, guidance, and tools to further enable employees to grow personally and professionally throughout their CBP careers.



CBP is working together to deliver the best of each individual and office to our missions, our operational priorities, and each other.

2.2 Strategic Objective: Wellness and Resilience

Promote physical, mental, and emotional health for employees and their families.



Retaining a resilient workforce is critical to accomplishing CBP's mission, which relies on dedicated personnel who go above and beyond to keep Americans safe from harm.

Workplace-related stress is on the rise at employers across the U.S. Twenty-five percent of all employees in the U.S. view their jobs as their number one stressor.² Employee anxiety, stress, and depression account for most emotional health cases, and related psychological and physical ramifications cost an estimated \$125 to \$190 billion per year in healthcare spending in the U.S.³ This trend is particularly prevalent in law enforcement agencies like CBP, where additional challenges such as remote deployment, rotating shifts, reverse cycle operations, and mission

risks add to stress and fatigue.⁴ As the CBP mission grows, reaching unforeseen levels of urgency, our employees face new responsibilities that bring forth a new set of challenges, risks, and hazards.

The physical, mental, and emotional health of our workforce and their families is critical to carrying out the mission. CBP is committed to building a culture of resilience that promotes the well-being and safety of all CBP employees and their families. CBP will actively promote overall wellness by providing employees with the resources and services needed to ensure their physical, spiritual, mental, emotional, and social resilience and well-being.

To further ensure operational readiness, it is essential that the CBP workforce operate under a safety mindset at all times. This means that every employee within our ranks, throughout our complex and dynamic operations, is provided the equipment, training, practice and management support to accurately assess and successfully respond to and manage safety risks.

By addressing the unique needs of the workforce, CBP will continue to maximize mission success by empowering frontline operators and retaining world-class personnel. ■

Desired outcome:

The workforce is resilient.

Key activities:

- Increase employee and family awareness of CBP programs, resources, and benefits that are available to help them with professional and personal stressors.
- Deliver robust resilience, health & wellness, and employee engagement programs and training focused on addressing organizational and individual stressors.
- Develop individual and organizational resilience assessment capabilities to measure and monitor the well-being of the workforce and use this data to inform the implementation of resiliency programs.
- Instill a culture of safety across the CBP enterprise; thereby, strengthening operational readiness and organizational resilience.

² Centers for Disease Control and Prevention, "Stress at Work," The National Institute for Occupational Safety and Health (NIOSH), June 6, 2014, <https://www.cdc.gov/niosh/docs/99-101/> (accessed September 23, 2018).

³ HBS Working Knowledge, "Workplace Stress Responsible for Up to \$190B In Annual U.S. Healthcare Costs," HBS Working Knowledge at Forbes website, January 26, 2015, <https://www.forbes.com/sites/hbsworkingknowledge/2015/01/26/workplace-stress-responsible-for-up-to-190-billion-in-annual-u-s-healthcare-costs/> (accessed October 8, 2018).

⁴ National Institute of Justice, "Officer Work Hours, Stress, Fatigue," National Institute of Justice website, August 13, 2012, <https://www.nij.gov/topics/law-enforcement/officer-safety/stress-fatigue/pages/welcome.aspx> (accessed October 5, 2018).



CBP personnel participate in the 13th Annual National Police Week 5K Run in Washington, D.C. A myriad of resiliency programs are offered to employees and their families to promote health and wellness in all facets of life.

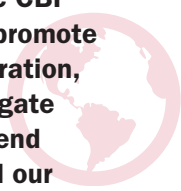


CBP Photo by Glenn Fawcett

CBP Senior Official Performing the Duties of the Commissioner Mark A. Morgan and Deputy Commissioner Robert E. Perez meet with the Commercial Customs Operations Advisory Committee at CBP headquarters in Washington, D.C. A cornerstone to advancing the CBP mission is building and maintaining strong international partnerships and strategic alliances with key stakeholders like the COAC.

2.3 Strategic Objective: Partnerships

Expand strategic CBP partnerships to promote economic cooperation, identify and mitigate threats, and extend influence beyond our borders.



Failed states, weak states, and non-state actors foster global instability. Transnational criminal organizations promote illicit smuggling and violence at home and abroad. International economic instability limits opportunities for the most vulnerable people and diminishes hope for future generations. These challenges often spur illegal migration, the rise of terrorists and criminals, and political turmoil, all of which require a whole of government approach and strong partner alliances.

Strong and effective partnerships are crucial to a thriving CBP enterprise. The coalition and partnerships developed by CBP will continue to strengthen and expand CBP's network and capabilities, and provide CBP's policy

and decision makers with a more comprehensive understanding of the border environment, border threats, and facilitate sound resource allocations in support of U.S. national security.

CBP also recognizes that partnerships are essential to extending influence and impact beyond CBP's capabilities alone. Building our capabilities with critical partners provides the opportunity to access more information and improve delivery on mission. People are the foundation of any CBP relationship; they determine if the relationship matures or fails.

Developing a system to identify, train and support those people along with building a career path within the agency will attract those most suited to represent CBP. With a highly integrated workforce, CBP must advance cohesive and comprehensive international engagement that will enable proactive enforcement opportunities and improve the timelines of warnings and trends of potential threats.

Leveraging increased engagement and integration through stronger partnerships with the U.S. intelligence community, partner

Desired outcome:

Strong partnerships with other organizations advance priority missions.

Key activities:

- Create sustainable international partnerships and strategic alliances through information-sharing, training, joint and integrated operations, and stability strategies.
- Evaluate effectiveness of CBP's partnerships with other agencies, trade groups, and industries where CBP has a presence, and determine how the relationships should be adapted to best align with CBP's mission and U.S. national security priorities.

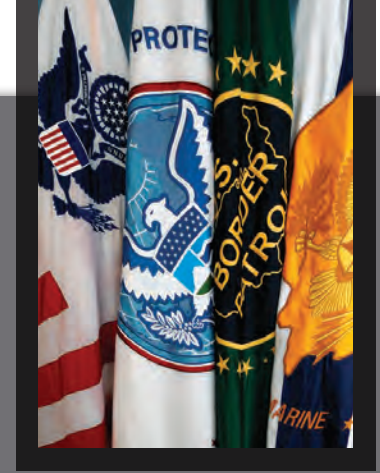
nations, agencies, trade groups, and industries will advance CBP's mission of ensuring border security and facilitating safe and efficient trade and travel. ■



Critical investments in advanced technology, like the Mobile Surveillance Center pictured, assists CBP in increasing threat detection and collecting and analyzing data to provide critical, real-time information to frontline agents and officers securing our borders.

Goal 3

FUTURE — Improve CBP capability to support operationally focused, threat-based, intelligence and data-driven execution.



CBP must remain vigilant to address emerging challenges and threats while addressing new dynamics in our areas of operation. Doing so requires investment in innovative technology and processes, reliable Information Technology (IT) tools, and intelligence capabilities to anticipate and confront ever-changing dynamics.

3.1 Strategic Objective: Data and Analytics

Maintain reliable data and apply advanced analytics to explore insights that inform critical strategic and tactical decisions.



Data and analytics have become critical functions for large organizations in recent years. The ability of users in various roles to not only access data but to then also visualize, extract value from, and communicate it is an indispensable function that will aid CBP in achieving its mission more efficiently and more effectively by providing tailored, meaningful, and actionable information to both operators and strategic decision-makers in real time.

CBP components and divisions individually collect stores of data in support of advancing our mission, but face challenges integrating data and using it in a more strategic and holistic manner — both within CBP, and with partner agencies. CBP has been successful in its initial efforts to formalize the use of data and analytics, most notably at the National Targeting Center and in the establishment of the

Desired outcome:

Personnel make decisions based on timely information informed by quality data and analytics.

Key activities:

- Use advanced analytics to identify trends, explore alternative courses of action, and present quality data-driven information for decision making for operational, resource, and policy decisions.
- Collect and connect quality data, including intelligence and risk assessments, to provide predictive analytics in support of an actionable common operating picture that ensures agents, officers, and trade personnel have the relevant quality information to conduct border and trade enforcement activities.
- Begin to institute corporate sharing of data and data analytics techniques to create greater value and efficiencies for CBP, while simultaneously complying with all appropriate authorities and ensuring best privacy practices.

CBP Intelligence Enterprise. However, the value of reliable and integrated data coupled with advanced analytics tools made available across the agency to conduct and improve all business functions cannot be understated.

Improved threat detection, strengthened trade enforcement and compliance, more efficient expenditure of resources, and optimization of hiring practices are only a few examples of challenges that

can be better understood, represented and managed through robust data and analytics capabilities. CBP will take an enterprise-wide approach to data analytics, using tools and capabilities that empower personnel in various roles to access and explore scenarios, potential outcomes, and relationships that exist within available data and ensure program sustainment through data governance. CBP can use this information and insight to support a range of critical decisions. ■

3.2 Strategic Objective: IT Infrastructure

Provide fast and reliable access to resilient, secure infrastructure to streamline CBP work.

Technology underpins virtually all aspects of CBP's mission from screening equipment at ports of entry to next generation technology for our agents, officers, and other employees. CBP must deliver Information Technology (IT) services to the most remote areas of the United States and abroad, with an ever-increasing need for mobile, operator-friendly tools that use data-rich services. To be successful, we need a resilient, adaptive, reliable, and secure IT infrastructure that keeps pace with evolving threats and technological advances. CBP's IT systems of the future must also provide greater automation and simplification for our frontline personnel to more efficiently deliver on mission responsibilities. CBP will make targeted IT investments to ensure front-

line personnel have the technology they need to do their jobs and to ensure the nation's \$2.4 trillion trade supply chain is always in service.

First, we will continue to modernize our IT infrastructure, taking advantage of cloud technologies and increasing the reliability of our infrastructure for a more resilient, secure, and highly available foundation for our mission critical systems to use.

Second, we will significantly expand usage of next generation technologies like data and analytics tools to improve fraud and threat detection, machine learning algorithms to provide proactive trade targeting, and biometrics to enhance entry/exit border security.

Third, we will ensure end-user devices are refreshed, available, and connected, including mobile devices like tablets and phones, across the agency to make sure we are taking advantage of massive improvements in device processing power and usability.

Fourth, we will modernize our network to ensure each operator has the highly available bandwidth needed to take advantage of the capabilities we deploy.

Innovative, automated, secure, and reliable IT infrastructure will enable CBP to confront emerging threats and effectively execute the mission with the data and capabilities it needs anytime, anywhere. ■

Desired outcome:

Personnel can access the technology they need to do their jobs.

Key activities:

- Increase resilience and performance end-to-end by accelerating technology refresh programs; maturing tools, tests, and exercises that validate existing resilience measures; and incorporating concepts to proactively address emerging threats.
- Manage integrated cloud migration and infrastructure modernization for all mission-essential and mission-relevant systems delivering modernized capabilities and improved user interfaces with no interruption in service; put in place redundancies and backup capabilities for critical systems.
- Enhance cybersecurity posture in support of cloud migration and increased edge-device use without negative impact on system effectiveness.
- Develop the necessary data warehousing and infrastructure, acquire analytic tools and platforms, and develop capabilities for advanced analytic modeling.



Autonomous Surveillance Towers operate off-grid with 100% renewable energy and provide surveillance capabilities 24/7 to enhance situational awareness and safety for USBP agents on the frontline.



CBP graphic

The CBP Intelligence Framework outlines the essential components to arm personnel with the tools, resources and knowledge necessary to support CBP’s intelligence-driven and operationally focused strategic efforts.

3.3 Strategic Objective: Intelligence

Strengthening CBP’s ability to identify and address current and emerging threats impacting our nation’s security.



While securing the nation’s borders, CBP frontline personnel collect and produce vast amounts of information that must be analyzed, processed, and synthesized into intelligence products. These products are disseminated to detect, disrupt, and dismantle threats to the U.S. CBP will invest in intelligence capabilities to transform into a threat-based, intelligence and data-driven, and operationally-focused agency that enhances national security through innovation, intelligence, collaboration, and trust. CBP will make critical investments to establish a state-of-the-art, 24/7 national intelligence watch, extend intelligence capabilities to the field, and enhance CBP intelligence training and capacity through the construction of an intelligence academy.

Extending additional intelligence capabilities to CBP frontline personnel will increase understanding of the scope of border and security threats including transnational terrorists, hostile foreign powers, and

transnational criminal organizations that exploit U.S. borders and threaten public safety while undermining national and economic security.

CBP must close existing intelligence training capacity gaps to meet current and future demands. The development of a CBP Intelligence Training Academy is essential in building the expertise and capacity of an intelligence workforce capable of identifying and countering enduring and emerging threats. Uniform training and career development will provide CBP Intelligence Enterprise

personnel with the necessary knowledge, expertise, and tradecraft to support CBP’s intelligence-driven and operationally-focused strategic efforts.

A fully functioning National Intelligence Watch, effective hub-and-spoke architecture, and world-class CBP Intelligence Training Academy are essential to meeting the ever-expanding intelligence needs of CBP’s operational offices and the facilitation of threat-based, intelligence, and data-driven operations to secure the nation’s borders. ■

Desired outcome:

An operationally-focused, threat-based, intelligence and data-driven agency capable of performing strategically in support of CBP’s Enduring Mission Priorities which enhance our nation’s security through innovation, intelligence, collaboration and trust.

Key activities:

- Establish a state of the art 24/7 National Intelligence Watch that provides an enterprise-wide common intelligence picture fusing CBP, interagency, IC, LE, partner nation and publicly available information.
- Extend intelligence capabilities — assets, professionals, and infrastructure — to the field that integrates existing disparate intelligence nodes and activities optimizing efficiency and connectivity.
- Enhance CBP intelligence training capacity through the construction of an intelligence academy, and the delivery of training to the field via satellite training sites, mobile training teams, and virtual training capabilities.



CBP Photo by Riley Meyer

Sun setting over the historic POL Ranch near Columbus, NM.

Measuring and Ensuring Success

U.S. security and economic prosperity depend on CBP achieving its mission. We are defining measures and targets for success that link to our daily and long-term performance. We will monitor and assess our performance by tracking the Strategic Objectives using performance monitoring systems that drive accountability. We are standardizing the approach to tracking data across CBP while also instituting processes and checks to guarantee a high degree of data integrity, which will also improve our ability to deliver a clear, compelling, and consistent performance synopsis to key stakeholders, including the American people. Regularly reviewing the status of Strategic Objectives helps focus a leadership team's attention; thereby, increasing the odds that any

challenges are addressed proactively to keep the objective on track. Developing meaningful measures of success is usually a more difficult challenge. Measures are framed in two ways to help CBP and its components assess the progress of overall strategy, as well as Strategic Objectives:

- **Are we doing the things we planned? Are we doing those things well?** E.g., an assessment of activity or activity quality.
- **Are we doing the right things? Are we having the impact we expect?** E.g., an assessment of outcome.

Although there is often a delay between the start of a Strategic Objective and its measurable impact — sometimes even years — this does not prevent us from measuring specific activities and outcomes immediately. To help to ensure success, CBP's senior leaders will sponsor specific Strategic Objectives and ensure their progress. Concise implementation plans are being developed with timelines, targets, and ambitious goals. Agency leadership will monitor the performance of these Strategic Objectives regularly and intervene when necessary to help ensure success. ■



Conclusion

We take our mission and commitment to our Nation and the public seriously. 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. The shifting external dynamics and challenges we face today and in the future require focused attention on advancing our mission delivery, strengthening our team, and investing in the foundation for the future.

The implementation of this strategy positions us for long-term success and helps us better address our challenges and opportunities. These are necessary steps toward successfully accomplishing our overarching aspiration — to be the most innovative and trusted law enforcement agency in the world. ■



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

CBP Photo by Donna Burton





U.S. Customs and Border Protection

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