



U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT

STRATEGIC PLAN

2021-2025



U.S. Immigration
and Customs
Enforcement



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A Message from the Director



Dear Colleagues,

We stand together united in our mission: *To protect America from national security and public safety threats by enforcing immigration and customs laws.*

To accomplish this mission, U.S. Immigration and Customs Enforcement (ICE) routinely embarks on agency-wide efforts to forge the path toward law enforcement excellence. Our unique and challenging mandate means we must strive, day and night, to uphold the core values that allow us to achieve our mission. We must investigate complex criminal activity, enforce U.S. immigration and customs laws, optimize litigation efforts, maintain organizational and professional integrity, and strengthen the agency's foundation through effective and innovative management of our resources.

With these efforts in mind, I am pleased to present the ICE Strategic Plan for Fiscal Years 2021-2025. This Strategic Plan is the agency's "north star" for the next five years. The goals and objectives contained within it will guide the collective energy of our 20,000 law enforcement and support personnel who work in 400 offices in the United States and around the world. Each of the five strategic goals prioritizes a critical pillar of the homeland security enterprise and advances the Department's vision to instill a "culture of relentless resilience." Their associated objectives and sub-objectives further refine how ICE will achieve mission success in the face of an evolving threat landscape.

Whether you are serving the agency overseas or at home, in the field or at headquarters, know this: we value your work. Without you, our nation is less secure. That is why this Strategic Plan captures and amplifies the dedication you exhibit every day and codifies our commitment to safeguarding our most important resource – you. The threats we face will not stop, but neither will we.

Thanks for all that you do. Remain strong, stand proud, and above all, be safe.

A handwritten signature in black ink, appearing to read 'M. Albence', written in a cursive style.

Matthew T. Albence

Deputy Director and
Senior Official Performing the Duties of the Director
U.S. Immigration and Customs Enforcement

Overview

Created in March 2003 in the wake of the 9/11 terrorist attacks, ICE is a key component of the Department’s “layered defense” approach to protecting the Homeland. We are at the forefront of our country’s efforts to strengthen border security and prevent the illegal movement of people, goods, and funds into, within, and out of the United States. Our broad investigative and enforcement authorities are directly related to our country’s ongoing efforts to combat terrorism at home and abroad. As a premier federal law enforcement agency, we are dedicated to detecting and dismantling transnational criminal networks that target the American people and threaten our industries, organizations, and financial systems, as well as protecting the Homeland through the arrest and removal of those who present a threat to national security, public safety, or the integrity of the U.S. immigration system.

Mission, Vision, and Values

Our mission and vision statements capture our purpose and objectives while conveying our commitment to the safety and security of the Homeland. We strive to exemplify our core values at all times and in all we do.

Mission Statement

To protect America from national security and public safety threats by enforcing immigration and customs laws.

Vision Statement

To be a premier law enforcement agency, with a highly versatile and diverse workforce, that safeguards our nation, communities and lawful immigration, trade, travel, and financial systems.

Core Values

Integrity

We are accountable for our actions and adhere to the highest standards of honesty and conduct.

Courage

We always do the right thing, even when it is not easy, and persevere in the face of challenges.

Excellence

We are resilient and operate at the highest levels of performance, professionalism, and leadership.



ICE Organization

ICE has more than 20,000 law enforcement and support personnel in more than 400 offices in the United States and around the world. The agency has an annual budget of over \$8 billion. ICE is comprised of the Office of the Director, as well as the following Directorates and Program Offices: Enforcement and Removal Operations (ERO), Homeland Security Investigations (HSI), Management and Administration (M&A), the Office of the Principal Legal Advisor (OPLA), and the Office of Professional Responsibility (OPR).



Office of the Director

The Office of the Director includes the Deputy Director, who serves as the Chief Operating Officer, Chief of Staff, Executive Secretariat, Office of Congressional Relations, Office of Diversity and Civil Rights, Office of Firearms and Tactical Programs, Office of Partnership and Engagement, and Office of Public Affairs. Together, these offices support the Director in overseeing ICE's day-to-day operations, personnel, budget, as well as public engagement.

Directorates and Program Offices

Enforcement and Removal Operations

ERO oversees programs and conducts enforcement operations to protect the Homeland through the arrest and removal of aliens who undermine the safety of our communities and the integrity of our immigration laws. ERO directs its limited enforcement resources toward aliens posing the greatest risk to the safety and security of the U.S. and the integrity of our borders, while still faithfully enforcing the law against all immigration violators. ERO manages all aspects of interior immigration enforcement and the removal process, including domestic and international transportation, detention, alternatives to detention programs, bond management, and supervised release. In addition, ERO conducts removal operations across the globe, for aliens who have been ordered removed from the United States.



Homeland Security Investigations

HSI is responsible for investigating a wide range of domestic and international activities arising from the illegal movement of people and goods into, within, and out of the United States. HSI uses its legal authority to investigate issues such as immigration-related crimes, foreign student program fraud and abuse; human rights violations and human smuggling; smuggling of narcotics, weapons, and other types of contraband; and financial crimes, illegal employment, cybercrime, and export enforcement issues. HSI special agents also conduct investigations aimed at protecting critical infrastructure industries that are vulnerable to sabotage, attack, or exploitation. In addition to HSI criminal investigations, HSI oversees the agency's international affairs operations and intelligence functions.





Management and Administration

M&A coordinates and implements ICE administrative and managerial functions to support and advance every aspect of the ICE mission to include effective management of ICE resources, assets and real property; delivery of the full suite of human capital services; acquisition services, planning, governance and oversight; delivery of information technology solutions; strategic policy, regulations and requirements development; leadership and career development training; and management, sharing, disclosure and protection of ICE data, records and information. With federal law and policy, the ICE Strategic Plan, and the Quadrennial Homeland Security Reviews as a backdrop, M&A provides the ICE front-line with critical support it needs to protect America from the cross-border crime and illegal immigration that threaten national security and public safety.



Office of the Principal Legal Advisor

OPLA is an integral operational component of ICE that, pursuant to statute, serves as DHS's exclusive representative in removal proceedings before the Executive Office for Immigration Review, litigating cases involving criminal aliens, terrorists, human rights abusers, and other removable aliens. OPLA also provides a full range of legal services to all ICE programs and offices and houses the ICE Ethics Office. OPLA provides legal advice and prudential counsel to ICE on its law enforcement authorities, legal liability, and a range of administrative law issues, such as contract, fiscal, and employment law. OPLA represents the agency before the Merit Systems Protection Board, the Equal Employment Opportunity Commission, and the Civilian Board of Contract Appeals. OPLA attorneys also partner with the Department of Justice in the prosecution of ICE cases and in the defense of civil cases against ICE.



Office of Professional Responsibility

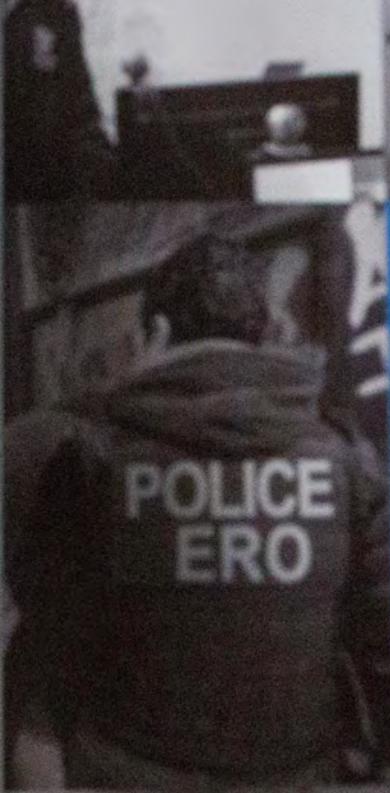
OPR upholds ICE's professional standards through a multidisciplinary approach of security, inspections, and investigations. OPR is responsible for ICE's entire security portfolio, conducting independent reviews of ICE programs and operations, and impartially investigating allegations of serious employee and contractor misconduct and internal and external threats against ICE programs, personnel, and facilities. OPR contributes to the larger ICE mission of promoting homeland security and public safety by safeguarding organizational integrity.

Scope and Purpose of Plan

This Strategic Plan provides direction for the agency over the next five years and builds upon the success ICE has made in recent years. ICE will remain steadfast in enforcing laws governing immigration and customs. Between fiscal years 2021 and 2025, ICE will prioritize its efforts on empowering the workforce, protecting the Homeland, safeguarding the integrity of our immigration system, combatting exploitation of our trade, travel, and financial systems, and strengthening partnerships that help accomplish the mission.









GOAL 1

Empower the Workforce that Powers the Mission

The core of ICE's mission is the talent, strength, and preparedness of its workforce. By building a highly skilled and diverse workforce that observes the highest standards of conduct and equipping them with the training, tools, and resources they need to do their job, ICE increases the effectiveness of its service to our country.

Building and sustaining a modern workforce goes beyond the basics of recruiting and hiring, to include quality training, modern facility design, access to cutting-edge technology, and automation of business processes, and ICE is embracing these changes. While reimagining the workplace, ICE is fostering a culture of trust by safeguarding privacy of the workforce, protecting the integrity of the acquisition system, demonstrating respect for diverse viewpoints, and shoring up protections for civil rights and civil liberties.

As ICE prepares for the future – developing recruitment and succession planning strategies that uphold the core values of integrity, courage, and excellence – ICE will encourage transparency at all levels and at every stage of engagement, from recruiting to onboarding, and throughout the course of employment. ICE will safeguard its most important resource – its people – through activities that support employee development, empowerment, engagement, and well-being.

Goal 1

Empower the Workforce that Powers the Mission

Objective 1.1

Recruit, Hire, and Retain a Diverse and Highly Capable Workforce

ICE is enhancing programs and processes to attract the best candidates and grow a highly capable and diverse workforce where people of all backgrounds and abilities can envision themselves contributing to the mission in meaningful ways. By improving the efficiency of the hiring process and aligning resources to meet organizational priorities, ICE is responding to the needs of the workforce and the agency. Throughout the recruitment and hiring processes, ICE employs transparent communication to accurately represent the agency's mission and the duties and responsibilities of each position.



ICE is also promoting strategic approaches to hiring and retention challenges, including careful analysis of the agency's staffing structure. ICE is developing and implementing Workload Staffing Models to establish a repeatable framework to define and quantify the level of personnel resources required to meet evolving workload demands and address mission priorities. Likewise, ICE's Workplace Transformation Initiative is reimagining both how and where we work, while shifting towards outcome-based performance management, and improving our employees work experience and job satisfaction.

Sub-Objectives

- 1.1.1:** *Improve Outreach to Attract a Talented and Diverse Pool of Qualified Candidates*
- 1.1.2:** *Employ Innovative and Effective Management Practices to Efficiently Manage the Hiring Process*
- 1.1.3:** *Identify Workforce Staffing Needs and Align Resources to Address Organizational Priorities*
- 1.1.4:** *Expand Strategic Information Technology Planning and Solutions to Support a Mobile and Flexible Workforce*

Objective 1.2

Develop Employees and Grow Leaders for Today and the Future

Maintaining a highly skilled, diverse, and engaged workforce is critical to accomplishing the ICE mission. ICE fosters resilient employees and enhances employee engagement by providing support and development opportunities at all levels. Enhancing teamwork, promoting employee recognition, and instilling values of pride and accountability inspire dedication and commitment to ICE's mission.



ICE is strengthening workforce succession planning by enhancing and promoting leadership training and development opportunities, promoting cross-training, and engaging with the Office of Personnel Management. ICE is identifying and developing programs that retain the best talent, encouraging creativity and innovation to improve performance, expanding career paths, and implementing initiatives to support work-life balance.

ICE also ensures that its employees have the professional growth resources and support they need to succeed. ICE is making significant investments into training, professional development, and educational opportunities for all employees, including opportunities for personal development through wellness and mental health programs. In doing so, ICE is creating a workforce of experienced and capable employees who are prepared to assume new responsibilities and create opportunities for advancement or promotion into leadership roles.

Sub-Objectives

- 1.2.1:** *Improve Employee Teamwork, Engagement, and Commitment to ICE's Mission*
- 1.2.2:** *Approach Succession Planning Strategically*
- 1.2.3:** *Provide Employees with Support and Resources for Professional Development and to Achieve Work-Life Balance*

Goal 1

Objective 1.3

Build a Culture of Inclusion, Transparency, and Trust

ICE carries out its mission with the support of a diverse workforce dedicated to a culture of employee excellence and exemplary management. ICE values the differences in people and ideas that come from this diverse workforce and returns value to employees through focus on individual development and well-being. By protecting civil rights and civil liberties and maintaining a proactive equal employment opportunity program, ICE creates a culture of trust and underscores its commitment to building a workplace in which employees can thrive. ICE ensures that support mechanisms are in place to both build trust and protect the rights of employees and applicants.

ICE encourages transparency in internal processes and leverages innovative approaches to improve communication and collaboration between leadership and the workforce. Recognizing that people are the organization's greatest asset, ICE promotes solidarity through strategic communications, collaborative platforms, and robust feedback mechanisms so employees have the information and guidance they need from leadership to do their jobs.

Employee safety and security are of the utmost importance. ICE is vigilant in monitoring and responding to threats against ICE employees and facilities. ICE uses intelligence capabilities, collaboration with law enforcement, advanced technology, and periodic background investigations to protect against internal and external threats and employs data protection techniques to secure personal employee information.



Sub-Objectives

- 1.3.1:** *Foster a Culture of Inclusion and Integrity*
- 1.3.2:** *Promote Communication and Transparency*
- 1.3.3:** *Maintain Employee Safety and Security*
- 1.3.4:** *Strengthen Privacy Protections and Safeguard Sensitive Employee Information*

Objective 1.4

Advance the Mission through Strategic and Innovative Support Initiatives



To advance the mission, ICE is allocating resources that meet the operational needs of the workforce as the traditional workplace evolves. As ICE reorients its view of the workplace, innovative and sustainable information technology solutions will allow for seamless connectivity, collaboration, and access to information for a mobile and agile workforce.

Leveraging data to analyze and better understand critical resource needs and service capabilities will inform plans for the future by forecasting and developing requirements, aligning resource needs to the budget, and linking acquisition strategies to critical mission operations. These resource and support initiatives strengthen the foundation of the agency and enhance workforce performance.

Sub-Objectives

- 1.4.1:** *Develop Information Technology Solutions to Enhance Mission Execution*
- 1.4.2:** *Strengthen Data Analytics to Better Understand Mission Operations*
- 1.4.3:** *Solidify Strategic Planning for Future Resource Needs*
- 1.4.4:** *Transform the Workplace to Maximize Mobility, Flexibility, and Efficiency*



HSI
SPECIAL AGENT





GOAL 2

Counter Threats and Protect the Homeland

The United States faces a complex and rapidly evolving threat landscape. To counter emerging threats, ICE aggressively investigates, arrests, and when appropriate, removes bad actors who target the United States. Utilizing ICE's unique immigration and customs authorities, intelligence, and innovative technological capabilities, ICE is at the forefront of the Nation's investigative and law enforcement efforts.

ICE works closely with the Intelligence Community to produce intelligence that informs decision-makers at every level of government. ICE strives to ensure mechanisms exist to share actionable intelligence and law enforcement information to identify and respond to threats against the United States.

Through institutionalized risk management processes, ICE is positioned to act quickly and effectively to help the United States rapidly respond to or recover from systemic security risks.

Goal 2

Counter Threats and Protect the Homeland

Objective 2.1

Prioritize and Investigate National Security and Public Safety Threats

ICE safeguards the American people by focusing its efforts on illicit activities and subjects posing the most serious threat to national security and public safety. To effectively thwart malicious activities, ICE's investigative efforts not only require domestic and international capabilities but also subject matter expertise in counterterrorism and criminal exploitation, war crimes and human rights abuses, drug smuggling, and human trafficking. ICE also prioritizes national security and public safety threats during immigration enforcement and removal efforts.

ICE continuously develops and leverages innovative technologies and investigative strategies to maximize threat mitigation. Connecting with and maintaining modern and interoperable technologies optimizes investigative activities against Internet-enabled or technologically driven crimes. These and other innovative approaches allow ICE to address a complex and evolving threat environment.



Sub-Objectives

2.1.1: *Efficiently Conduct Complex and Technical Criminal Investigations*

2.1.2: *Modernize Investigations by Employing Technology and Other Innovative Approaches*

Objective 2.2

Generate, Analyze, and Share Actionable Intelligence



To confront adversaries before they can harm the United States, ICE relies on intelligence to drive operations and inform decision makers. ICE’s intelligence analysis provides agency partners and senior leaders with the information they need to make informed decisions about potential threats and mitigation methods. ICE fosters an enduring investigative information sharing environment by institutionalizing liaison-driven relationships at home and abroad, including through pilot programs and new or updated information-sharing agreements and policies, strategies, standards, and architectures. Information-sharing agreements ensure the agency’s long-term interests are protected – formalized where practical and strengthened where needed.

ICE’s work helps the Intelligence Community to detect and disrupt threats to national security and public safety, including those that exist in the physical and digital worlds. ICE does not hesitate to deploy intelligence-driven tactics and techniques – including to support counterintelligence efforts – to counter transnational criminal organizations and other foreign actors posing the greatest threat to the United States.

Sub-Objectives

2.2.1: Enhance Domestic and International Intelligence and Other Law Enforcement Information Sharing

2.2.2: Detect and Deter Current and Emerging Threats

Goal 2

Objective 2.3

Effectively Manage Security Risks

ICE advances best practices and collective defense mechanisms that take a holistic approach to risk management. ICE views the unlawful acquisition of sensitive materials and technologies – such as unmanned aircraft systems, artificial intelligence, and biotechnology – as an inherent danger to national security and combats transfer or export of these materials and technologies out of the United States. Likewise, ICE works closely with interagency partners to counter the proliferation of weapons of mass destruction and their associated delivery systems.

ICE elevates global security through enhanced visa screening and vetting procedures to identify foreign nationals with ties to terrorist or criminal activities and prevents them from traveling to the United States. Similarly, working closely with international partners on a bilateral and multilateral basis, ICE ensures the United States cannot be used as an origin or transit point for terrorist or criminal activities abroad.



ICE recognizes that resilience is a key component of risk management. To build and sustain a resilient mindset, ICE does its part to plan for threats on the horizon, withstand attacks in whatever form they may take, and rapidly recover through preparedness and targeted mobilization. ICE will continue to embody the strength of the American people to ensure a safe, secure, and prosperous Homeland.

Sub-Objectives

- 2.3.1: Stop the Criminal Acquisition of Sensitive Materials and Technologies, and Counter the Proliferation of Weapons of Mass Destruction*
- 2.3.2: Prevent Terrorist and Criminal Travel to and from the United States*
- 2.3.3: Build a Culture of Relentless Resilience*



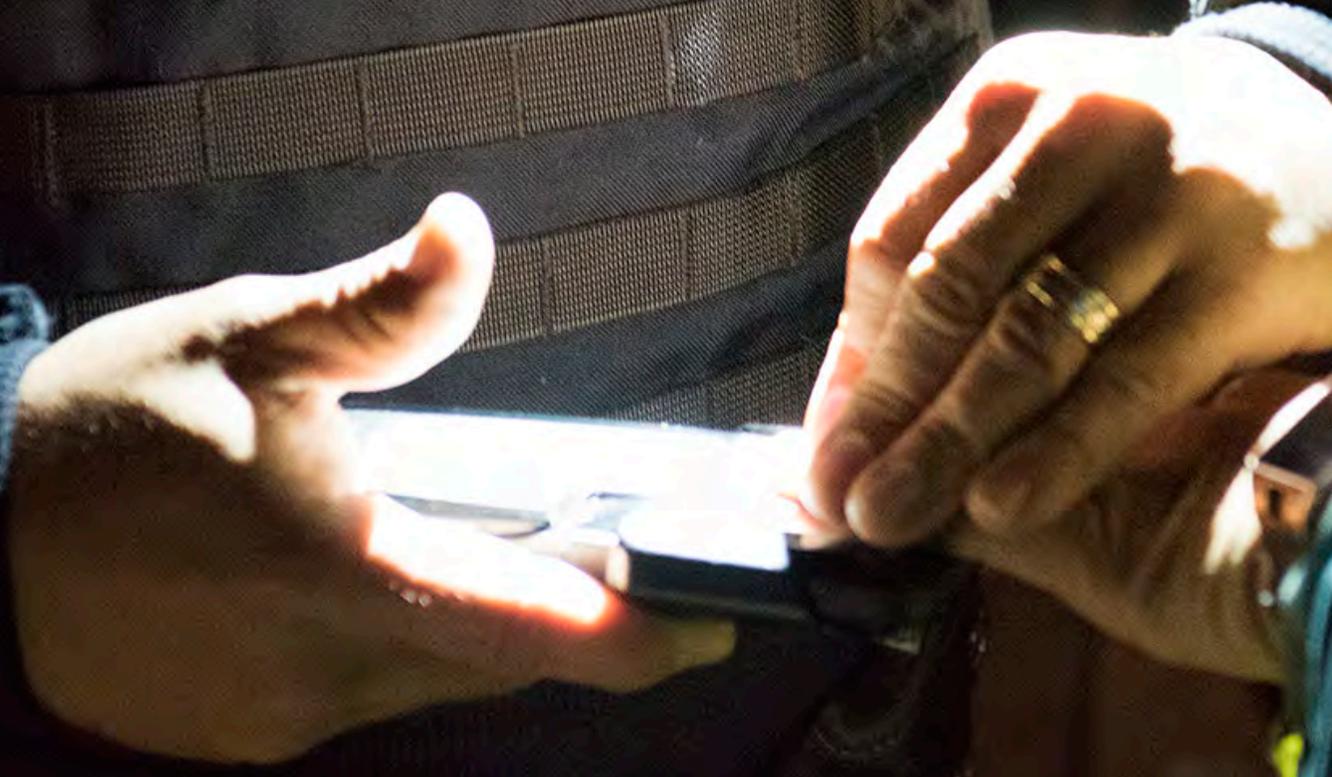
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PASSPORT
PASSPORT

**POLICE
ICE**



GOAL 3

Safeguard the Integrity of our Immigration System

The immigration landscape evolved in recent years in unpredictable and unexpected ways that required adjustments to operations as well as innovative approaches to uphold an overburdened system. Despite new challenges, ICE will continue its mission to enforce U.S. immigration laws and uphold the rule of law. Interior law enforcement is an integral component of our country's overall approach to border security and ICE is committed to reinforcing interior enforcement efforts with swift removal of aliens who violate immigration laws.

ICE identifies, investigates, locates, arrests, prosecutes when appropriate, and removes aliens who violate U.S. criminal and immigration laws, including but not limited to those who are incarcerated within federal, state, and local prisons and jails, at-large criminal aliens, fugitive aliens, those who circumvent the U.S. legal system, and aliens who illegally enter the United States or overstay or violate their visas. Likewise, ICE's worksite enforcement strategy targets both employers and workers to combat worker exploitation, illegal wages, child labor, and other collateral crimes, while protecting the U.S. labor market. This includes monitoring practical training programs to ensure they serve their intended purpose of providing training to foreign students and do not serve as a mechanism to abuse U.S. immigration and labor laws or exploit foreign students.

In addition, ICE targets document and benefit fraud, which undermines the integrity of the immigration system and threatens national security and public safety by creating a vulnerability which potentially enables terrorists, criminals, and other aliens to enter and remain in the United States and victimizes U.S. citizens through identity theft. Document and benefit fraud are often used in the commission of other crimes, such as human trafficking or money laundering, and involve complex illegal schemes.

Goal 3

Safeguard the Integrity of our Immigration System

Objective 3.1

Enhance Efficient and Effective Immigration Enforcement

ICE manages all aspects of the immigration law enforcement process, including the investigation, identification and arrest, detention, supervised release, and deportation and removal from the United States, which requires complex logistical and resource planning as well as domestic and international coordination and cooperation. Intelligence-driven operations targeting criminal and fugitive aliens underpin ICE's immigration enforcement efforts as ICE continues to make strides to expand programs and initiatives to increase the arrest and removal of criminal and illegal aliens.



Critical to advancing law enforcement efforts is timely processing cases through to their completion in immigration proceedings and swiftly effectuating final orders of removal. ICE attorneys represent the Department in immigration court proceedings and employ litigation strategies to advance the mission while focusing resources to rapidly process cases to conclusion. ICE utilizes various legal pathways and enforcement tools, including assigning fines and penalties for noncompliance, to deliver enduring immigration consequences while balancing due process rights and efficient case management.

Sub-Objectives

- 3.1.1:** *Arrest and Detain, as appropriate, Aliens Present in the United States in Violation of Immigration Laws*
- 3.1.2:** *Optimize Finite Prosecutorial Capacity While Advocating Forcefully for Enhanced Immigration Litigation Resources*
- 3.1.3:** *Secure Removal Orders for Removable Aliens*
- 3.1.4:** *Effectuate Final Orders of Removal*

Objective 3.2

Combat Immigration Fraud and Abuse

ICE is committed to ensuring fraud and abuse of the immigration system is eliminated and that nefarious actors seeking to exploit foreign nationals, disadvantage U.S. workers, or circumvent U.S. laws are investigated, prosecuted, and removed as appropriate. Tackling immigration fraud and abuse requires overcoming complex challenges, from tracking aliens who overstay their visas, to uncovering document and benefit fraud, to creating a culture of compliance for U.S. employers who knowingly employ aliens without employment authorization.

ICE confronts these issues by leveraging multiple data sources and investigative and analytical tools to generate meaningful leads allowing for the detection of aliens who overstay or otherwise violate the terms of their lawful admission into the United States and discovery of schemes designed to exploit visa and immigration benefit programs.

ICE's worksite enforcement strategy is designed to create an environment where employers are accountable for their hiring practices and employment records as well as to ensure criminal prosecution and seizure of illicitly gained assets of employers who seek to violate the law by knowingly employing, exploiting, or mistreating aliens who are present both lawfully and unlawfully. When appropriate, employers who violate the law are suspended or debarred from receiving contracts or federal financial assistance.



Sub-Objectives

- 3.2.1:** *Disrupt and Dismantle Visa Fraud Schemes*
- 3.2.2:** *Systematically Monitor and Reduce Visa Overstay Rates*
- 3.2.3:** *Enhance Investigative Capabilities to Identify and Deter Document and Benefit Fraud*
- 3.2.4:** *Deter Unauthorized Employment of Illegal Aliens through Worksite Enforcement*



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GOAL 4

Combat Organizations that Exploit Lawful Trade, Travel, and Financial Systems

Transnational criminal organizations and other criminals seek to prey on the American people and industry. ICE disrupts and dismantles criminal organizations and their supply chains, reduces their ability to profit from these illicit schemes, and puts these illegal enterprises out of business.

ICE is a key player in protecting an increasingly connected world, where internet connections, global travel, and increased trade create vulnerabilities for the United States. ICE brings together highly technical assets dedicated to conducting transborder criminal investigations of Internet-enabled crimes. As criminals take advantage of the anonymity and distance of the virtual world, ICE will maintain pressure on activities in this sphere.

To ensure that Americans traveling abroad and those relying on the safety of American infrastructure are adequately protected, ICE enforces trade agreements and leverages partnerships with international, state, local, and tribal governments, as well as the private sector.

Goal 4

Combat Organizations that Exploit Lawful Trade, Travel, and Financial Systems

Objective 4.1

Target Transnational Criminal Organizations

Transnational gangs indiscriminately harm people and property as they commit crimes and terrorize communities through violence, counteracting the rule of law. ICE works both domestically and internationally to protect American communities from gang-related crimes and bolsters the efforts of international partners who are fighting against these entities in their countries.

ICE disrupts and dismantles transnational criminal organizations that profit from drug and weapons trafficking and that abuse our trade, travel, and financial systems.

ICE's unique authorities allow for investigations that span international borders, focusing on enforcement actions that have the biggest impact on these organizations, and enable the targeted identification, arrest, and removal of transnational gang members illegally present in the United States.

ICE also plays a significant role in the National Action Plan to Combat Human Trafficking – using a myriad of investigative and prosecutorial tools to pursue human traffickers. ICE extends protections and assistance to the victims of these crimes, coordinating with non-governmental organizations to ensure victims have services and resources they need. ICE also trains public and private sector partners and members of the public on preventing, recognizing, and responding to suspected human trafficking.



Sub-Objectives

4.1.1: *Combat Human Trafficking*

4.1.2: *Stop the Smuggling of People and Illicit Goods*

4.1.3: *Investigate, Disrupt, and Dismantle Transnational Criminal Organizations*

Objective 4.2

Combat Illicit Financial Enterprises and Fraud Schemes to Protect the Integrity of U.S. Financial Systems

Through targeted investigations and enforcement actions, ICE restricts the flow of funding that supports criminal enterprises. ICE also investigates the illicit financial transactions of criminal organizations, following trails created by illicit activity to identify and track members of transnational criminal organizations and disrupt their operations.

ICE uncovers criminal proceeds that are laundered and financial and trade documents that are falsified to hide illicit profits and seizes assets from criminal enterprises. ICE works with its law enforcement partners to detect bulk cash smuggling and seize illicit funds before they can be put to criminal use. By continuing to refine its investigative capabilities, ICE will keep pace with the ever-evolving methods used by criminal organizations to hide their profits.



Sub-Objectives

4.2.1: Detect and Disrupt Illicit Financial Activity

4.2.2: Identify and Investigate Money Laundering Trends

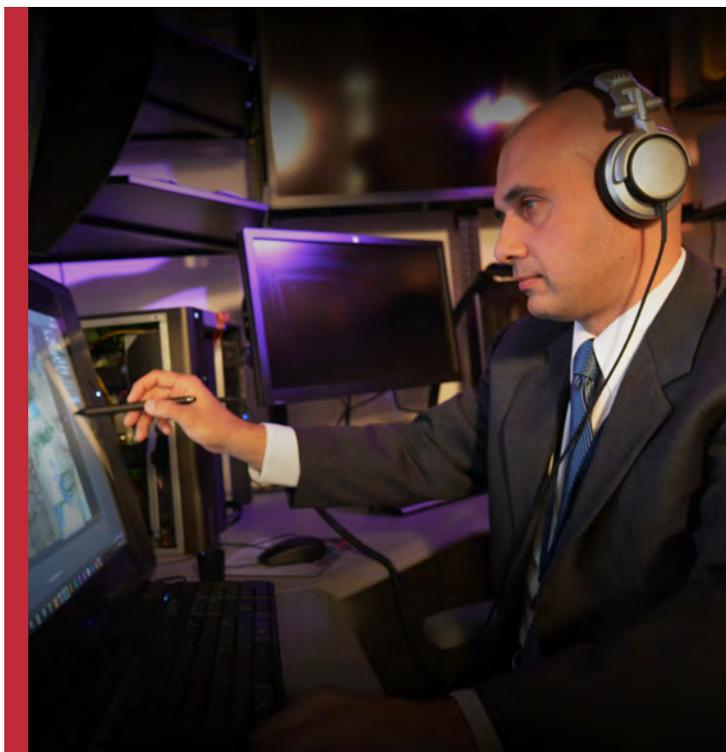
Goal 4

Objective 4.3

Counter Cybercrime, and Protect Against Fraud and Crimes of Exploitation

As technology evolves, technology-enabled crime becomes more difficult to prevent, identify, and disrupt. Perpetrators of fraud develop approaches to stealing money and information from American consumers, preying heavily on vulnerable populations, including the elderly, migrants, and individuals involved in immigration processes. ICE protects those who would be victimized by cybercrime and crimes of exploitation, including fraud schemes that rely on telephone and internet solicitations or impersonation schemes. ICE targets investigations on illegal or improper use of online tools, such as illicit marketplaces and the improper use of virtual currency, to root out internet-enabled crimes and the transmission of illicit materials.

Using many of these same tools and authorities, ICE aggressively enforces laws meant to protect children and other vulnerable people from exploitation that occurs via the Internet, including human trafficking and sex tourism. ICE will continue to serve as a leader of the movement to protect children and vulnerable populations both nationally and internationally. Recognizing that criminal elements are constantly developing new ways of circumventing enforcement actions, ICE works both independently and with law enforcement and intelligence partners to protect critical infrastructure and economic interests, leveraging public and private partnerships that protect consumers, financial systems, and national security.



Sub-Objectives

- 4.3.1: Keep Pace with Emerging Technology to Thwart Internet-Enabled Crime*
- 4.3.2: Proactively Identify and Address Vulnerabilities Created by the Internet*
- 4.3.3: Identify and Disrupt Exploitation of Children*
- 4.3.4: Combat Criminal Organizations Which Facilitate and Profit from Crimes Associated with Fraud*

Objective 4.4

Enforce U.S. Trade Laws and Protect Commerce



ICE works diligently to prevent the importation of items that pose a threat to the safety of American communities, the environment, and consumers, including the importation of exotic animals, fentanyl and precursor chemicals, and smuggled goods that violate transportation and environmental laws. ICE also promotes U.S. economic success by protecting fair trade, increasing trade opportunities, and facilitating the movement of goods into the United States.

ICE responds to commercial and economic security concerns through identification of falsified trade documents that are used to hide criminal assets, prevent identification of prohibited origins and/or components of imported and exported goods, and commit retail fraud. ICE investigates and prevents counterfeiting and copyright violations on goods that may harm American consumers, industry, or intellectual property. In the coming years, ICE will build on existing investigative tools to maximize the impact of our intellectual property protection efforts through international and private-sector partnerships and careful data analysis.

Sub-Objectives

- 4.4.1:** *Protect our Nation's Interests through Enforcement of Import and Export Controls*
- 4.4.2:** *Disrupt and Dismantle Intellectual Property Violations and Trade Fraud*
- 4.4.3:** *Promote Trade Transparency*



POLICE
HSI

DEA

Exit

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GOAL 5

Strengthen and Expand Partnerships to Advance the Mission

Meeting ICE's goals requires a unified approach. While ICE program offices are the foundation of executing the ICE mission, that mission is strengthened through collaboration and information sharing with external partners. Strong local partnerships and reliable cooperation are vital to successful law enforcement and ICE maintains many strong partnerships nationwide and around the world. Frequently interacting with key federal, state, tribal, and local authorities as well as international counterparts, ICE helps its federal and non-federal enforcement partners to build a comprehensive picture of the threats we face. Strengthening meaningful strategic partnerships with key homeland security partners, as well as Congress and within the Department itself, facilitates ICE's ability to advance its mission. ICE looks toward cooperation, consolidation, and shared services to enhance and optimize operations.

Goal 5

Strengthen and Expand Partnerships to Advance the Mission

Objective 5.1

Facilitate Strategic Coordination within the Department



ICE plays a central role in helping the Department achieve its broader homeland security mission. By building on existing cross-component partnerships, ICE can strategically contribute to mission-critical efforts with an eye toward the future. Coordinated policy initiatives create opportunities for systemic and organizational improvement. Joint operational activities expand individual capabilities. Pooled resources and broadly informed budget requests, when and where appropriate, help ensure the Department is greater than the sum of its parts. Recognizing these realities and strategically promoting these partnerships within the Department puts ICE in a stronger position to fulfill its mission, safeguard its resources, and advance the agency's priorities.

Sub-Objectives

5.1.1: *Maximize Policy and Operational Efficiency*

5.1.2: *Continually Strengthen Cross-Component Partnerships within DHS*

Objective 5.2

Advance Federal, State, Local, and Tribal Law Enforcement Partnerships

ICE is committed to maintaining and strengthening its law enforcement relationships that are critical to our shared public safety mission. ICE actively engages with federal, state, local, and tribal law enforcement partners, emphasizing effective communication to encourage cooperation and cultivate and foster long-term relationships to further enhance information-sharing and joint operations efforts, including through expansion of criminal alien cooperative agreements. By providing increased awareness, partnership engagement, and additional training to our local law enforcement counterparts, ICE supports local public safety, which directly enhances our national security. Likewise, as the largest federal contributor to the Joint Terrorism Task Force, ICE actively supports interagency efforts to disrupt terrorist networks that seek to move money, weapons, and people across international borders to conduct their operations.



Sub-Objectives

5.2.1: *Strengthen Partnerships with State, Local, and Tribal Law Enforcement*

5.2.2: *Foster Federal Cooperation*

Goal 5

Objective 5.3

Build Relationships and Trust through Public and Community Engagement

Fostering public understanding and support for the agency's mission is an essential piece of keeping ICE employees and America's communities safe. ICE continues to inform and engage the public and external entities about its broad national security and public safety missions. To do this, ICE is building partnerships with community members and organizations and conducting outreach on both national and local levels by engaging with the news media, federal, state, and local agencies, and non-governmental organizations as well as directly with the general public through social media and ICE's website.

ICE is also enhancing programs that assist victims of crimes, such as human trafficking, financial crimes, and crimes committed by aliens. ICE is also providing outreach and support to victims by informing them of their rights and services available to them, in part through our Victims of Immigration Crime Enforcement (VOICE) Office.

To further build trust and foster understanding with the general public, ICE will continuously evaluate the evolving communication landscape to identify and leverage the most effective processes and tools to promote its mission, highlight operational successes, and demonstrate the critical contributions ICE makes to keeping communities safe.



Sub-Objectives

- 5.3.1:** *Assist Victims and their Families Impacted by Crimes that have a Nexus to ICE's Mission*
- 5.3.2:** *Develop Community-Based Relationships with the Public and Community Organizations*
- 5.3.3:** *Promote a greater understanding of ICE operations, policies, programs and initiatives by fostering productive Relationships with Members of Congress, Committees, and Staff*
- 5.3.4:** *Build Public Trust, Understanding, and Support for the Agency's Mission*

Objective 5.4

Foster Meaningful International Partnerships

ICE will continue to strengthen and expand strategic international partnerships and relationships. By developing cooperative relationships with our partners, ICE builds on the framework to enhance criminal investigations, civil immigration enforcement, removals, extraditions, and prosecutions.

ICE is increasing interaction with international law enforcement and intelligence partners to facilitate immigration enforcement and customs operations, combat transnational crime, and adapt to changing threats. ICE draws on legal authorities and uses diplomatic avenues to increase bilateral and multilateral cooperation and information sharing initiatives with foreign partners to improve enforcement operations.



ICE is also encouraging compliance with international standards by providing both direct technical assistance and training to foreign law enforcement counterparts to address transnational threats; as well as repatriation best practices mentoring aimed at enhancing foreign governments' respective detention, case management, and removal capabilities. Leveraging innovative approaches helps ICE improve communication and cooperation between ICE and its international partners who share actionable intelligence and critical biometric/biographic information. In doing so, ICE is aligning resources to meet evolving needs in mission critical areas and expanding ICE expertise and knowledge.

Sub-Objectives

- 5.4.1:** *Strengthen International Partnerships to Better Equip ICE to Address Transnational Threats*
- 5.4.2:** *Coordinate with Foreign Partners to Promote Best Practices and Optimize Capabilities*
- 5.4.3:** *Enhance Cooperation with Immigration Enforcement through Strategic Foreign Engagement*

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U.S. Immigration and
Customs Enforcement