

**STATEMENT OF WORK
U.S. DEPARTMENT OF HOMELAND SECURITY
U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT
LAW ENFORCEMENT TRAINING**

January 23, 2025

1.0 BACKGROUND

DHS, ICE, Management and Administration (M&A), Office of Leadership and Career Development (OLCD) is focused on providing law enforcement centric training for ICE executives, managers and supervisors.

DHS, ICE's mission is to protect America from the cross-border crime and illegal immigration that threaten national security and public safety. This mission is executed through the enforcement of more than 400 federal statutes and focuses on smart immigration enforcement, preventing terrorism and combating the illegal movement of people and goods. To ensure consistency across the Department in the development is essential for DHS leaders, the DHS Leader Development Program established the framework for minimum expectation of leader development. ICE is the largest investigative component of the DHS and the second largest investigative agency in the federal government. ICE's primary mission is to promote homeland security and public safety through criminal and civil enforcement of federal laws governing customs, international trade, and immigration. ICE is also on the forefront of enforcing these laws in cyberspace.

With the unprecedented growth in ICE and the expansion of the ICE mission, ICE leaders at every level face challenges in managing a highly tasked workforce. To address these areas of opportunity, ICE mandates all ICE managers (second-line supervisors) complete a Keystone (Manager) core development experience as directed by the DHS Leader Development Program.

- GOAL 1: Secure and sustain a high-performance workforce which is representative of the nation as a whole.
- GOAL 2: Promote a culture that is fair, collaborative, and flexible where employees feel valued and respected, and are able to reach their full potential.

To address these gaps, ICE mandates all ICE managers (second-line supervisors) complete a Keystone (Manager) core development experience as directed by the DHS Leader Development Program.

The Keystone Program is a multi-part set of learning activities that promote competence in leadership across the DHS workforce. The Keystone Program serves the Manager level of the DHS Leader Development Framework, which covers all supervisory personnel who supervise other supervisory employees but are not themselves executives or equivalent (see DHS Instruction 258-02-001).

2.0 SCOPE

The Contractor shall provide all personnel, equipment, supplies, facilities and meals necessary to provide training with a law enforcement focus. The training shall incorporate a blended training

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environment combining classroom training with training at an appropriate experiential training facility (e.g., civil rights museum, Holocaust museum, etc.) to enhance the training experience. The contractor shall also provide the program support necessary to manage the training curriculum and foster a progressive and highly effective training program.

The Contractor shall provide training that promotes building trust, respect, critical thinking skills in the areas of ethics and values that satisfies DHS Leader Development Program Requirements and Accountability Guide v3.0, 29 CFR Part 1614, and ICE Policy 6004.2 Mandatory Leadership Development Training for Second line and First line Supervisors.

3.0 OBJECTIVES

The Contractor shall provide training sessions to be conducted in-person in a training environment that integrates interactive technology and promotes group discussions. The training shall consist of three (2) consecutive business days, totaling 24 hours per session. Each session should have no more than 30 participants.

4.0 TASKS

LAW ENFORCEMENT PROGRAM

4.1 Program Support: This task consists of the functional activities relating to the administration and management of this effort. The Contractor shall provide program management for all Contractor tasks, personnel resources and costs and ensure all deliverables meet schedule and budget constraints under this statement of work (SOW). The Contractor shall provide support in the specific areas outlined below:

4.1.1 Consultation and Program Development

The Contractor shall collaborate with OLCD staff to manage the curriculum and foster a progressive and highly effective training program. The Contractor shall be prepared to host and facilitate management and executive level meetings/focus groups. OLCD may request the contractor provide subject matter experts (SMEs) as needed to assist with program development. Contractor shall be prepared to provide advice; allow and exchange views; organize meetings; provide agendas; lead discussions to enable groups to operate as a neutral party advocating and encouraging full participation; promote mutual understanding, respect, and create an atmosphere for fair and open processes.

4.1.2 Program Status Report (PSR)

The Contractor shall conduct up to two as requested by OLCD during each POP; participation may be in person or virtual (MS Teams call).

The Contractor is responsible for preparing the meeting materials and taking the minutes of the meeting. These minutes shall reflect a record of meeting purpose and objective(s), discussion

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activity, decisions /agreements made, date, location, tasks, the responsible POC for each task, and attendee/participant contact information.

The Contractor shall address any program issues, and not limited to the following topics: contract status, progress of tasks, program/task recommendations, program schedule, program performance, and any risks to the program during the POP. The PSR shall include a program overall status, accomplishments, critical issues, major risks, and next steps. In addition, the Contractor shall identify concerns in the development of any tasks or documentation described within this SOW.

4.2 The Contractor shall provide up to four (4) sessions, each session of two (2) consecutive business days, totaling 16 hours per session. Each session should have no more than 30 participants per option period to introduce ICE second-line supervisors who previously completed the Keystone Program. The Contractor will relate key competencies in external awareness, flexibility, resilience, partnering, political savvy, influencing, negotiating, inter-cultural communication, conflict management, conflict resolution and strategic thinking with lessons learned from historical events to the challenges ICE first- and second-line supervisors deal within today's environment and society view of the ICE mission. This training is envisioned to assist in building and retaining a stellar management team while promoting the mission and success of ICE to include meeting continuous learning requirements of DHS and ICE. The Contractor shall develop a curriculum based on the Senior Executive Core Qualifications (ECQ's), <https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/>, with the following focus areas:

- a. Explore the impact of antisemitism/extremism, strategies to combat extremism and rise in violence;
- b. Promote building trust, respect, and enhance critical thinking skills in the areas of multiplicity, ethics, and values;
- c. Utilize interactive technology in group discussions; promote personal reflection on each individual's world view and how that view impacts interpersonal connections;
- d. Promote collaboration with others to find common ground on conversational issues;
- e. Promote the concepts of building trust across communities.
- f. Explore the complexities of working with multi-generational employees (Generations X, Y, Z), recruiting qualified personnel, and valuing the retention of ICE personnel.

4.3 The Contractor shall develop group exercises that will create engaging discussion throughout the sessions. Classroom instruction will be enhanced by visit (s) to an experiential facility (civil rights museum, Holocaust museum, etc.) over the course of the session. The Contractor shall provide group exercises that include areas outlined in 4.2.

4.4 The Contractor shall allow a half hour dedicated to the OLCD to provide information on the most current DHS Leader Development Program Requirements.

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4.5 The Contractor shall provide lunch meals for all sessions. For the two (2) day sessions, the Contractor shall provide lunch meals in accordance with the GSA per diem rates for lunch published in <https://www.gsa.gov/travel/plan-book/per-diem-rates>.

4.6 For all sessions, the Contractor shall transport the participants as a group to and from the experiential location.

4.7 The Contractor shall identify and reserve a training and experiential location. The locations provide all resources (participant materials) to include meeting rooms, and facilities for dining for up to thirty (30) participants. Historically ICE averages 25 participants per session.

4.8 The Contractor will be required to meet with OLCD staff prior to the start of each program, to discuss and review upcoming events, changes of agency priorities and updates to the course curriculum.

4.9 The Contractor shall be able to meet or provide comprehensive evaluations to OLCD. The contractor will provide evaluations to participants at the close of each session and will provide the OLCD program manager with the results.

4.10 Using a respective historical event as a reference point, participants shall be able to identify and compare the competencies in external awareness, flexibility, resilience, partnering, political savvy, influencing, negotiating, inter-cultural communication, conflict management, conflict resolution and strategic thinking in the historical figures and explain the success or failure of each by defining the outcomes. In addition, questions should be posed to participants concerning how various decisions made and actions taken by the leaders could relate to ICE and the participants' leadership styles.

4.11 The Contractor shall provide a formal presentation focused on various historic figures and how they contributed to the success or failures as a leader. The Contractor will address as it relates to today's immigration issues and the role/view of ICE to the public. The presentation and discussion shall range one hour up to a half of day and shall include a question-and-answer session for the participants.

4.12 The Contractor shall provide all classrooms, meeting rooms, other program-related accommodations, including all necessary presentation equipment such as A/V equipment, video projectors, and monitors.

4.13 The Contractor shall provide a dedicated program manager who will serve as the POC for all events, activities, and logistics to include scheduling and working with OLCD's Program Manager.

4.14 The contractor may be required to provide a virtual program to support unexpected in-person concerns. The development and deployment of a virtual program will be executed through contract modification and shall be by mutual agreement of the parties.

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4.15 All substitutes and/or replacements of personnel shall be approved by the OLCD Program Manager prior to a start of a program.

5.0 GOVERNMENT ROLES AND RESPONSIBILITIES

The Contracting Officer (CO) will be the administrative point of contact at ICE Office of Acquisition Management for all official correspondence and information concerning this contract. Final acceptability or unacceptability of all deliverables and tasks performed by the Contractor is the responsibility of the Contracting Officer. A COR will be assigned to be the technical representative lead supporting the Program Manager (PM) and the Contracting Officer. The Program Manager will make performance, cost, and schedule decisions.

6.0 GENERAL STIPULATIONS

The Government reserves the right to postpone, reschedule or cancel training 30 calendar days before the start date of training for the convenience of the Government. All training and education programs must comply with Section 508 of the Rehabilitation Act for disabled/hearing impaired personnel.

7.0 PERIOD OF PERFORMANCE

The services of any resulting contract shall be provided through the following period of performance:

Performance Period	Performance Period Dates	Length of Period
Base Period	9/30/2022 -9/29/2023	12 Months
Option Period 1	9/30/2023 -9/29/2024	12 Months
Option Period 2	9/30/2024 -9/29/2025	12 Months
Option Period 3	9/30/2025 -9/29/2026	12 Months
Option Period 4	9/30/2026 -9/29/2027	12 Months

8.0 DELIVERABLES

Deliverables are commensurate with the services that shall be provided by the Contractor based on the requirements of this solicitation and are stated in general terms below. Deliverables will vary considerably based on the type of course and session, duration, location, and specific requirements that may be identified at the task order level.

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Deliverable	SOW Paragraph	Frequency
Law Enforcement Training Curriculum for Overview (Final)	4.1	Finalized within 60 calendar days of award.
Program Status Report (PSR)	4.1.1	PSR meeting minutes delivered within 10 business days of event conclusion.
3-day Session Curriculum (Final)	4.1 – 4.8	Finalized within 45 calendar days of first requested program session.
Virtual Session (when applicable)	4.15	Finalized within 45 calendar days of <i>requested virtual</i> program session.
In-Person Course Agenda and other logistics	4.8	15 calendar days prior to the start of each session. OLCD Program Manager will be responsible for disseminating to participants.
Key Personnel substitutes	4.16	Notification will be provided to the OLCD Program Manager and COR 15 calendar days prior to the program.
Course Materials	4.8	All course and pre-events materials that are to be disseminated to participants should be delivered to the OLCD Program Manager and COR 30 calendar days prior to the program for review.
Curriculum Revisions/Recommendations	4.8	As needed, per evaluations feedback and OLCD onsite staff member feedback and observations.

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Evaluations/ Follow Up Metrics.	4.10	Level one (1) evaluations must be provided at the close of each session and results provided to the OLCD program Manager and COR within 10 calendar days after the program is completed.
Performance Documentation:	4.1 b	As requested, briefings, point papers, and meeting minutes.

9.0 PERSONNEL REQUIREMENTS

KEY PERSONNEL

Key Personnel for this effort are as follows: Director, Program Manager/Coordinator and Facilitator(s).

Project Director

Education Required: BS/BA Degree or higher degree, Degrees should be in Human Resources, or Organizational Behavior or Development, Leadership and Management, Business Administration, or related field from an accredited institution of higher learning.

Experience Required: A minimum of ten (10) years of relevant experience, as described below. Each resume should emphasize any relevant experience with the below criteria

- Tailor quality improvement workshops and courses for an organization and its specific needs. Lead and conduct benchmarking and surveys for an organization. Facilitate process improvement efforts requiring a mastery of technical subject matter and experience in specific programs or processes. Manage a team of consultants and analysts supporting an agency's process improvement and quality training efforts.
- Have knowledge of DHS, ICE and its mission.
- Experience managing projects that manage and coordinate training for 25 or more people.

Program Manager/Coordinator

Education Required: BS/BA Degree, Degrees should be in a related field from an accredited institution of higher learning.

Experience Required: A minimum of two (2) years of relevant experience, as described below. Each resume should emphasize any relevant experience with the below criteria

- 2-3 years of directly related experience in program management in training, and instruction in an adult-learning environment or in an approved academic setting (examples include colleges or universities and high school), and.
- 2-3 years of directly related experience in delivering web-based applications

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is required.

- Have knowledge of DHS, ICE and its mission securing, enforcing the nation's immigration and customs laws.
- Experience managing projects that manage and coordinate training for 25 or more people.

Facilitators

Education Required: BS/BA Degree or higher degree from an accredited institution of higher learning.

Experience Required: A minimum of five (5) years of relevant experience, as described below. Each resume should emphasize any relevant experience with the below criteria

- Experience conducting training and/or presentations and considered a subject matter expert (SME) in subjects related to historical event (s) that infringed upon an individual's or group of individual's civil rights based on age, race, color, national origin, sex, and religion (i.e., the Holocaust, the Civil Rights Movement, etc.)
- Experience conducting training and/or presentations for DHS, ICE, other federal agencies, the U.S. military, law enforcement and criminal justice professionals specializing in leadership.
- Possess a Peace Officer Standards and Training (POST) and conducted training to law enforcement executives, managers, and supervisors with an emphasis in law enforcement centric.
- Knowledge and experience with federal, state and/or local policing reform issues. Involvement in national and/or local initiatives surrounding community-based policing theory, knowledge and/or experience in training of entry level and senior level law enforcement training and development.
- Experience with DHS, ICE and its mission securing, enforcing the nation's immigration and customs laws.

All resumes, at a minimum, shall include the following items:

1. Name
2. Program position for which proposed with the percentage of their time proposed
3. Company Affiliation and Current Location
4. Current Title and Position (current employee or contingent hire)
5. Education: (Year, Degree, Institution, Subject Area)
6. Certifications or certificates obtained that are important/relevant to the position proposed
7. Technical and/or Management Work Experience (showing from/to dates, title/position during the time period, companies where they worked, and a short but specific description of their experience and responsibilities)