

# **United States Border Patrol**

## **Mission Support Directorate**

### **Statement of Work for**

### **Strategic Support and Staff Augmentation**

**December 12, 2024**

## **1. BACKGROUND**

The U.S. Border Patrol (USBP) Headquarters Mission Support Directorate (MSD) missions is to safeguard our borders by providing USBP with resources necessary to accomplish the mission.

USBP MSD requires services to support the Directorate in reaching its strategic goals efficiently and effectively across several key initiatives, including but not limited to: strategic transformation initiatives, communications to articulate a unified vision across the Directorate, integration support across MSD divisions, development of success metrics for large-scale MSD initiatives, solutions to increase efficiencies in project management activities and operations, and additional ad-hoc support for sensitive and high-priority initiatives as needed by MSD's leadership team.

Successfully obtaining the services of a partner that can seamlessly integrate across the Directorate and agency is essential to supporting USBP's mission to secure the border and advancing MSD's efforts to support agents and field and headquarters operations.

## **2. SCOPE**

MSD's complex and dynamic mission requires support from an entity with broad, proven expertise in a wide range of skillsets, experience and capabilities. Procuring this support will result in valuable mission impacts, increased coordination across the MSD Directorate, HQ USBP Directorates and enhanced support to the field in securing the border.

## **3. TASKS**

- a. Conduct strategic analysis of MSD priorities and prepare for future scenarios and/or policy decisions that have implications on the USBP mission. Advise MSD leadership on shaping strategic initiatives, providing Subject Matter Specialists' (SMS) insights into mission critical issues.

- b. Design and partner on facilitation of transformative visioning sessions and offsites to define strategic priorities, advance Directorate and Division goals, and/or boost organizational culture.
- c. Support MSD leadership in developing, documenting, and executing Directorate strategy, making use of reach-back capabilities on a variety of complex areas (e.g., strategic transformation, operations transformation, organizational design, technology business management). Ensure strategies are in alignment with broader USBP, CBP, and DHS strategies and are operationalized across all levels of the Directorate.
- d. Develop action plans aligned to MSD's strategic vision by embedding directly within existing Division operations, building upon a breadth and depth of Federal, commercial, and global industry practices to assess pain points, define objectives, and identify opportunities for innovation.
- e. Support MSD in navigating complex stakeholder relationship management, building on knowledge and extensive experience in the stakeholder landscape (e.g., Congress, OMB, DHS/CBP/USBP leadership, the Field).
- f. Design strategic communications to inform internal and external stakeholders of strategic priorities, in coordination with MSD leadership. Products may include executive briefings, external stakeholder memorandums, Field communications, newsletters, videos, and other marketing materials.
- g. Support ad-hoc strategic tasks as agreed upon and requested by Directorate executive leadership and agreed to by the contractor, delivering at the speed of the mission by rapidly scaling diverse teams to accelerate a broad spectrum of objectives.
- h. Provide support at the MSD Division level to assist with the uniformity and continuity of reports, deliverables, correspondence and documentation for consolidation at the Directorate level and above.

#### **4. DELIVERABLES**

Deliverable	Description	Delivery Schedule
Monthly Activity Report	Narrative description of activities, accomplishments, future activities, and any problems or delays anticipated.	To be submitted to the COR by the 10th working day of the following reporting month.
Monthly Invoice	Detailed breakdown of hours worked, by labor category, with the related dollar charges. Format as agreed upon by the COR and Vendor.	To be submitted to the COR by the 10th working day of the following reporting month.
Travel Reports	Narrative description of activities and work performed during MSD leadership directed travel.	As required, NLT 5 working days after completion of travel; submitted to COR.
Meeting minutes/reports	Narrative description of meetings conducted by MSD leadership at which vendor support is provided. Capture meeting minutes, capture action items to include notional or agreed upon completion dates.	As required, NLT 5 working days after completion of the meeting; submitted to COR.
Strategic Vision and Mission Priority Outputs	Strategy documents, doctrines, vision and mission statements, priority action plans, and other outcomes of facilitated strategy sessions relevant to agreed upon goals and objectives	Ad hoc, as agreed to by government and contractor
Strategic Initiative Support	Documentation and support for the design and implementation of strategic initiatives (e.g., operating model refinement, process optimization) aligned to MSD priorities.	Ad hoc, as agreed to by government and contractor
Scenario Planning	Action and contingency plans to anticipate and prepare for future scenarios and/or policy decisions that have significant implications for MSD and/or USBP.	Ad hoc, as agreed to by government and contractor
Stakeholder Analysis and Management Products	Analysis, recommendations, briefings, talking points, communication plans, and other products to assist with coordination across a wide range of audiences, navigate integration with internal and external stakeholders, and advance the Directorate's strategic vision.	Ad hoc, as agreed to by government and contractor
Strategic Communication Products	Communications products to inform stakeholders of relevant strategic priorities and changes, such as executive briefings, memorandums, field engagement communications, ad hoc reporting, newsletters, videos, and other materials.	Ad hoc, as agreed to by government and contractor
Strategy Session and Offsite Preparation and Materials	Design facilitation plans, read-aheads, day-of materials, post-session materials, proposed schedules, proposed attendees, and action plans for MSD leadership and division strategy sessions and offsites relevant to agreed upon goals and objectives	Ad hoc, as agreed to by government and contractor

## 5. PLACE OF PERFORMANCE

Work to be performed remotely and physically at these locations:

U.S. Customs and Border Protection (RRB) 1300 Pennsylvania Ave, NW  
Washington, DC 20029

U.S. Customs and Border Protection (National Place) F Street NW, Washington, DC  
20004

Travel may be required, estimated to be 15% or less.

## 6. PERIODS OF PERFORMANCE

Base Year: March 1, 2025 – February 28, 2026

Option Year 1: 1 March 2026 – February 28, 2027

Option Year 2: 1 March 2027 – February 29, 2028

\*Option Years to be exercised at the discretion of the Government

## 7. POINTS OF CONTACT





## 8. REQUIRED LABOR CATEGORIES W/RELATED ANNUAL HOURS

Yearly requirements, Base Year

Labor Category	Total Base Year Hours
Sr Bus Fin OPS Spec.	200
JM Manager	1,747
Business/Financial Ops Consultant	5,094
Total Hours/Base Year	7,041

Yearly Requirements, OY1

Labor Category	Total Base Year Hours
Sr Bus Fin OPS Spec.	200
JM Manager	1,747
Business/Financial Ops Consultant	5,241
Total Hours/Base Year	7,188

Yearly Requirements, OY2

Labor Category	Total Base Year Hours
Sr Bus Fin OPS Spec.	200
JM Manager	1,747
Business/Financial Ops Consultant	5,241
Total Hours/Base Year	7,188

Total estimated Hourly Requirement for contract lifetime

Labor Category	Total Base Year Hours
Sr Bus Fin OPS Spec.	600
JM Manager	5,241
Business/Financial Ops Consultant	10,482
Total Hours/Base Year	16,323