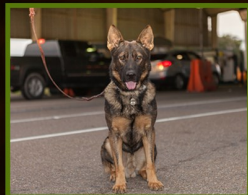


U.S. BORDER PATROL | RIO GRANDE VALLEY SECTOR | KINGSVILLE STATION

# STRATEGIC PLAN 2022



**RGV SECTOR**  
**MISSION,**  
**VISION,**  
**& PRIORITIES**



**KINGSVILLE STATION**  
**MODEL,**  
**VALUES,**  
**& PRINCIPLES**



**KINGSVILLE STATION**  
**STRATEGY &**  
**STRATEGIC**  
**PRIORITIES**





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“Every day Kingsville Station agents fuse with federal, state, and local law enforcement and ranch and community partners to accomplish our Border Security mission.”

*Duke Canchola  
Patrol Agent in Charge*

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# Patrol Agent in Charge Message

The Kingsville Station is an interior Border Patrol station with a dynamic operational environment and equally unique and diverse workforce. It is strategically positioned as part of the Rio Grande Valley Sector and geographically located in South Texas where agents conduct operations in some of the nation's most historic ranches and farmlands. Every day Kingsville Station agents fuse with federal, state, and local law enforcement and ranch and community partners to accomplish our Border Security mission.

Like our law enforcement and ranch and community partners, as Americans, we share fundamental beliefs in what is right and good. The Kingsville Station Core Values: *Integrity, Accountability, and Fidelity* solidify our foundation, define what is important to us, and set the parameters for our operations. They have great meaning, as they provide mission focus and a broader sense of purpose. Our core values are the glue that bonds the other key elements: Strategy, Structure, Systems, Staffing, Skills, and Style of our station model.

Within the construct of our station model, the Kingsville Station *Strategic Plan 2022* includes a sound Strategy to achieve Chief Padilla's vision to "*make South Texas an undesirable place for transnational criminal organizations and their illicit networks to operate*" and is congruent with the Rio Grande Valley Sector strategic priorities. The *Strategic Plan 2022* takes a holistic approach, yet is specific to Kingsville Station operations and processes. It is the roadmap which accounts for current security threats and challenges and will help us negotiate future obstacles through sound planning and resource management, increased communication, employee development, and improved situational awareness and operational capability.

"*We're targeting organizations that are coming over here to try and do harm to us*" (Raul Ortiz, Deputy Chief Patrol Agent). The Kingsville Station *Strategic Plan 2022* articulates and reinforces operational and human capital elements to achieve the Rio Grande Sector vision and accomplish our strategic priorities in support of our Border Security mission to protect America. I am thankful for the work our Kingsville Station agents and employees do every day and the partners who help us!

– Duke Canchola







circa 1973

## History

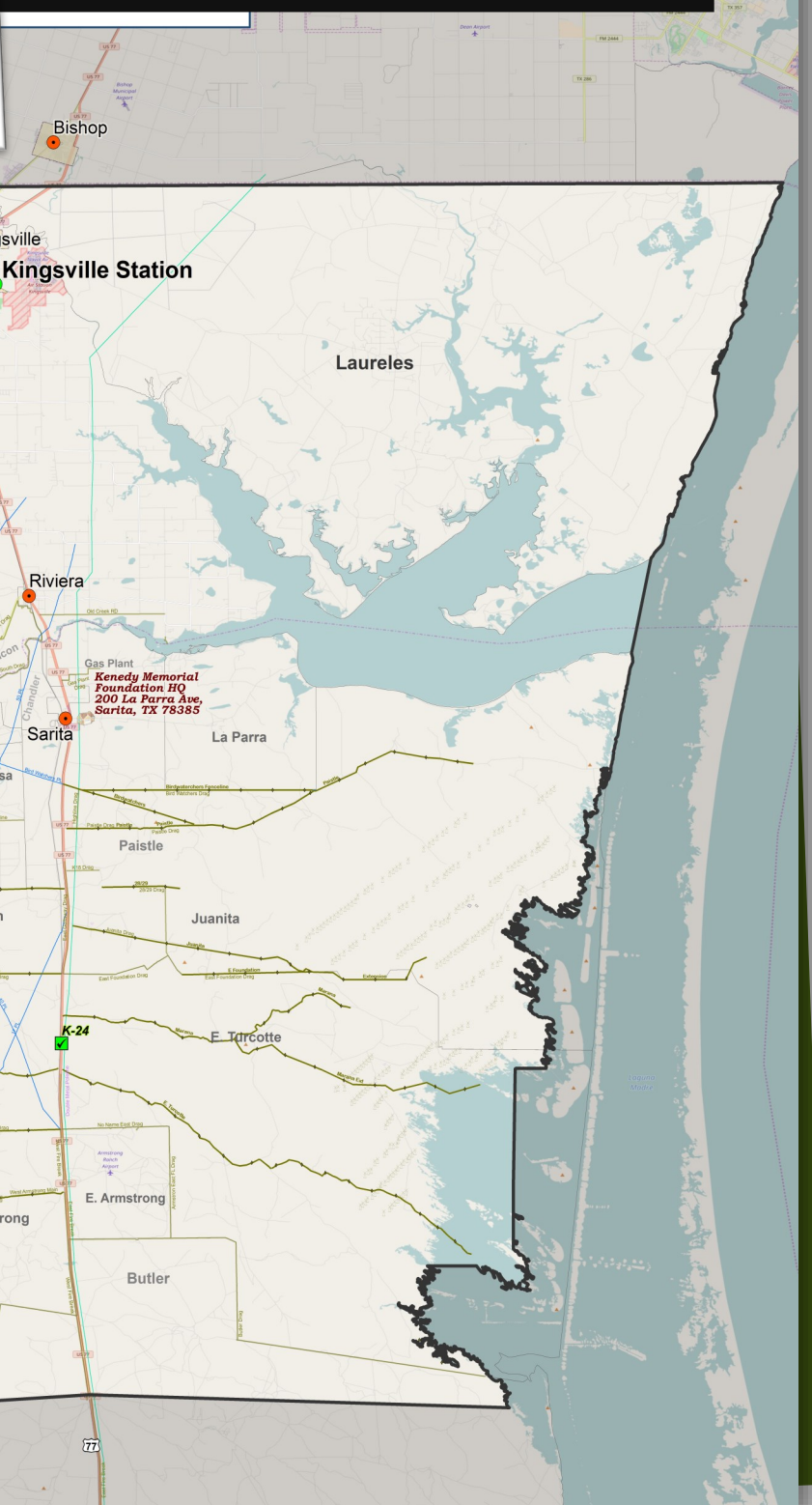
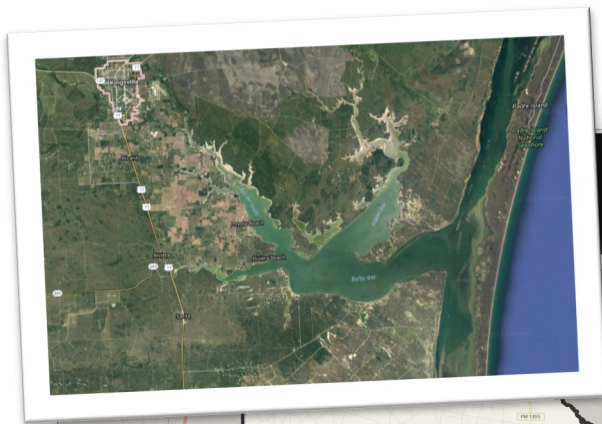
*"History cannot give us a program for the future, but it can give us a fuller understanding of ourselves, and of our common humanity, so that we can better face the future"* (Robert Penn Warren). The Kingsville Station has a long history of changes and challenges and is supported by a resilient workforce. During the 1920s and '30s, the U.S. Border Patrol, Laredo Sector, periodically conducted patrol operations in and around Kingsville, Texas. Later in 1940, upon completion of US Highway 77, one of two major routes of egress from the Rio Grande Valley, Border Patrol operations were permanently fixed when the Kingsville Station was officially established. The first official station was located at 200 W. Henrietta, Kingsville, Texas and the mission was to establish checkpoint and freight train check operations.

On July 1, 1973 the station jurisdiction was ceded from Laredo Sector to what was then the Port Isabel Sector, subsequently McAllen Sector and then consolidated into what is now known as the Rio Grande Valley Sector. An assessment was completed and the area of responsibility (AOR) was designed to encompass 1,932 square miles of South Texas' Kenedy and Kleberg Counties. Manpower at this time was approximately 27 agents and later grew to 32 in 1988 when five Border Patrol Agent Trainees entered on duty.

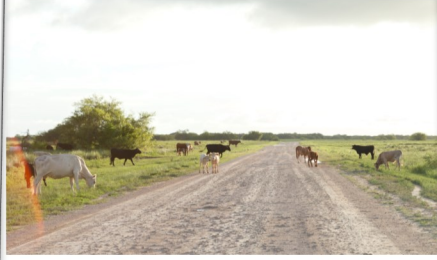
By 1993 manpower grew to 75 agents and the station was relocated to occupy building 3731 on Naval Air Station – Kingsville. Tactical checkpoint operations were primarily conducted from a mobile trailer 24 miles south of Kingsville but in 1994 were later positioned at a permanent immigration checkpoint near Sarita, Texas, manned 24 hours a day, seven days a week. Station responsibilities expanded to include highway and ranch patrols, freight train check, and Kleberg County Task Force operations in and around the station AOR.

After the 9/11 terrorist attacks in 2001, manpower grew to 300 agents and this necessitated a new facility. On April 23, 2013 station held its first muster on a 50,000 square foot superstructure, on 63 acres located at 2422 E. Senator Carlos Truan Blvd. This station hosts Northern Corridor Operations Group – Falfurrias, Kingsville, and Corpus Christi Station, and federal, state, and local law enforcement partner trainings and meetings. Station administrative and law enforcement operations; case-file processing and temporary detention; Use of Force; VirTra-360 Firearms Training Simulator; Border Community Liaison Unit; Acquisitions Management; Fleet maintenance; K9 kennels; and, two, 12 thousand gallon fuel stations are maintained and conducted at this facility.

# Area of Responsibility







The Area of Responsibility (ADR) is comprised of 1,932 square miles in some of the most historic and scenic South Texas ranchlands\*. The two dominant ranches, King and Kenedy, surround four communities. The Cities of Kingsville and Bishop and the towns of Riviera and Sarita, fall within the ADR. All four are steeped in tradition and are rooted firmly in the mystique of the South Texas legacy. The City of Kingsville is home to several of South Texas' most famous institutions such as the King Ranch, Texas A&M University - Kingsville, Caesar Kleberg Wildlife Research Institute, the National Natural Toxins Research Center, Coastal Bend College and Naval Air Station – Kingsville.

#### \*RANCHERS EXECUTIVE FORUM, (p.15)

- Armstrong ▪ Kenedy Memorial Foundation ▪ Kenedy Trust ▪ King
- Mariposa ▪ Paloma ▪ Payne ▪ Rio Paisano ▪ Santa Fe ▪ Santa Rosa

#### POPULATIONS

- Kingsville: 26,529 (2014) ▪ Riviera: 1,969 (2007)
- Bishop: 3,126 (2009) ▪ Sarita: 238 (2010)

# RIO GRANDE VALLEY SECTOR

## MISSION

Securing the border is fundamental to protecting America, preserving our freedom, safety, and our way of life.

## VISION

Make South Texas an undesirable place for transnational criminal organizations and their illicit networks to operate.

## STRATEGIC PRIORITIES

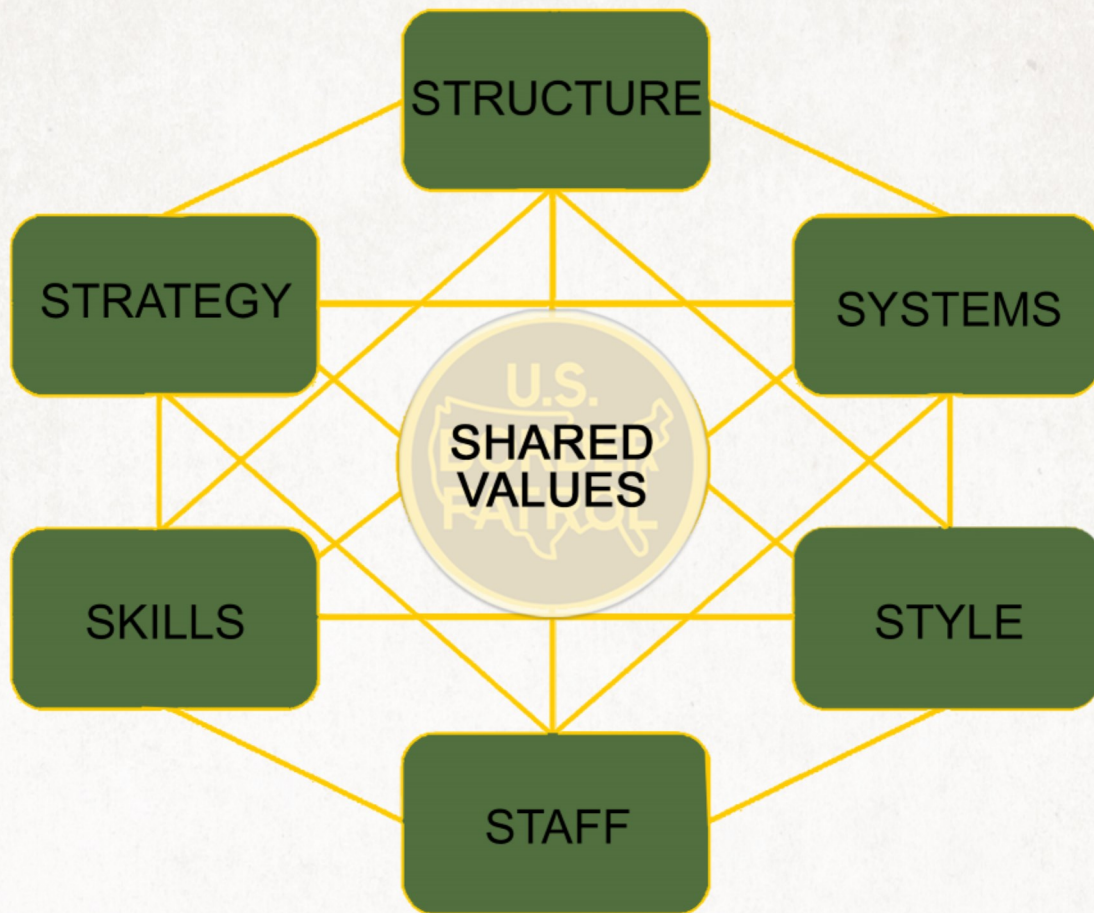
The priorities within our border security mission are:

- Mitigating risk of terrorist threats to the border environment.
- Targeting cross-border criminal activity based on risk/threat.





## STATION MODEL



The Kingsville Station model, derived from the McKinsey 7-S Framework (p. 17), is composed of the Structure, Strategy, Systems, Skills, Shared Values, Style, and Staff components which are aligned to increase efficiency and effectiveness. It is the blueprint which fits the pieces together and guides agent and employee actions towards accomplishing station objectives.

A key point in viewing the model is gaining an understanding that all seven elements are interconnected and a change in one area, impacts and requires change in another for it to function effectively. For example, the station strategy is negatively impacted if fleet, sensors, cameras, and night vision goggle resource management Systems are mismanaged. Our Staff element is negatively impacted if our Shared Values are not adequately socialized and training is sub-standard.

**Strategy** – Ways in which operational effectiveness is achieved. Our strategy incorporates two key objectives, 1) Accomplish the Mission and, 2) Welfare of the Troops. We cannot get the job done without taking care of our agents and employees. The Strategy is clearly articulated, long-term, and is reinforced by a strong vision, mission, strategic priorities, and core values.

**Structure** – The manner in which tasks, agents, and employees are specialized and divided, and authority is distributed. The station organizational chart; basic grouping of activities and reporting relationships into organizational sub-units, is the mechanism which coordinates member activities: Patrol Groups, Specialty Units, Delta/Administrative Unit and mission support.

**Systems** – Formal processes and procedures used to manage the station, including: Information Management; Border Patrol Enforcement Tracking System; Capabilities Gap Analysis Process; performance management and reward systems; resource and asset Management; Operational Requirements-Based Budget Process; Systems, Applications, and Products; Self-Inspection Program; and, Firearms, Armor, and Credentials Tracking System.

**Staff** – Agents and employees, their backgrounds, and competencies. The station's approach to socialization. How people are developed and motivated and how careers are managed; how trainees and transfers are trained, socialized, and integrated. The goal is to create a learning organization – a station which facilitates the learning of agents and employees and continuously transforms itself.

**Skills** – The distinctive competencies that reside within the station. Can be distinctive competencies of agents and employees, management practices, systems, and/or technology. Highlights area proficiency: subject matter experts in traffic checkpoint operations; case development and processing; self-sufficient and proficient in all training aptitudes; skilled and practiced in liaison with law enforcement and ranch and community partners.

**Style** – The leadership style of top management and the overall operating style of the station. Style impacts the norms agents and employees follow and how they work and interact with each other. A station transformational leadership style, comingled with a servant leadership style, improves and increases communication, reinforces the mission, and strengthens morale.

**Shared Values** – The station core values are extremely profound and speak directly to us and who we are and how we carry ourselves daily to complete the mission. They are the nucleus from which all other station components and guiding principles revolve and create common ground. We reflect on our values to remind us of who we are as agents and employees, that we are held to a higher standard, and that we must retain public trust. This is manifested in our Oath of Office.





## CORE VALUES

Integrity · Accountability · Fidelity

## GUIDING PRINCIPLES

I will be...  
**Professional**

I will...

Act in a manner consistent with our Oath of Office to maintain highest technical and ethical standards and character; courteous and conscientious to maintain Public Trust.

**Tactically Sound**

Maintain an appropriate, heightened sense of awareness and engage all people and situations with a law enforcement mindset, with an emphasis on the need to act or react with competence, ingenuity, skill, compassion, and violence if need be.

**Aware**

Understand communication in all facets is the key to success, whether spoken, unspoken, or written to share information, news, or ideas, improve and increase officer safety, empower critical decision-making, and challenge conventional thinking.

**Disciplined**

Exercise sound judgment and control while engaged in law enforcement operations to bolster our deployment strategy, improve efficiency and effectiveness, and increase probability of success.

**Agile**

Embrace change, move with speed and flexibility, and respond resourcefully to rapidly changing environments; able to view challenges as opportunities from different angles to solve problems.

**Resourceful**

Design and execute solutions which increase productivity, enhance potential, and ensure we are good stewards of our assets and resources; responsible and accountable for our equipment and the tools of our trade which protect us and others.

**Mentally & Physically Prepared**

Train, drill, and rehearse my actions and remain in peak physical and mental condition, always ready, able to defend my partners, others, and myself, and deliver the best I am capable of giving.

**Resilient**

Remain adaptable in the face of adversity, trauma, tragedy, or even significant sources of stress — such as workplace and financial stressors and family, relationship, or serious health problems.

**Selfless**

Extend myself in extraordinary ways, making enormous sacrifices of time, energy, and resources to assist our families and community and perform my duties without forethought of reciprocity for the betterment of our nation.

**Persistent**

Never forget I am an American, determined to protect our nation, responsible for my actions, and dedicated to the principles which made our country free and secure.

# STRATEGY

Of utmost significance to the Border Patrol and the Rio Grande Valley Sector is the Presidential “*Border Security and Immigration Enforcement Improvements*” Executive Order “*to direct executive departments and agencies to deploy all lawful means to secure the Nation’s southern border, to prevent further illegal immigration into the United States, and to repatriate illegal aliens swiftly, consistently, and humanely*” (Trump, 2017). This Border Security focus highlights and strengthens a steadfast enforcement posture. A coherent policy which supports enforcement of our laws, accompanied by sound operational strategies, produces significant gains to secure our borders.

**Operationally.** A sound agent and resource deployment methodology, fortified with a comprehensive situational awareness focus, and capitalizes on asset and resource management ensures success.

**Administratively.** A human capital emphasis which instills accountability and pride in the workforce and exploits and develops agent and employee competencies, knowledge, and skills to accomplish the mission is critical and necessary.

## STRATEGIC PRIORITIES

The following station operational priorities directly correlate with RGV strategic priorities to achieve the vision, accomplish the mission, and support agents and employees:

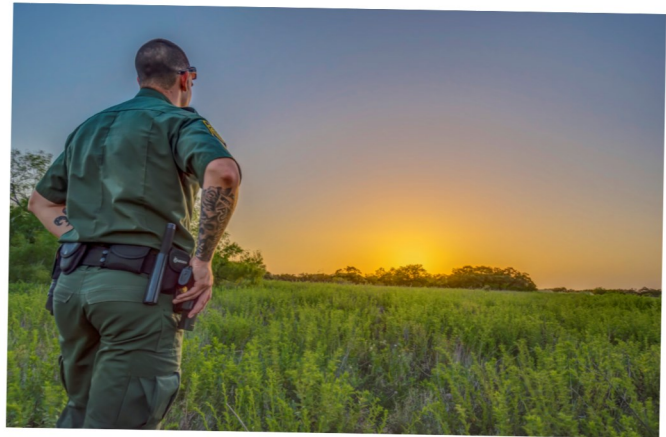
### **Operations**

- Connect the dots from the checkpoint to the line.  
Identify where aliens cross, stage, and leave the immediate border area to increase effectiveness; tracking and sign-cutting module.
  - Mitigate risk of terrorist threats to the border environment.
- Reduce the number of checkpoint walk-arounds and deaths to zero.  
General tactics include: deployment strategy; smuggler identification; search & rescue system improvements; and tracking and sign-cutting module to increase efficiency.
  - Target cross-border criminal activity based on risk/threat.
- Improved operational capability and situational awareness.  
General tactics include: deployment strategy; tracking and sign-cutting module; improved enforcement posture through Intelligence collection, planning, and execution; and, improved internal and external communication, partnerships, and relationships.
  - Manage traditional/low-risk illegal immigration flow.



## Human Capital

- Make the Kingsville Station a desirable place for agents and employees to operate.
  - Fortify communication and information sharing to establish and maintain trusting relationships, cultivate teamwork, and strengthen morale.
- Create a culture of professionalism and responsibility.
  - Foster a workplace environment where agents and employees take accountability for their actions and seek supervisors before union stewards.
- Reduce the number of alcohol and domestic violence related incidents to zero.
  - Promote initiatives and provide educational awareness to bolster a resilient workforce.
- Advance the workforce.
  - Increase and improve training and development opportunities to improve knowledge, skills, and competencies of future leaders and to create a learning organization.
- Connect the dots from where we are today to where we began.
  - Link our history and traditions to provide direction and instill a sense of pride.





## STRATEGIC OPERATIONS, SYSTEMS, and INITIATIVES vs. CRIME TUMOR

Kingsville Station has successfully incorporated Customs and Border Protection, United States Border Patrol, Rio Grande Valley Sector, and Kingsville Station specific law enforcement and human capital operations, systems, and initiatives to combat the tumor of trans-national and local criminals and their resultant malignant effects. These specific, strategic actions and methods are applied systematically to achieve the sector vision, counter and shrink malevolent and criminal activity, and bolster National Security.

Of considerable importance is the implementation of the Tracking and Sign-cutting Modeling (TSM) which dramatically expands situational awareness and solidifies a common operational picture to increase operational effectiveness. Other key areas which drive the Strategy as a part of the station model include but are not limited to: Border Patrol Enforcement Tracking System; Operational Requirements Based Budgeting Program; e3; Asset Forfeiture Office; KIN Relocation Assistance and Operations Training Program; Labor and Employee Relations; Office of Worker's Compensation Programs; Payroll; Detail Management Team; Acquisitions Management; Capabilities Gap Analysis Process; Systems, Applications, and Products; Self-Inspection Program; and, Firearms, Armor, and Credentials Tracking System.



# STRATEGIC PARTNERS

*"Border Security is a team sport!"*

The Kingsville Station has made great strides towards improving partnerships with our vital ranch, community, and law enforcement partners. Beyond that, the station has cultivated relationships with these partners and strengthened bonds to solidify whole of government and whole community approaches to protect America, preserve our freedom, safety, and our way of life.

## Ranchers Executive Forum

Armstrong Ranch – Cody Fry  
Kenedy Memorial Foundation – Homero Vera  
Kenedy Trust – Joe Stiles  
King Ranch – Gary Robinette  
La Paloma Ranch – Keith Adkins  
Mariposa Ranch – Dan Sullivan  
Payne Ranch – Bud Payne  
Rio Paisano – Michael Kruger  
Santa Fe Ranch – Mike East  
Santa Rosa Ranch – Matt Robinson  
South Texas Property Rights Association – Susan Kibbe



"Landowner input and buy in is critical to the success of border security efforts by U.S. Border Patrol in South Texas. The partnership that South Texans' Property Rights Association (STPRA) has developed with Border Patrol over the past years is a success in itself. STPRA applauds these efforts and commends the Kingsville Border Patrol Station for its Strategic Plan 2022 that will serve as a strategy template for years to come."

– Susan J. Kibbe, Executive Director, STPRA

## Law Enforcement Partners

Drug Enforcement Administration  
Federal Bureau of Investigations  
Homeland Security Investigations  
Kenedy County Sheriff's Office  
Kingsville Police Department  
Kingsville Specialized Crimes & Narcotics Task Force  
Kleberg County Sheriff's Office  
Texas Department of Public Safety  
Assistant United States Attorney's Office

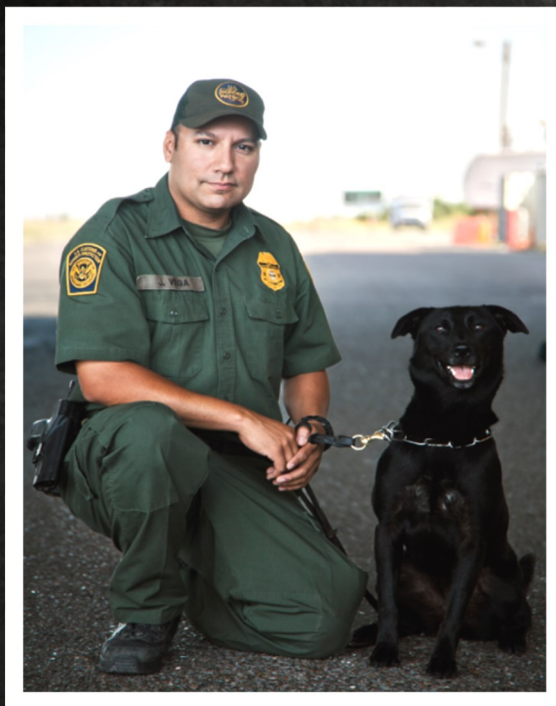


"The association between the United States Border Patrol and King Ranch dates back almost 100 years to when the first agents were assigned to this part of Texas. Since that time, we have continued to develop and refine this relationship through shared communication and cooperation. We rely heavily on the Border Patrol, along with our state and local law enforcement agencies, to assist us in taking a proactive and professional approach to ensuring the safety and security of King Ranch stakeholders and assets. We believe that this Strategic Plan will give both landowners and the Border Patrol an additional tool for accomplishing our respective missions, and we know that the Border Patrol will continue to be a valuable resource as we look forward to, and plan for the future here in South Texas."

– Gary D. Robinette, Chief of Security, King Ranch, Inc.

## IN MEMORIAM

*"Greater love hath no man than this, that a man lay down his life for his friends."*



### **Javier Vega, Jr.**

June 17, 1978 – August 3, 2014

Entered on duty, February 11, 2008 – Class 745

Agent Javier "Harvey" Vega entered on duty at the Kingsville Border Patrol Station on February 11, 2008 as part of Border Patrol Academy Class 745. Harvey was a proud, determined agent who found his calling as a K9 Handler and prior to joining the Border Patrol, served his country with distinction as a United States Marine. Quick to accept others while withholding judgment and described as having a huge heart, were hallmarks of his character. Harvey was driven by his enduring sense of duty and honor and he gave his life protecting the ones he loved most, attempting to protect others. His love will forever be carried in our hearts.





Trump, D. (2017). Executive order: border security and immigration enforcement improvements. The White House. Retrieved from: <https://www.whitehouse.gov/the-press-office/2017/01/25/executive-order-border-security-and-immigration-enforcement-improvements>

“The 7-S framework is a tool for analysis and action. It emerged from a stream of research that sought to identify the best way to manage and organize firms, which culminated with a team of McKinsey & Company consultants and Harvard Business School and Stanford Business School professors developing the 7-S framework.”

“Leaders and consultants often use the 7-S framework to help them get their arms around the complex problem of capturing the multiplicity of factors that shape an organizations behavior and performance. The 7-S model also has important implications for proposing and evaluating plans for changing an organization. While a thorough diagnosis may point to the need to change any one of the Ss, each one differs in how easily and directly it can be changed.”

Bradach, J. (1996). Organizational Alignment: The 7-S Model. Harvard Business School.

This plan was written and intended for the sole use and purpose of the Kingsville Station and Rio Grande Valley Sector Border Patrol. The plan includes many law enforcement and non-law enforcement personnel and private organizations and businesses. Nothing in this document is deemed or considered legally binding upon any person or entity identified herein.

**PHOTOS:** BPA DAVID BENNETT | BPA TOSH CUELLAR **DESIGN:** BPA TOSH CUELLAR





UNITED STATES BORDER PATROL ■ RIO GRANDE VALLEY SECTOR ■ KINGSVILLE STATION

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