

RIO GRANDE VALLEY SECTOR
FALFURRIAS
BORDER PATROL STATION

STRATEGIC PLAN



2020



BUILDING A CULTURE OF EXCELLENCE

The Falfurrias Border Patrol Station (FLF) operates the most productive immigration checkpoint in the nation in regard to aliens and criminals apprehended and narcotics seized. The high traffic level, demanding climate and terrain, unscrupulous smugglers and their criminal element, and the integrated efforts with the community, law enforcement and administrators at the local, state, and federal levels make for an extremely complex operational environment. The mission is to positively impact border security and public safety in the Rio Grande Valley, and beyond, and to refine our Border Patrol tradecraft.

Falfurrias agents are known for the rate at which they develop into top-notch field operators who often advance to significant positions within the organization. Although our location is remote and conditions are challenging, agents will not find a better or more rewarding work environment in the U.S. Border Patrol.

The purpose of the Falfurrias Border Patrol Station Strategic Plan 2020 is to reinforce the longstanding traditions associated with being a Falfurrias Border Patrol Agent while articulating a guide of operational and administrative functions in support of sector and national Border Patrol goals and objectives. The FLF Strategic Plan 2020 makes the concrete connection to sector and national-level plans and helps identify agents' roles in producing measureable near and long-term benchmarks and successes.

It is said that without a viable roadmap, one will never reach their final destination. The FLF Strategic Plan 2020 is the roadmap that will lead us to Improved Operational Capability and Awareness, Enhanced Communications, Increased Institutional and Doctrinal Development and Focused Employee Development and Team Safety.

I look forward to the successes that I am certain this coherent strategy and proven planning process will bring to the Falfurrias Border Patrol Station.

Respectfully,



Doyle E. Amidon Jr.
Patrol Agent in Charge
Falfurrias Border Patrol Station



DOYLE E. AMIDON JR.
PATROL AGENT IN CHARGE



THOMAS W. SLOWINSKI
DEPUTY PATROL AGENT IN CHARGE



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BACKGROUND

The Falfurrias, Texas, Border Patrol Station was first opened in 1940 and is within the U.S. Border Patrol's Rio Grande Valley (RGV) Sector. The current station was built in 2002 and consists of a 23,000-square foot administrative building situated on 3 acres.

Falfurrias Station is located approximately 70 miles north of the U.S./Mexico international border, in one of the busiest illegal immigrant and narcotics trafficking corridors in the nation. The area of responsibility (AOR) encompasses 1,105 square miles of Brooks County, and southern Jim Wells County, and consists primarily of privately owned ranchland. The terrain is comprised of rough brush and crude vegetation with numerous mesquite and oak trees. Summers in Brooks County are particularly brutal with temperatures often approaching 100 degrees Fahrenheit with relative humidity levels above 80 percent; unfortunately, these factors contribute to high annual numbers of undocumented migrant deaths and rescues.

The station's primary responsibility is to maintain a traffic checkpoint, situated 13 miles south of Falfurrias, on Highway 281. The Falfurrias Checkpoint was established in 1994 and is manned 24 hours a day, seven days a week, with three primary lanes of inspection. According to the Texas Department of Transportation, up to 10,500 vehicles originating in the Rio Grande Valley – 2,500 of which are commercial tractor-trailers – are inspected at the Falfurrias Checkpoint, every day. Operations at the checkpoint are designed to detect and apprehend terrorists and their weapons and to prevent the passage of illegal immigrants and other contraband from the border area into the interior of the United States.

In anticipation of increased traffic levels associated with the completion of the Interstate 69 corridor, a new checkpoint facility construction project is underway to improve operational capacity through the expansion of primary inspection lanes. Construction is estimated to be completed in 2017. Approximately 310 agents are assigned to the station, which was built to house 120 agents. The Falfurrias Station Strategic Plan 2020, therefore, includes a requirement for a new Border Patrol Station.

THE STRATEGY

In order to effectively advance operations to address an ever-evolving adversary, it is critical to articulate a strategy that identifies and measures the threat, as well as, the Falfurrias Station's response to that threat. Crafting and implementing a strategy allows the station to operate effectively, efficiently and nimbly, and to be predictive and proactive rather than responsive and reactive to evolving threats. *The station's strategic end state is one in which its capabilities and actions exceed those of its adversaries.* Falfurrias Station will identify and manage the adversary and will not allow the adversary to manage it.

The Strategic Plan 2020 builds on the risk-based foundation of the 2012-2016 National Border Patrol Strategy, and the overarching Customs and Border Protection (CBP) Vision and Strategy 2020 - Roadmap to Mission Success. The plan will also guide operations and actions, setting conditions for current and future success. It will institutionalize the manner in which the station conducts business and develops mechanisms and best practices, to ensure it is *a learning organization adept at knowledge management principles.*

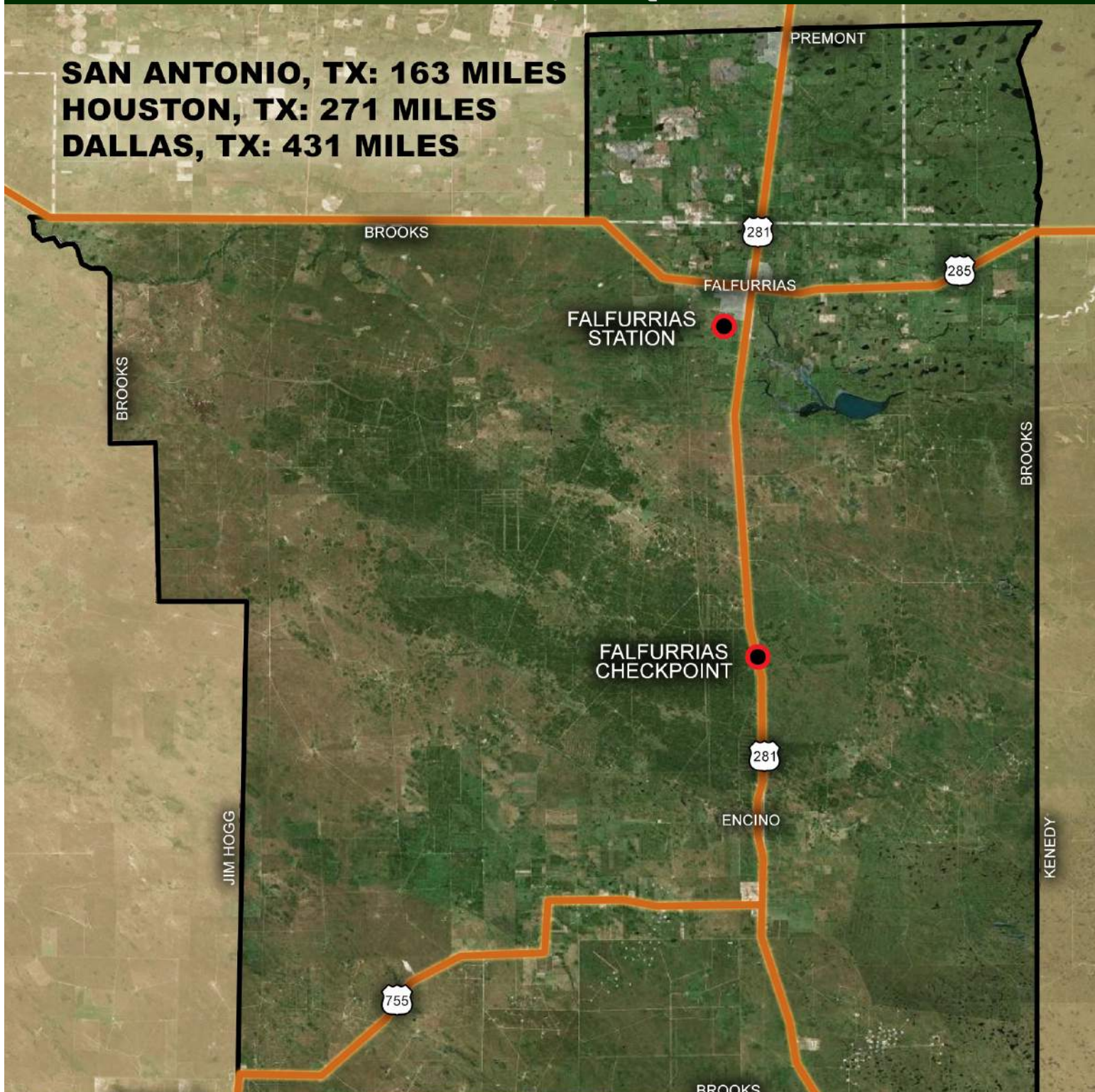
The strategic plan directs the creation of a series of associated, supporting action plan timelines with clearly defined Internal Interim Priority Objectives (IIPO) that support four overarching strategic goals:

- ▶ *Improved Operational Capability and Awareness;*
- ▶ *Enhanced Communications;*
- ▶ *Increased Institutional and Doctrinal Development;*
- ▶ *Focused Employee Development and Team Safety.*

Although it is anticipated the Internal Interim Priority Objectives will evolve to adjust to the threat, the goals will remain constant through FY 2020.

BROOKS COUNTY - 1,105 SQUARE MILES

SAN ANTONIO, TX: 163 MILES
HOUSTON, TX: 271 MILES
DALLAS, TX: 431 MILES



Falfurrias is named for founder Edward Cunningham Lasater's ranch, La Mota de Falfurrias. The Sweet cream butter and other products from Lasater's creamery established in 1909, made the town a familiar name across the state. Don Pedro Jaramillo, a Mexican-born healer known as "The Healer of Los Olmos", was buried in Falfurrias in 1907 and is venerated at a shrine there. In the 1930s and 1940s extensive oil and gas reserves were discovered around Falfurrias. In 1950, the city had a population of 6,712, which declined throughout the latter half of the twentieth century and continued to do so. In 2000 the population was 5,297 and 4,981 in 2010.

FALFURRIAS BORDER PATROL STATION GOALS

IMPROVED OPERATIONAL CAPABILITY AND AWARENESS

Organizationally, we strive to extend awareness of the adversary beyond the United States border in an effort to identify and anticipate threats before they reach the homeland.

Similarly, we will improve operational capabilities and increase awareness by building upon partnerships with other law enforcement agencies, communities of interest, the Office of Intelligence (OI), and the Joint Task Force West South Texas Corridor (JTF-W STC). Seeking and sharing information will improve our ability to identify and respond to threats as they approach and traverse our AOR.

As an interior station, it is vital to expand our knowledge of the criminal element operating in the AOR in order to effectively deploy available resources to assess, mitigate and manage risks. The station will appropriately assess, distribute and utilize actionable intelligence to effectively deploy finite resources and guide operations. We will request additional personnel, training, infrastructure and equipment; and will explore new and emerging technology; while adhering to the basic tenets of Border Patrol best practices (sign cutting, basic interview techniques, proven checkpoint questioning practices and small team tactics); to align with national, sector and station level goals and objectives, and to improve and streamline operations.

LANDMARK & TERRAIN KNOWLEDGE/MANAGEMENT & FIELD TACTICS IMPROVEMENT

Falfurrias Station will establish mechanisms to improve our tradecraft and agent terrain and landmark knowledge. Renewed, focused area orientation practices will be implemented for new agents and aerostat contract personnel. In-station details (Flex Unit) combined with training in small team tactics will improve operational effectiveness and increase detection-to-apprehension ratios.

At the checkpoint, management will improve operational efficiency and effectiveness with the development of formalized checkpoint interview questions, techniques and guidance as well as recurring, informal courses instructed by seasoned agents.

Local landowners are also key to the way we do business and they play an important role in shaping the landscape to take the tactical advantage away from the adversary.



INTELLIGENCE COLLECTION, DEVELOPMENT AND DISSEMINATION

RGV Sector Intelligence Unit (SIU) Border Patrol Agents-Intelligence (BPA-Is) assigned to Falfurrias Station, and Collateral Intelligence Agents, will collect and exploit information and intelligence to identify smugglers, smuggling organizations, and their enablers. Additionally, they will identify and share changes in adversary tactics, techniques and procedures and will collaborate with law enforcement and intelligence partners to develop intelligence target folders to provide joint analytical products for field dissemination which will guide station operations.



The station will collaborate with SIU BPA-Is and Collateral Intelligence Agents to establish best practices to collect, develop and disseminate information on the operational terrain; to respond aptly, to areas determined to be higher-risk, with appropriate mitigating actions (personnel, technology, infrastructure and/or terrain management techniques).

Falfurrias Station will seek to excel in the publication of relevant, accurate, comprehensive, timely, and well written Field Intelligence Reports to aid SIU and BPA-Is in providing risk, threat, and vulnerability assessments on transnational criminal organizations, local criminal threats and geographic locations.

PHYSICAL INFRASTRUCTURE, TECHNOLOGY AND INFORMATION SYSTEM INTEGRATION

Technology, infrastructure and sound information management platforms are critical force multipliers that strengthen targeted enforcement capabilities which will result in a higher probability of success.

Management will advocate to retain adequate aerial observation platforms and deploy Remote Video Surveillance System technology to maintain persistent surveillance and enhance operational awareness and effectiveness.

A new, larger station will accommodate current and future staffing levels to improve operational and administrative capacity, which will boost employee morale.

In addition, leadership will advocate for an interactive information technology system capable of capturing and sharing real-time information for station resource deployment and planning purposes to display the current operational landscape (to include adversary and blue force tracking) for passing active tracks, ongoing events and trends from shift to shift.



FALFURRIAS

STATION LEADERSHIP



LEADERSHIP FROM LEFT TO RIGHT:

SBPA Ruben Garza, Jr., SBPA Raul Saavedra, SBPA Daniel Hernandez, SBPA Anthony Crane, SBPA Gilbert Ramirez, SBPA Roel Nuñez, SOS Joseph D. Cabral, WC Edmund Alaniz, DPAIC Thomas W. Slowinski, PAIC Doyle E. Amidon, Jr., WC Anselmo Garcia, WC Terry McIntosh, SBPA Francisco Quiñones, SBPA Christian Alvarez, SBPA Casey Marchmont, SBPA Gerardo Mercado, SBPA Javier Valdez, SBPA Jose Quiñones, and SBPA Jose M. Diaz.



LEADERSHIP FROM LEFT TO RIGHT:

SBPA Jonathan Whitehurst, SBPA Brandon Perryman, SBPA Craig Johnson, SBPA Ernesto Sanchez, SBPA Ryan Osburn, SBPA Jose Tijerina, SBPA George Meza, SBPA Jose G. Ibarra, SOS Jesus Infante, SOS Donicio Diaz, WC Anselmo Garcia, PAIC Doyle E. Amidon, Jr., WC Terry McIntosh, SOS Jose O. Garcia, SBPA Jose Leal, SBPA Elizabeth Gold, SBPA Reid Heilman, SBPA Howard Parsons, SBPA Roberto Vega, SBPA Ting Yip, SBPA Isidro Martinez, SBPA Samuel Bustamante, SBPA Kevin Fontenette.

NOT PICTURED:

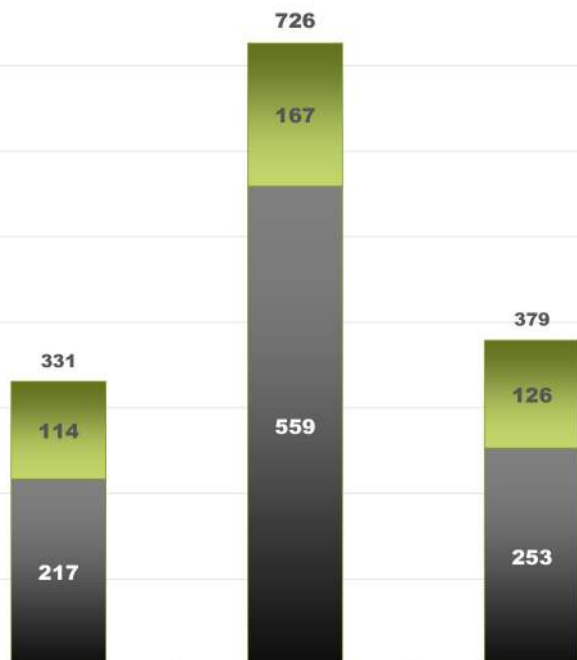
SBPA Stacey Leal, SBPA Dich Coles, SBPA Faustino Campos, SBPA John Ramos, SBPA Lyle D. Gibson, SBPA Lionel Z. Flores, SBPA Aureliano Valdez

2012-2014 STATISTICS

RESCUES, DEATHS, APPREHENSIONS, & NARCOTICS SEIZURES

Immigrant Rescues

■ Falfurrias Border Patrol Station ■ Rest of Rio Grande Valley Sector



2012

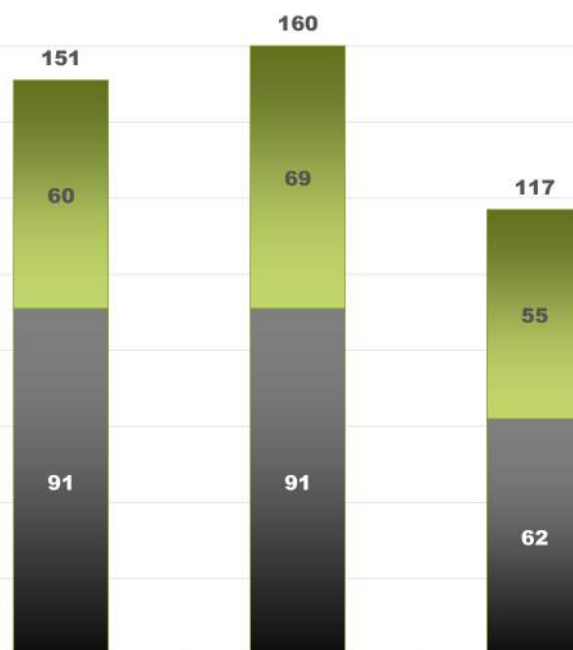
2013

2014

(October 1 - September 30)

Immigrant Deaths

■ Falfurrias Border Patrol Station ■ Rest of Rio Grande Valley Sector



2012

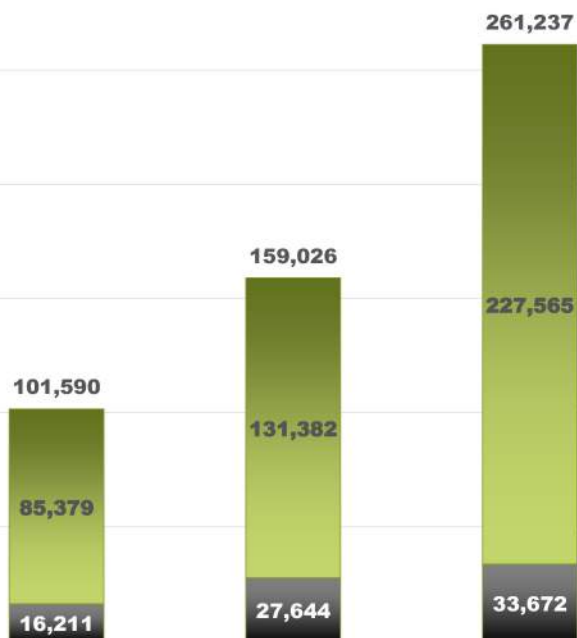
2013

2014

(October 1 - September 30)

Apprehensions

■ Falfurrias Border Patrol Station ■ Rest of Rio Grande Valley Sector



2012

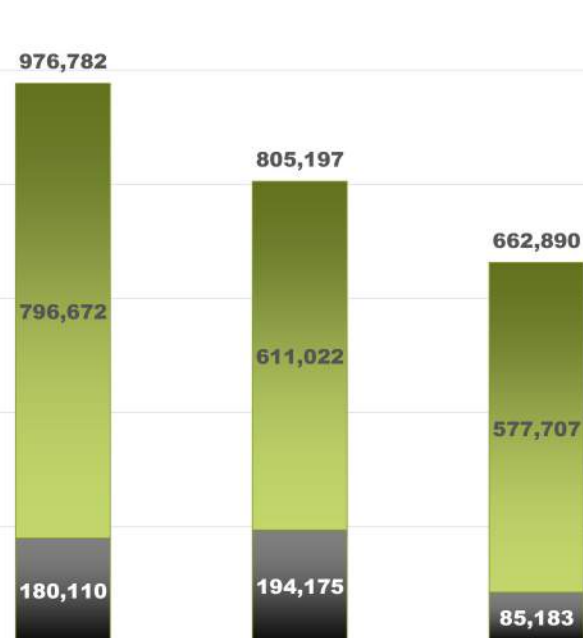
2013

2014

(October 1 - September 30)

Narcotics Seizures (lbs)

■ Falfurrias Border Patrol Station ■ Rest of Rio Grande Valley Sector



2012

2013

2014

(October 1 - September 30)

CONSEQUENCE DELIVERY

The ability to deliver consequences to our adversary is critical in discouraging future illegal activity.

Beyond the current Assistant U.S. Attorney's (AUSA) Office prosecutorial guidelines, the station will implement innovative consequence delivery mechanisms to discourage illicit activity.

We will work to enhance the screening unit and improve its synchronization with the Sector Northern and Southern Corridor Operations Group Prosecutions Unit and the AUSA to increase the identification of criminals, improve casework and increase successful prosecutions.

Sharing prosecutorial outcomes will also increase successful criminal prosecutions and improve agent prosecutorial awareness and morale.

Assistance and support from Sector Headquarters and the AUSA in Corpus Christi, Texas, is imperative and we will seek a focused prosecutorial approach (Operation Streamline) during recurring operational assessments to discourage illegal activity.

Falfurrias Station will seek expanded law enforcement authorities (limited peace officer status) to expand consequence delivery methods in order to address law enforcement challenges such as uncooperative motorists and below prosecutorial threshold marijuana smuggling (Operation Citation). This approach will impact our adversary but will require support from the government of Texas and senior Border Patrol leadership.

Working with other agency partners such as local law enforcement, parole, probation, child protective services, health and human services, is crucial in order to deliver consequences outside our authority.



ENHANCED COMMUNICATIONS

The effectiveness of any organization is contingent on its ability to effectively communicate. Being able to adequately transmit and receive information is a critical component of operational success. We will set the standard for effective internal and external communications.

The station will seek new and innovative techniques to share and receive critical information with our law enforcement partners, communities of interest, Non-Governmental Organizations (NGOs), sector and our own personnel. We will develop pioneering mechanisms which ensure the sharing of critical information to improve operational capacity, capability, safety and morale.



COMMUNICATION INFRASTRUCTURE

Management will seek state-of-the-art communications technology and advocate for tactical repeaters attached to aerial or fixed platforms. An additional secure digital radio channel will improve communications capacity to manage the high volume of radio traffic and improve communications and agent safety.

Management is dedicated to exploring and implementing innovative practices for maximum use of existing communication infrastructure.



INTERNAL COMMUNICATION

The Falfurrias Station leadership will adopt the theme of transparency. Sharing information with personnel will make way for *an environment that encourages information sharing, idea exchange and trust; without regard to rank, status or tenure.* We will develop innovative internal communication mechanisms and protocols to improve transparency.

In order to improve operational capability and agent morale, we will identify Supervisory Border Patrol Agents and informal leaders (who are leaders regardless of their rank, who agents approach for advice) and will afford them enhanced communication opportunities with station leadership. By including all agents in decision making processes, we will facilitate a sense of ownership, buy-in and pride.



EXTERNAL COMMUNICATIONS

To improve our operational capability and to discourage illicit activity, *we will seek new opportunities to identify and build federal, state and local law enforcement coalitions.* This will allow us to share and obtain mutually relevant intelligence.

The station will partner with the RGV Field Communications Branch to assist in highlighting successes to the public. Being transparent will improve our image, strengthening relationships with the community and the media along with Non-Governmental Organizations.

The Ranch Liaison Unit will be expanded to strengthen external relationships and increase situational awareness among community stakeholders.

We will implement the Ranchers Executive Forum, comprised of influential and impacted property owners, to improve information sharing, increase collaboration and coordination of operations and to indirectly deliver important messages to parties not directly or readily accessible by Border Patrol personnel.

Falfurrias Station will increase activity with the Border Community Liaison Program, the Ranchers Executive Forum and other NGOs, like the South Texas Human Rights Center, to increase information sharing, operational awareness, improve effectiveness, and terrain management practices, while refining human rights best practices.



INCREASED INSTITUTIONAL AND DOCTRINAL DEVELOPMENT

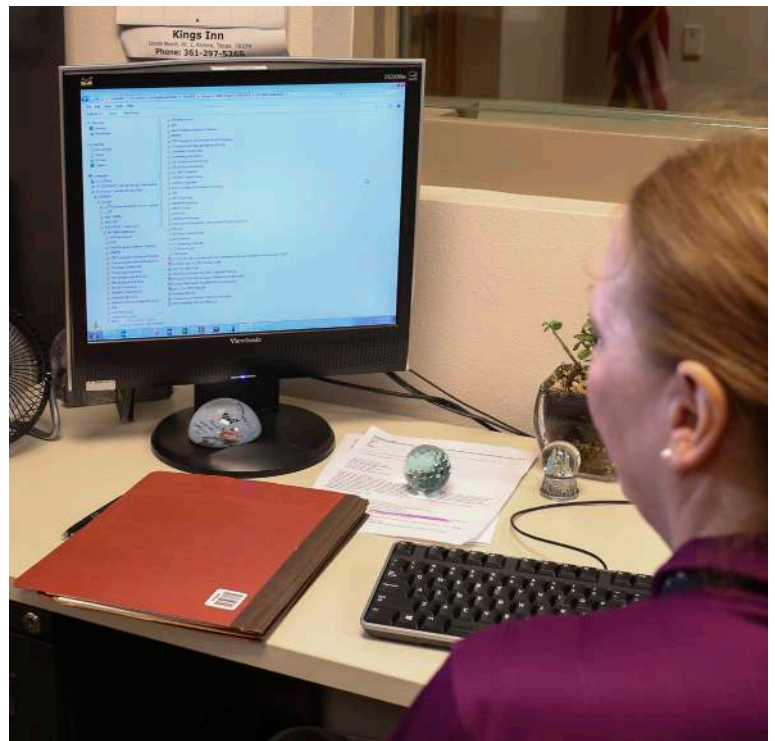
In order to build upon successes and previous challenges, *we will implement the institutions and doctrine essential to ensuring the station evolves into a learning organization that employs sound knowledge management practices.*

DEFINING, ORGANIZING AND STREAMLINING ROLES, RESPONSIBILITIES AND PRACTICES

In order to encourage efficiency, effectiveness and ease of transition, the station will memorialize position and assignment roles and responsibilities through recurring program management reviews and publishing position descriptions, standard operating procedures and operational checklists to formally define and document critical positions and assignments.

Operational and administrative processes will be streamlined to reduce redundancy. Innovative corporate business practices will be implemented and effective protocols that may have been neglected during periods of previous mission priorities will be reinstituted.

The station's shared drive will be realigned and reorganized for operational efficiency. Mechanisms will be developed to continuously monitor and manage the File Tracking and Laserfiche systems to ensure timely and accurate submission of administrative paperwork. Critical information will be archived in an efficient manner.



DOCTRINE IMPLEMENTATION AND DISTRIBUTION

Sound doctrine is a trademark of effective and efficient operations. Leadership will identify gaps in operational or administrative doctrine and will work with sector to draft or request doctrine from sector or the Office of Border Patrol. Doctrinal development includes drafting the Falfurrias Station Strategic Plan and the publication of documents that standardize reporting procedures, guide operations and articulate the success metrics.

Falfurrias Station will research, identify, implement, distribute and archive operational and administrative guidance, pertinent legislation and case law to ensure personnel can easily locate and comply with sector- and national-level directives, legislation and pertinent legal decisions that impact operations and administrative actions. We will draft, implement and distribute doctrine to institutionalize actions and activities that advance supervisors' and agents' understanding of operations, tactics, practices and protocols.



FOCUSED EMPLOYEE DEVELOPMENT AND TEAM SAFETY

With a firm belief that leaders are made, not born, station leadership will seek training, educational opportunities and leadership seminars that result in the enhanced development of supervisors, agents and administrative staff.

Employees are encouraged to abandon their comfort zone and accept educational opportunities and work assignments that stretch their capacity, ***for when we stretch our mental capacity, we improve our operational capability.***

Safety is paramount and we will continually implement measures to improve employee safety.



INSTITUTE ADVANCED EDUCATIONAL OPPORTUNITIES, MENTORING PRACTICES AND TRAINING

Mentoring strategies for employees will expand employees' knowledge and experience to prepare them for future leadership opportunities.

Implementing advanced education and training opportunities for employees will enhance employees' knowledge base and make them competitive for leadership opportunities within, and beyond, CBP.

Guiding and mentoring personnel through senior leader presentations on proven principles during supervisory and agent all-hands meetings and musters will expound on proven techniques on not what to think but how to think.



Leadership will request Sector support to bring in leaders from divergent backgrounds to share life lessons and to show that *proven leadership principles are successful without regard to a particular organization.*



TEAM SAFETY AND ACCOUNTABILITY

Falfurrias Station will continue to implement and refine measures to quickly account for employees and will increase workplace safety. Contact information for all agents is continuously updated and management will ensure the Emergency Notification System and the station call tree remain proficient in quickly accounting for all station employees.

Measures to identify and remediate officer safety hazards in the office, at the checkpoint and in the brush will be implemented to reduce the likelihood of agent injury and to improve employee safety.

END STATE

The concepts and principles of the Falfurrias Station Strategic Plan 2020, if followed, will result in improved operational and administrative effectiveness and efficiency, enhanced internal and external partnerships, and will make way for the Falfurrias Border Patrol Station to become a learning organization that practices sound knowledge management principles, whose capacity and capability will surpass that of its adversary.

FALFURRIAS

PHOTOGRAPHS



A Border Patrol Agent endures the heat after taking a group of migrants into custody on July 22 near Falfurrias, Texas.

Photo by John Moore – Getty Images Caption by NBC News



A woman awaits transport to a processing center after being detained on July 22 near Falfurrias, Texas.

Photo by John Moore – Getty Images Caption by NBC News



A U.S. Customs and Border Protection Agent takes a migrant into custody near Falfurrias, Texas on July 22.

Photo by John Moore – Getty Images Caption by NBC News

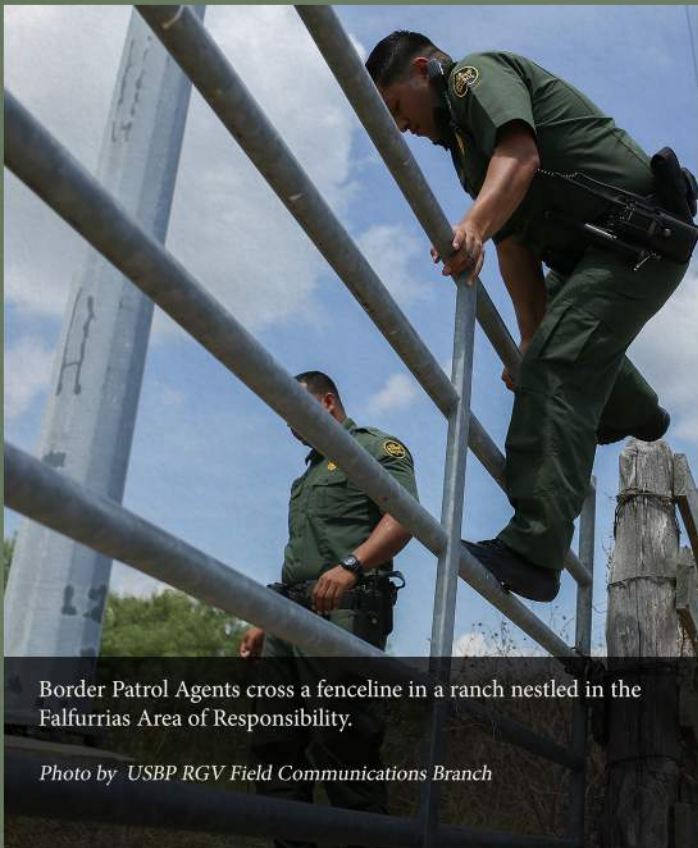
FALFURRIAS

PHOTOGRAPHS



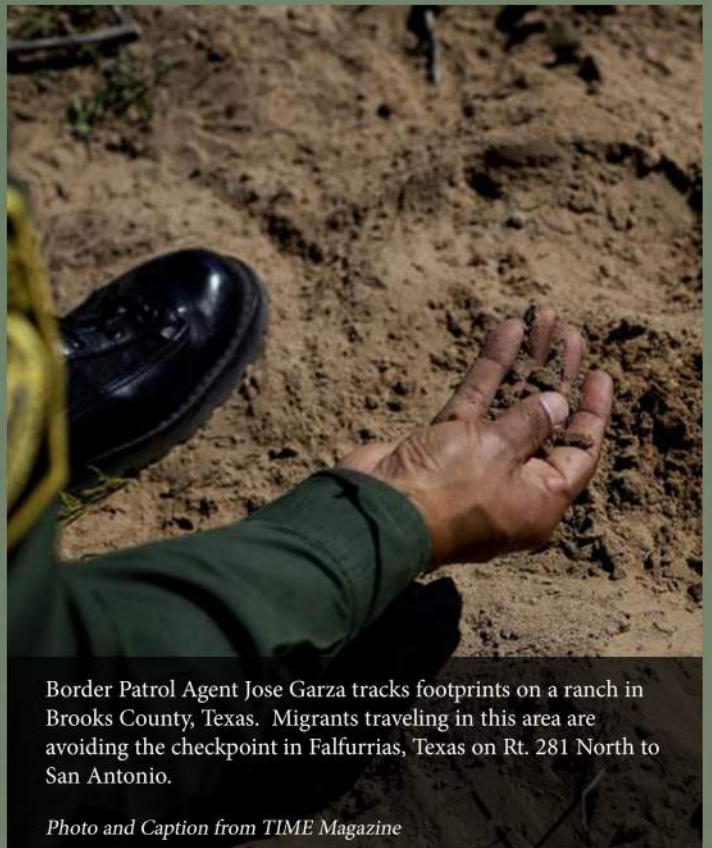
Border Patrol Agents chase undocumented immigrants through the countryside near Falfurrias, Texas, on July 22.

Photo by John Moore – Getty Images Caption by NBC News



Border Patrol Agents cross a fenceline in a ranch nestled in the Falfurrias Area of Responsibility.

Photo by USBP RGV Field Communications Branch



Border Patrol Agent Jose Garza tracks footprints on a ranch in Brooks County, Texas. Migrants traveling in this area are avoiding the checkpoint in Falfurrias, Texas on Rt. 281 North to San Antonio.

Photo and Caption from TIME Magazine



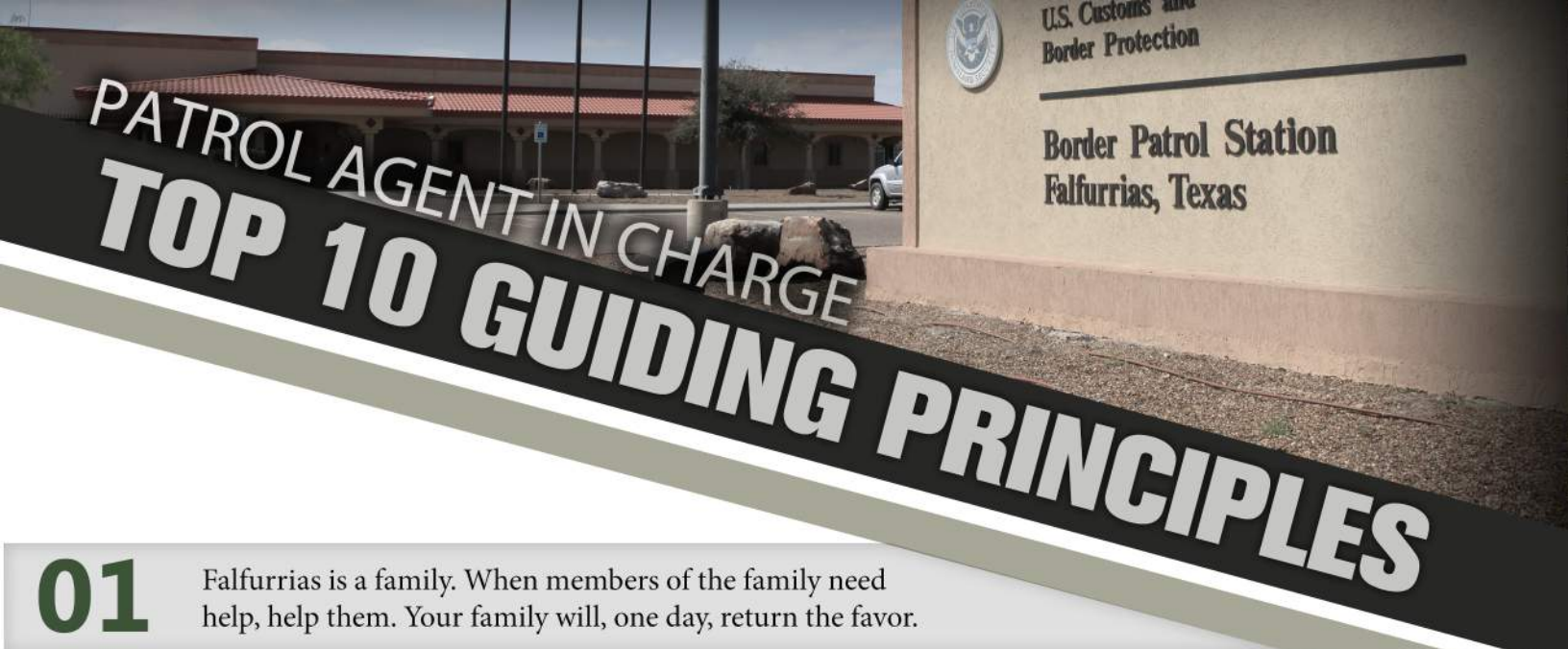
Border Patrol Agents walk a large group of apprehended undocumented immigrants through the thick brush in Falfurrias, Texas.

Photo by John Moore – Getty Images Caption by NBC News



Migrants are transported to a processing center after being detained on July 22 near Falfurrias, Texas.

Photo by John Moore – Getty Images Caption by NBC News



PATROL AGENT IN CHARGE TOP 10 GUIDING PRINCIPLES

- 01** Falfurrias is a family. When members of the family need help, help them. Your family will, one day, return the favor.
- 02** Always handle things at the lowest level possible but always recognize when something needs to be elevated and elevate it quickly.
- 03** Fundamental tasks are the foundation of a successful operation. If we neglect the fundamentals we will adversely impact higher level functions.
- 04** Keep things simple. Always strive to simplify/streamline operational and administrative processes. Reduce paperwork when possible without reducing the information necessary for complete packet submission. There is absolutely no benefit in unnecessarily overcomplicating a situation.
- 05** If you see something that needs to be fixed, fix it. If you identify a problem, identify a solution.
- 06** All employees, at every level, should lead by example. Leaders should lead from the front. Leaders have to work alongside Agents to properly supervise Agents. Supervision rarely happens from a cubicle or an office. Only delegate the tasks that you cannot complete yourself.
- 07** Never miss a deadline and always submit your best work. You are a reflection of the administrative work you generate. Falfurrias Station is a reflection of the paperwork we send to Sector. When casework is submitted to your supervisor it should be ready for submission to the Chief.
- 08** Never be afraid to make a tough decision or say something that needs to be said for the good of the mission and/or the employee. When formulating your decisions, always be fair and consistent; remember how important message delivery is. Always be soft on the people and hard on the process but do not be afraid to correct minor issues before they become major issues.
- 09** Lean forward. Never be afraid to assume risk. Sometimes things will not work out as planned and that is okay. Always be ready to justify your thoughts and actions.
- 10** Although many tasks will be delegated, the final decision for all station matters rests solely with the PAIC. Do not be afraid to try new approaches/tactics but all operational or administrative adjustments require the approval of the PAIC.



1-800-863-9382
SAVE A LIFE
REPORT SUSPICIOUS ACTIVITY

FALFURRIAS

BORDER PATROL STATION

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