

Statement of Work
Human Capital Transformation & Communications Strategy
Office of Finance, Facilities Management & Engineering

Background

The U.S. Customs and Border Protection (CBP) has the critical task of securing this country's borders, while effectively facilitating the flow of legitimate goods and people. To carry out this mission, CBP employees require a diverse array of assets, including equipment and facilities. The Facilities Management and Engineering's (FM&E) mission is to provide real property support to enable CBP's mission and the mission of other DHS components. Accomplishing this requires efficient coordination of all aspects of facilities development and management.

FM&E is responsible for providing real property and facility management support, from cradle to grave, to enable CBP's mission. FM&E offers an array of services to CBP Business Partners including the Office of Field Operations, Office of Border Patrol, Office of Air and Marine, and other Mission Support organizations. These services include:

- Real estate acquisition, construction/leasing management, and facilities management for all CBP occupied space including U.S. Ports of Entry, Border Patrol Stations and Sector Headquarters, Border Patrol Checkpoints, Remote Operating Bases, Air and Marine Operations Facilities, Laboratories, Employee Housing, Special Use Space and General Purpose Office Space;
- Tactical infrastructure on the Border including fences, barriers, patrol roads, bridges, lighting, and drainage structures;
- Border tunnel remediation;
- Environmental planning, compliance and pollution prevention.

An efficient organizational structure, improved processes, and enhanced capabilities are essential to the success of the Office of Finance, and its organizations in this fast-moving, growing and highly visible environment. Building on the successes in the past year, contractor assistance is a critical component in helping these organizations to meet the growing mission of CBP as effectively as possible as well as help the organization support its high performance goals.

Overview

The infrastructure and mission support programs managed by FM&E have become extremely important in recent years because of the increased national emphasis on border security. These organizational components now have responsibility for programs that are growing dramatically and are of significant interest of all levels of the Executive and Legislative Branches of the Federal Government. Consequently, FM&E is increasingly relied upon to provide time critical information on the status of programs and projects to users at the highest levels of CBP, DHS, OMB, GAO, Congress and the White House.

Additionally, they are often required to communicate and coordinate with other stakeholders on issues of border security and travel facilitation. These stakeholders include other Federal Agencies such as the General Services Administration, Department of State, Department of Transportation, Department of the Interior, and Department of Defense; State and Local Governments; Tribal Governments; Trade and Transportation Associations; and the Governments of Canada and Mexico.

On April 1, 2008, FM&E became an independent organization within the Office of Finance. One of the critical outcomes of the reorganization was to establish an infrastructure to increase the capacity and capability of the FM&E staff and to improve organizational performance. This structure facilitates a greater focus on staff development of core skills needed to support high performance of the FM&E organization. Throughout these organizational changes, FM&E used a baseline communications infrastructure to organize and prioritize decisions, deliverables and messages with internal and external stakeholders. Centralized management and oversight of FM&E operations supported executive level decision making and communication on many high-level, high-priority deliverables.

This new operating environment requires FM&E to look beyond its established communications structure to enhance collaboration and strategic communication. As a separate organization, FM&E needs a mature human capital structure that supports high performance of the FM&E workforce.

Purpose

The purpose of this task order is to acquire contractor support to continue building upon the foundational work completed during the past year and provide for a robust strategic communications and a Human Capital Transformation program.

Key Deliverables

- Develop a communications strategy to support the use of innovative tools, technology and processes to enhance communication and collaboration with stakeholders. This includes:
 - Expand FM&E outreach and communication platforms with internal and external customers and stakeholders by incorporating new and innovative technologies into communications including enhanced FM&E Newsletter and “Podcasts” platforms.
 - Develop communications approach to share FM&E vision, mission statement and core values with FM&E workforce and stakeholders
 - Conduct audience analysis and draft FM&E employee communications and change management survey that will result in the identification of new messaging vehicles for current and anticipated communications needs.
- Develop a Human Capital Strategy and hiring action plan for implementation, which includes a prioritized action plan for aligning the right talent with job functions that support the organization’s overall strategic goals, standardized position description

requirements, and written standard operating procedures. In addition, this initiative includes:

- Identify as-is HR processes for hiring and provide recommendations for improvement based on HR Best Practices.
 - Support the standardization and classification of position descriptions based on the talent needed in FM&E
 - Develop a hiring plan for the execution of FY 2009 hiring initiatives for FM&E which includes the tracking and reporting of human capital requirements and validation of position type, skills sets required, and classification of position descriptions.
 - Document OF's hiring and staffing to budget procedures to support the Governance Board decision-making process resulting in collaborative and efficient staffing decisions.
 - Continued support of workforce rotation program for FM&E and the Office of Finance.
 - Develop HR Communication Strategy to ensure all Human Capital information (i.e.: hiring, staffing, recruiting, etc.) is clearly communicated to both internal and external stakeholders.
- Develop an FM&E Strategic Plan and action plan for implementation that includes:
 - A comprehensive assessment of FM&E's business objectives, processes, and improvement initiatives;
 - Identify the goals and objectives that are the targets of FM&E performance and the capabilities needed to enable performance
 - Identify strategies and options for building internal capabilities and accomplishing mission objectives
 - Determine the performance outcomes and measures that will best gauge FM&E's progress toward its objectives
- Develop infrastructure and tools to support the stand-up of a comprehensive Professional Development Program and training infrastructure including:
 - Written Standard Operating Procedures (SOP) and training to FM&E management and staff.
 - Training Program infrastructure to request, schedule, and track training requirements and create training communities such as COTR, Project Management Certification, Leasing Warrants, etc.

Period of Performance:

01/01/09 – 03/31/09 with two (2) three-month option periods.

Place of Performance

Onsite contractor support is expected as part of this task order. Office equipment and supplies, equipment and desktop configuration, and office support services for onsite contractors are limited to those provided for government personnel with similar roles and responsibilities and onsite contractors must comply with CBP guidelines and standards.

Travel

Contractors are expected to travel as required in support of FM&Es operational requirements and key deliverables under this tasking. Contractors may be required to travel up to 6 times, ranging from 1 to 5 days. Travel destinations include, but are not limited to, Dallas, Texas; Indianapolis, Indiana; and Laguna Niguel, California. Travel expenses will be reimbursed in accordance with Federal Travel Regulations (FTR) and Federal Government rules and regulations. Contracting Officer Technical Representative (COTR) must authorize and approve all travel in advance.

Selection and Termination of Contractor Personnel

The contractor shall provide only qualified candidates as indicated under this SOW.

- The Government shall not exercise any supervision or control over contractor personnel performing under this SOW. The government will provide work assignments, monitor and evaluate work performance, and terminate services as required. It should be noted contractor employees selected under this contract are employees of the contractor; they are not government employees.
- Should the need arise to replace an individual selected under this contract, the contractor shall notify the Contracting Officer immediately and submit all required resumes of potential individuals to the CO at least fourteen days in advance of the substitution. All resumes submitted for the proposed substitution must have qualifications equal to or greater than that of the person being replaced to perform the work under this contract.
- Contractor employees selected under this contract may be terminated at any time without cause. The CO, COTR, and/or Designated Official may direct the contractor to remove any employee from assignment to perform services under this contract for reasons of misconduct, security violations, and/or inability to perform assigned functions. These reasons will be uncontested.

Security Procedures**▪ Controls**

The Contractor shall comply with the Bureau of Customs and Border Protection (CBP) administrative, physical and technical security controls to ensure that the Government's security requirements are met.

▪ Identification Badges

All Contractor employees shall be required to wear identification badges when working in Government Facilities.

- **Security Background Date**

A contractor employee shall not begin working under the contract until the entire background investigation (BI) is completed with approval from CBP, Security Programs Division. Exceptions to this requirement will be handled on a case-by-case basis, and access to facilities, systems, data, etc. will be limited until the individual is cleared.

Contractor employee personnel hired to work within the United States or its territories and possessions that require access to CBP facilities, information systems, security items and products, and/or sensitive but unclassified information shall either be U.S. citizens or have lawful permanent resident status.

The following security screening requirements apply to both U.S. citizens and lawful permanent residents who are hired as Contractor personnel. All personnel employed by the Contractor or responsible to the Contractor for the performance of work hereunder shall either currently possess or be able to favorably pass a background investigation. Failure of any Contractor personnel to pass a BI means that the Contractor has failed to satisfy the contract requirement to provide cleared personnel. The continuing failure to meet the requirement to provide cleared personnel is grounds for termination of the contract, unless cleared personnel are timely provided as replacements. The Contractor must provide a qualified replacement capable of passing a BI for any person who fails to successfully pass a BI. This policy applies to any personnel hired as replacements during the term of the contract. The Contracting Officer must approve all personnel replacements.

Completed contractor BI packages are to be submitted to the COTR for coordination with the CBP Security Programs Division.

- **Notification of Personnel Changes.**

The Contractor shall notify the Contracting Officer's Technical Representative and Contracting Officer via phone, FAX, or electronic transmission, no later than one workday after any personnel changes occur. Written confirmation is required for phone notification. This includes, but is not limited to, name changes, resignations, termination, and reassignments (i.e., to another contract.) The Contractor shall notify the OIT Information Systems Security Branch (ISSB) of any change in access requirements for its employees no later than one day after any personnel changes occur. This includes name changes, resignations, terminations, and transfers to other Contractors. The Contractor shall provide the following information to OIT ISSB at TEL: (b) (6) and FAX (703) 92106570: full name, social security number, effective date, and reason for change.

- **Separation Procedures**

In accordance with Customs Directive No. 51715-006, "Separation Procedures for Contractor Employees," the Contractor is responsible for ensuring that all separating employees complete relevant portions of the Contractor Employee Separation Clearance, Customs Form 242. This requirement covers all Contractor employees who depart while a contract is still active (including resignation, termination, etc.) or

upon final contract completion. Failure of a Contractor to properly comply with these requirements shall be documented and considered when completing Contractor Performance Reports.

- **General Security Responsibilities During Performance**

The Contractor shall ensure that its employees follow the general procedures governing physical, environmental, and information security described in the various CBP regulations, pertaining thereto, good business practices, and the specifications, directives and manuals for conducting work to generate the products as required by this contract. Personnel will be responsible for the physical security of their area and government furnished equipment (GFE) issued to them under the provisions of this contract.

Invoices

The Contractor shall submit invoices under this contract on a monthly basis no later than the 10th of each month. Invoices shall group contractor employees by designated officials so that each designated official receives an invoice showing only those contractor employees assigned to them.

Invoices shall be prepared only for billable hours with copies of approved timesheets (signed by a Government supervisor) for each individual contractor employee attached. At a minimum, invoices must include a detailed breakdown by employee of the total number of hours being billed by day, the hourly rate being charged, and the cumulative invoice for the contract. Invoices are to be submitted to the COTR at the individual's duty location. The invoices and monthly reports may be compared against the sign-in/sign-out log.

Work Hours

Standard Work hours are defined as 8:00 a.m. to 5:00 p.m. Monday through Friday with a one-half hour for lunch on a daily basis. Each week is based on a 40-hour work week excluding holidays and/or personal time off which is not covered by CBP. Deviation from these scheduled hours must be approved in advance and in writing by the Contracting Officer Technical Representative (COTR).

Overtime

There are no provisions for overtime pay or any other form of compensation in this contract.

Non-Disclosure Agreements

When determined to be appropriate, Contractor employees may be required to execute a non-disclosure agreement as a condition to access of sensitive but unclassified information.