Customs and Border Protection

CBP Strategic Plan (SOW T9 – Project Execution Plan)

August 28, 2018

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Contents

- Project Execution Plan
- Deliverables schedule over next three months
- Leadership engagement plan

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Project Execution Plan (months 1-3)

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	Phase 1: Create ~7 weeks		Phase 2: Codify ~3 weeks	
Key activities	• **Hold kickoff** meeting (SOW T1) • **Finalize strategic objectives** building from existing research and interviews with CBP leadership / strategy functions (SOW T2) • **Define strategic choices** with ALC based on analysis of tradeoffs (SOW T3) • **Stand up Integrated Strategy Team** to support strategic development & comms • **Launch** a multi-channel initiative to gather CBP-wide input and collect ideas to achieve strategic objectives • **Generate initial list of strategic initiatives** with working team • **Rationalize existing planning strategy efforts** across Offices based on strategic objectives / choices, and divestiture framework	• **Map internal and external stakeholders** • **Identify influencers** / influencer networks vital to the success of the Strategy roll-out • **Segment and prioritize stakeholders** noting preferences on medium, frequency, format, and other factors, as well as present engagement and communication strategies being employed • **Conduct "Listening Sessions" and surveys** with select stakeholder segments to collect input and ideas to achieve strategic objectives	• Review the outputs of the stakeholder listening sessions and survey, and **identify information and/or perception gaps** • Convene **messaging workshop** with representatives from CBP components to develop key communications plan goals and messages • **Develop "Message Pillars,"** which will be communicated across all stakeholder segments **and "Message Framework"** that consists of a core message and supporting messages formatted into an easy-to-use, one-page "message box" that can be used by CBP leadership to guide all communications.	• **Refine, prioritize, and sequence portfolio of strategic initiatives**, ensuring initiatives meet 'readiness' criteria • **Iterate draft strategy with Office strategic functions** to strengthen cascade • **Develop strategic roadmap** to support implementation of portfolio of initiatives, and use to inform FY19 Strategic Priorities • **Codify CBP strategic plan** and develop essential messaging tailored for different contexts • **Develop brand for strategic plan** to attract attention and drive key messages • **Draft communication plan** that engages both CBP frontline and external stakeholders through multi-channel approach
Agency Leadership Council (ALC) touchpoints *(SOW T6)*		Agree on outcomes tied to Strategic Objectives	Make Strategic Choices	Test and refine initiatives	Review draft strategic plan & implementation plan
Deliverables	• (1) Project Kickoff Meeting Minutes • (2) Final set of Strategic Objectives • (3) Final set of Strategic Choices • Integrated Strategy Team stood-up* • List of initiatives/activities to stop doing*	• Stakeholder Map* • Notes from Stakeholder Listening Session(s) *	• Message Pillars • Message Framework	• Draft CBP strategic plan* • Draft Implementation plan* – Portfolio of Initiatives – Draft communication plan	

(6) Facilitated Leadership sessions (see above), (7) Weekly Updates, (8) Monthly Project Reports, (9) Project Execution plan *(SOW T7)*

* Additional planned deliverables

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Project Execution Plan (months 4-12)

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	Phase 3: Launch ~2 weeks		Phase 4: Support ~40 weeks	
Key activities	• **Finalize CBP strategic plan** (SOW T4) • **Finalize implementation plan** (SOW T5) • **Collect feedback** from frontline and external stakeholders on strategy • **Synthesize and share feedback** from frontline, including actions CBP leadership plans to take • **Launch communication plan** for internal and external CBP stakeholders, such as: – Communication cascade from supervisors to direct reports – Website to share updates and collect input – Online learning modules leveraging McKinsey Academy insight – Briefings for external stakeholders • **Design performance management system** to create transparency into strategic initiatives implementation	• Perform a **communications material audit**, assess existing artifact alignment to core messages, and gauge gaps in materials and activities • **Develop a Strategic Communication** Plan including identification of the channels and tactics, a mix of traditional communications, as well as digital and social media, content and tools to support stakeholder positioning and engagement, and metrics for measuring the effectiveness of the Plan • **Develop content and knowledge management protocols** outlining the creation, maintenance, storage, and approval/dissemination of materials within CBP	• **Refine strategic initiatives** working with Offices and Integrated Strategy Team • **Support regular progress reviews** for strategic initiatives, and KPI tracking • **Review and refine strategic initiatives** based on on-going programmatic review, feedback from key stakeholders and organizational performance • **Refine CBP strategic plan**, as needed, based on lessons learned from strategic initiative implementation and frontline engagement • **Continue to support communications cascade** to build momentum and strengthen change management	• Support CBP leadership with **on-going efforts to revise Communication Plan** based on factors that include: – Changes and/or revisions required to meet Congressional stakeholders – Changes and/or revisions required to meet feedback from DHS HQ – Change and/or revisions required to meet needs of CBP workforce • **Convene Additional "Listening Sessions', stakeholder interviews, and/or survey's** may be performed as needed to develop additional materials based on CBP leadership's needs.
Agency Leadership Council (ALC) touchpoints *(SOW T6)*		Sign off on strategic plan & implementation plan, discuss roll-out		Hold on-going leadership progress review meetings
Deliverables	• (4) Final CBP strategic plan • (5) Final Implementation plan, including final communication plan • Synthesized stakeholder feedback* • Performance management approach*	• Strategic Communication Materials (5) • Communication Process Documentation*	• Refined strategic plan (as needed) * • Refined strategic initiatives (as needed)* • Ongoing communications and performance management*	• Refined Communication Materials and Artifacts*

(6) Facilitated Leadership sessions (see above)

* Additional planned products

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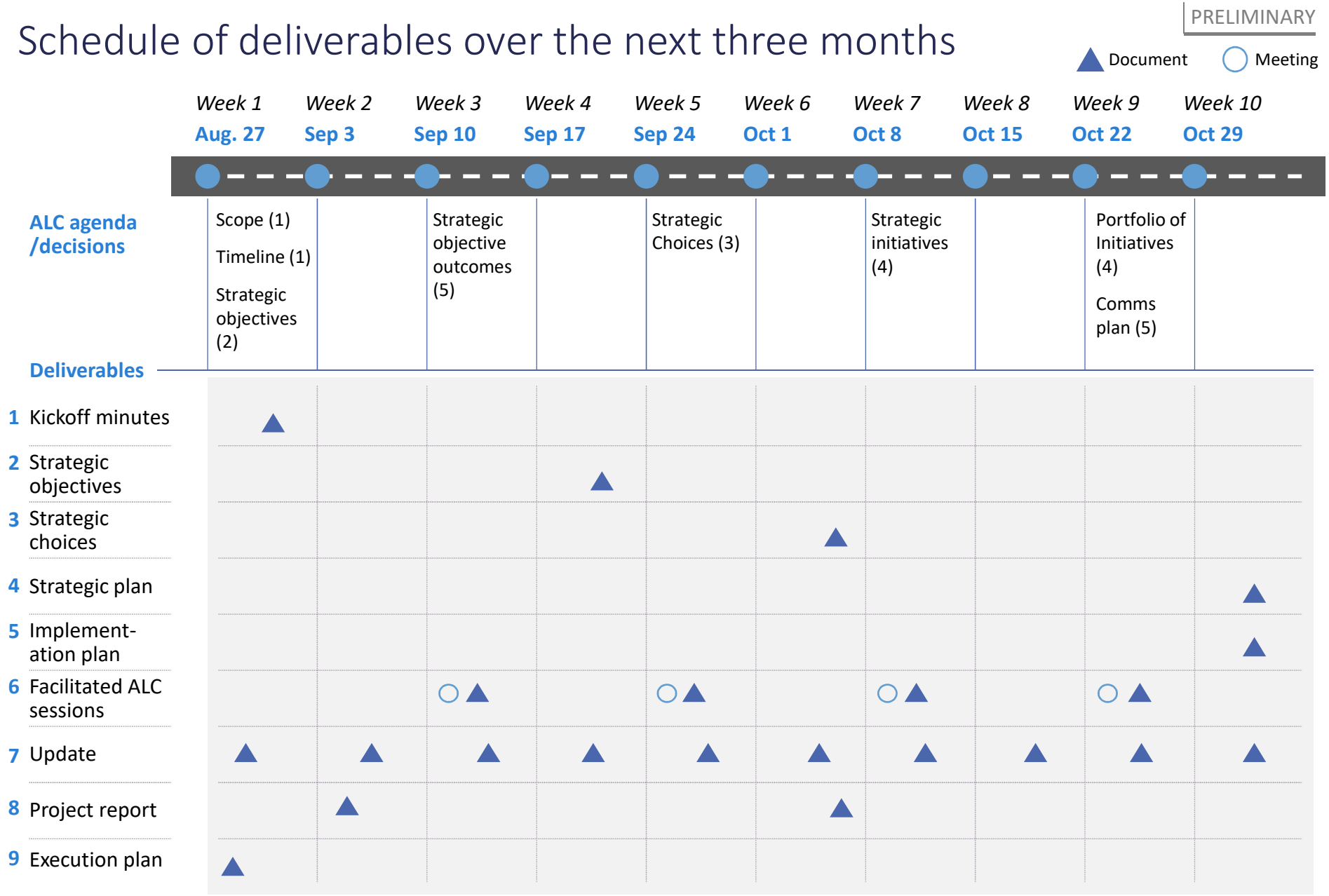
Schedule of deliverables over the next three months

PRELIMINARY



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PRELIMINARY

The working team will draft, the DLC will refine and the ALC will approve the agency strategic plan

ALC
DLC
Working team
Capstone event
Detailed agendas on following pages

Path to develop agency strategic plan

* Strategic Initiatives workshop date to be confirmed

1 Representatives from ES, OS, OFO, AMO, OT and USBP meeting weekly on Wednesdays from 2-4pm

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McKinsey&Company

MONTHLY PROJECT REPORT #1

Department of Homeland Security (DHS)
Customs and Border Protection (CBP)
Integrated Consulting Services
Task Order #3 – Strategic Plan

Base BPA #HSBP1017A00024

Submitted: September 5, 2018

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OVERVIEW

The purpose of this Monthly Project Report is to provide a summary of all Contractor work performed under the contract over the course of the last month with a focus on progress to date, concerns/recommendations, risks, and next steps. Additional materials or reports shared during this period will be included separately as Appendices.

This report is broken into seven (7) sections:
1. Technical status, including tracking of deliverable due dates and submission dates
2. Schedule status
3. Travel conducted
4. Concerns and/or recommendations from previous month
5. Risks identified during weekly updates, and current status
6. Upcoming action items
7. Appendices, including materials/reports developed during this period

1. TECHNICAL STATUS, INCLUDING DELIVERABLES

The focus of this task order is "*to develop a new Strategic Plan, ensuring the furtherance of the agency's mission objectives,*" as well to develop "*an approach to implement and communicate the strategic plan to make it relevant to its employees, stakeholders and partners.*"

Task Order #3 calls for nine Tasks. Progress to date on these tasks is reported below:

Task 1 – Conduct Project Kick Off Meeting. *The Contractor shall participate in a CBP kick-off meeting sponsored by CBP within two (2) business days of Task Order award. The purpose of the meeting is to introduce key Government and Contractor personnel, review and discuss the anticipated project schedule, identify possible risks or issues, and to address any other issues the Government or Contractor wish to discuss. The Contractor shall be prepared to discuss any items requiring clarification and gather information as necessary to support each deliverable. The Contractor shall provide a written summary of the Project Kick-Off Meeting detailed in the meeting minutes.*

Deliverables: (1) Project Kick-Off Meeting Minutes

The team met with the COR on 8/28/2018 to Kick-Off the project. The Kick-Off Meeting Minutes are attached as Appendix A.

Task 2 – Review and Refine Strategic Objectives. *CBP recently defined a set of strategic objectives that will set the future direction of the agency:*
• Achieve "One CBP" culture: All of CBP is working together to deliver the best of each Office to the mission, to our operational priorities, and to each other
• Attract and retain critical talent: CBP can hire, develop and retain the talent it needs to meet the demands of the mission today and the workforce needs of the future
• Accelerate technology deployment: IT systems are reliable and the workforce is equipped with the tools and innovations needed to meet emerging threats

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• Deepen partnerships: Partnerships in the USG, across sectors, and around the world are expanded to strengthen shared intelligence and to anticipate, identify and address potential threats
• Enhance the stakeholder experience: Travelers, the trade community, and other stakeholders engage and interact with CBP in ways that meet or exceed their expectations.

Building on that list and accounting for the core missions of CBP – border security, trade and travel facilitation, and trade enforcement - this task will review the initial set of objectives for correctness, completeness, clarity and inclusion in the CBP Strategy.
Deliverable: (2) Final set of Strategic Objectives

The team met with the Deputy Leadership Council to review the Strategic Objectives and began to define the outcomes for each of these objectives. This work with continue with the Working Team on September 6 and with the Agency Leadership Council on September 10.

Task 3 - Define Strategic Choices. *Based on CBP's Strategic Objectives, develop a set of strategic choices that will drive how CBP can most effectively execute its mission - balancing risk, performance and cost across all of its mission spaces. This list may include consideration of areas to de-emphasize or entirely divest from.*
Deliverable: (3) Final set of Strategic Choices

Task 4 – Draft CBP Strategic Plan. *Using the deliverables from Tasks 2 and 3, draft a CBP Strategic Plan inclusive of the defined strategic objectives and strategic choices used to evaluate agency effectiveness and assist in better-informed management decisions.*
Deliverable: (4) CBP Strategic Plan

Task 5 – Develop Implementation Plan. *Develop an implementation plan to define a set of key initiatives that will enable CBP to meet the intent of its Strategic Objectives and a communications strategy that defines the most effective way to cascade the CBP Strategy (Task 4) to all CBP employees.*
Deliverable: (5) Implementation Plan that includes:
• A list of Key Initiatives, to include (a) initiative owners, (b) a delivery roadmap that includes discrete actions to be performed by the owners, (c) a definition of success for each initiative, and (d) a method by which CBP leadership can track the outcomes for each initiative.
• A communications approach that defines the most effective way to cascade the strategy to all CBP employees. This approach will include a. developing high quality written briefing materials that can be presented to Congressional stakeholders and delivered to the entirety of CBP's workforce and b. drafting oral presentations and speeches for senior leadership to communicate the strategy to the workforce and external stakeholders.

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Task 6 – Meeting Facilitation. *Development of the CBP Strategy must include direction and feedback from CBP's most senior leaders. The contractor should conduct facilitated sessions over the course of the period of performance to gather data, provide information, and gain leadership consensus and approval.*
Deliverable: (6) Facilitated Leadership sessions, as required

The team facilitated a discussion with the Deputy Leadership Council on September 5 to define outcomes for strategic objectives. The team will bring these to the Agency Leadership Council for decision on September 10. The facilitation materials are in Appendix C.

Task 7– Reporting. *The Contractor shall provide progress updates in person or via conference call with CBP on a weekly basis. Progress Updates shall address schedule, performance and status of all deliverables to include activities that will affect the contract period of performance, problems/risks found, recommended solutions to problems/risks identified and work planned for the next period. At the COR's discretion, CBP may choose to receive progress updates less frequently if determined a meeting is unnecessary.*
The Contractor shall provide a monthly project report in writing no later than the fifth of each month. Each report shall include a summary of all Contractor work performed under the contract, including, but not limited to, an assessment of technical status, schedule status, any travel conducted, and any Contractor concerns or recommendations from the previous month, a complete tracking of deliverable due dates and submission dates, upcoming action items, and risks identified during the weekly updates. This report shall be used to justify the billing for each reporting period.
The Contractor shall provide a draft Project Execution Plan to successfully complete all tasks outlined all task outlined in this SOW, within fifteen (15) days after award for CBP's review, comment and approval. The Contractor shall provide a final Project Plan to the COR not later than thirty (30) business days after TO award.
Deliverables: (7) Weekly Update
(8) Monthly Project Report (9) Project Execution Plan

The Project Execution Plan has been completed (see Appendix B), and the first weekly updates and monthly project reports have been completed.

The complete deliverables tracker is included below:

#	Deliverable	Submission date
1.	Project Kick-off meeting minutes (T1)	9/4/2018
2.	Project Execution Plan (T9)	9/4/2018
3.	Weekly Update #1 (T7)	9/4/2018
4.	Meeting Facilitation, DLC #1 (T6)	9/5/2018
5.	Monthly Project Report (T8)	9/5/2018

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2. SCHEDULE STATUS

We have completed Task 1 and Task 9, the first weekly update and the first monthly project report.

3. TRAVEL CONDUCTED

N/A

4. CONCERNS AND RECOMMENDATIONS

We do not have concerns on the progress towards deliverables. Risks (identified in section 5) will need to be appropriately mitigated to avoid becoming concerns.

5. RISKS IDENTIFIED AND CURRENT STATUS

- Security Clearance: Two members of the working team ((b) (6), (b) (7)(C) and (b) (6), (b) (7)(C) have received reciprocal clearance, but other team members are not able to start on the contract as they were are under background investigation (b) (6), (b) (7)(C) Other potential team members to fill the gap on the working team will need to receive reciprocity, a full background investigation or be granted a provisional background investigation. These names will be submitted to the COR.
- Badges: Multiple team members have received reciprocity or a full clearance, but do not have badges and must be escorted while on CBP premises. These include (b) (6), (b) (7)(C)
- System Access: The working team does not have access to CBP systems or CBP accounts.

6. UPCOMING ACTION ITEMS

Week 3 – September 10-14

- Align on outcomes for the five strategic objectives with the ALC
- Develop strategic choices with the working team for DLC review
- Draft the outline of the strategic plan
- Begin developing communications and messaging from aspiration and strategic objectives

Week 4 – September 17-21

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- Review strategic choices with DLC
- Prepare strategic choices with the working team for ALC decisions
- Layout shell for the strategic plan document
- Refine initial messaging, including outcomes

Week 5 – September 24-28

- Facilitate the ALC in making strategic choices
- Develop strategic initiatives with the working team for DLC review
- Begin drafting introductory and external environment sections of strategic plan
- Begin to test messaging with select focus groups

7. APPENDICES LIST

All appendices listed below are included as separate attachments:

- *Appendix A: Project Kickoff Meeting minutes*
- *Appendix B: Project Execution Plan*
- *Appendix C: Meeting Facilitation, DLC #1*

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Customs and Border Protection

Deputy Leadership Council – Strategy discussion

September 5, 2018

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Meeting objectives

1. Review what work has happened, and align on what still needs to be done
2. Set a roadmap for strategy development over the next 3 months, and determine the best role for DLC
3. Develop example outcomes for strategic objectives

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1 We will build on the foundation from the first phase to partner with CBP in establishing the future strategy

✓ In progress
✓ Complete

Establish the foundation

- ✓ **Baseline CBP's current strategic direction** (e.g., Vision & Strategy 2020, FY18 Strategic Priority Initiatives), and recommend actions to close gaps in execution
- ✓ **Surface underlying challenges in CBP strategy formulation & execution**, and propose recommendations to address
- ✓ **Define set of gaps and unmitigated risks** CBP must address in light of future trends
- ✓ **Define aspiration and strategic objectives** to anchor FY18 Strategic Priority Initiatives and future strategic planning efforts
- ✓ **Develop framework for assessing of areas for potential divestiture** or de-prioritization

Create the new strategy

- ✓ **Expand baseline of gaps and unmitigated risks** to include current challenges where relevant
- ✓ **Test and refine aspiration and strategic objectives** across CBP organization
- ✓ **Define measurable outcomes** for strategic objectives
- ❑ **Define set of strategic choices** tied to strategic objectives, and assess tradeoffs to support decision
- ❑ **Generate list of strategic initiatives,** (existing, planned, new), and determine how to proceed based on strategy & divestiture criteria
- ❑ **Develop balanced portfolio of strategic initiatives (POI)** based on impact, familiarity/risk, and timing
- ❑ **Build strategic roadmap to support POI implementation**, including key milestones and target outcomes

Codify and cascade the new strategy

- ❑ **Test and iterate Agency-level 'strategy pyramid' with Offices** to strengthen, and to inform Office-level strategies
- ❑ **Codify POI in revised 5-year strategic plan** and test with CBP leadership using the '10 tests of public sector strategy'
- ❑ **Develop and launch stakeholder engagement plan** to solicit feedback on new strategic plan before finalizing
- ❑ **Develop communication plan** that engages both CBP frontline and external stakeholders through multi-channel approach
- ❑ **Publish new CBP-wide strategic plan**
- ❑ **Design performance management system** to create transparency into strategic initiatives implementation

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1 Successful strategies have five main parts. During this phase, we will focus on agency strategic choices and supporting initiatives

Elements of a successful strategy

Best-practice conceptual approach

An enduring aspiration for an organization's future that provides guidance and context for all decisions made by the organization

Outcome-based goals for the organization's performance in 5 – 8 years

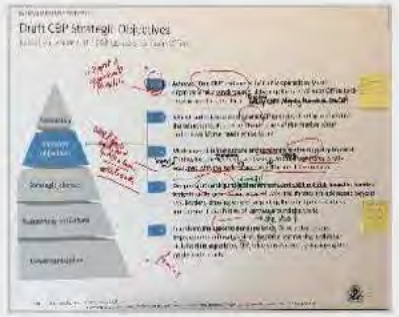
Strategic choices/ tradeoffs around how to achieve the organization's objectives – supported by guiding principles and a decision-making framework

Specific set of investments (of people, time, resources) made to operationalize strategy/ achieve strategic objectives

Implementation plans tied to budget, other resourcing, operating cadence, success metrics and oversight mechanisms

Outputs

Previous phase



Current phase

SOURCE: Vision and Strategy 2020; CBP 2016 Annual Performance Report; Agencies' Strategic Plans Under GPRA; FY2018 Strategic Priority Initiatives; CBP interviews

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1 What success looks like for this phase of the strategy effort

CBP has created a robust strategic plan to focus agency efforts and investments on a limited set of priority initiatives that will achieve the Commissioner's vision

CBP employees understand what the strategic plan means for them and have been engaged in developing the strategy

External partners respect and understand the strategy and their role in CBP's success

The ALC makes strategic resourcing decisions based on a robust fact base and transparent criteria

Delivering the strategy has become core to CBP's governance model, including ongoing performance management and proactive communications

Each strategic objective has clear outcomes, milestones and owners

Strategy is enduring beyond administrations and institutionalized within CBP

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2 ALC, DLC, and working team inputs are needed to co-create a CBP-owned strategy, that resonates with agents in the field

Best practices for experience and outcomes

Agency Leadership Council

- **Lead**, **guide**, and **make decisions** in the strategy development process
- **Communicate guidance** to the broader Agency and offices
- Provide viewpoint of how strategy resonates with **external stakeholders**

Deputy Leadership Council

- Provide a **comprehensive office leadership view**
- Provide a **"gut-check"** of how initiatives might resonate with agents and officers in the field
- Review and consider a **first-cut of an Agency-wide perspective**

Working team[1]

- Provide the **closest view to a home office or a particular component**
- Generate **innovative, operational, and pragmatic ideas** that funnel from – and will resonate – with the field

1 Representatives from ES, OS, OFO, AMO, OT and USBP

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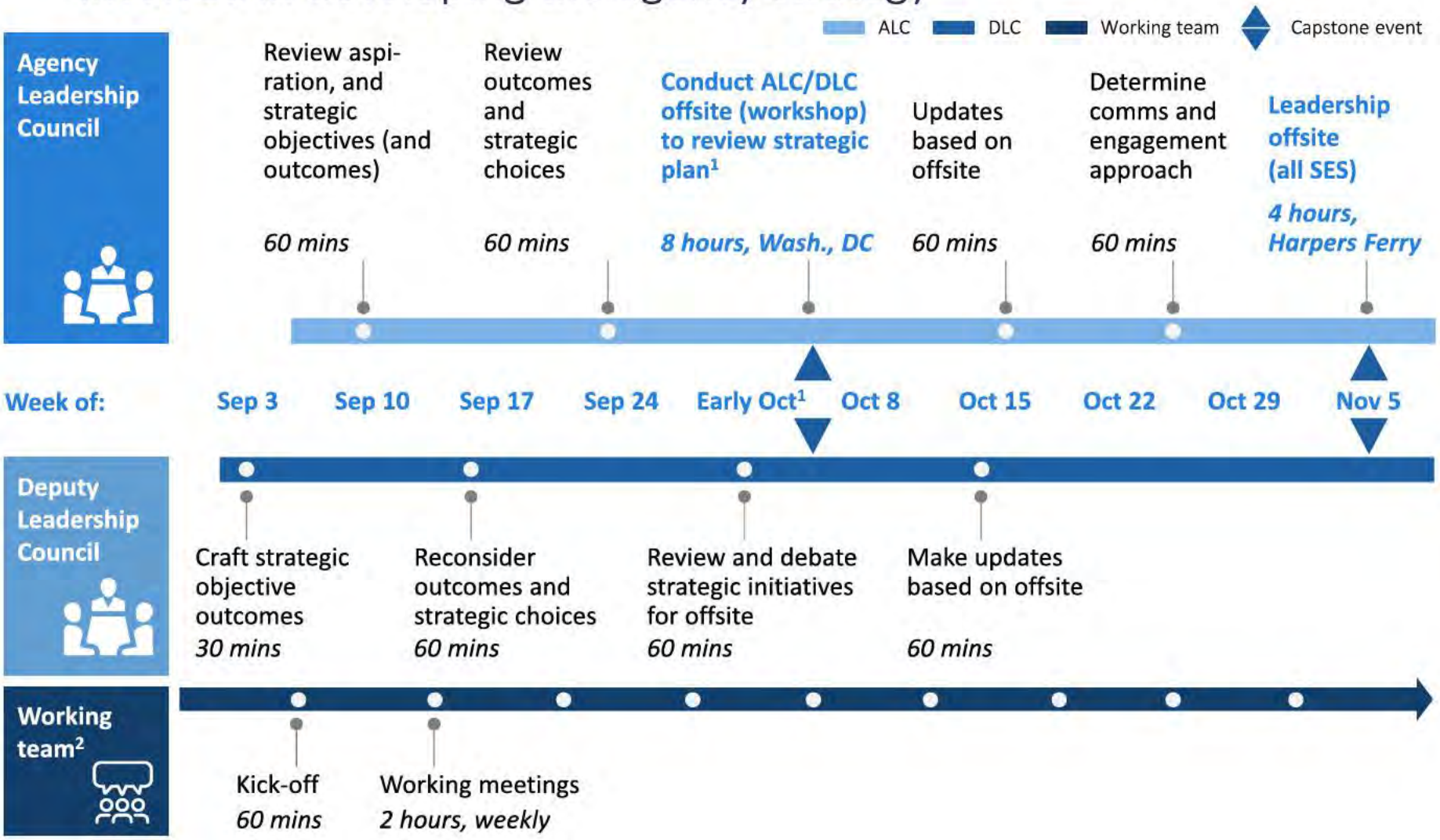
2 The CBP leadership team – both the ALC and DLC – will be heavily involved in developing the agency strategy



1 Strategic Initiatives workshop date to be confirmed
2 Representatives from ES, OS, OFO, AMO, OT and USBP meeting weekly on Wednesdays from 2-4pm

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3 In the prior phase, the ALC set an aspiration and five strategic objectives that will lay the groundwork for future strategy success

"To be America's **most trusted** and **innovative** law enforcement agency, relentlessly creating a **safer and more economically competitive nation.**" *–Phase 1, Mar 2018 ALC working session*

Attract, Train, Retain and Support a World-Class, Resilient Workforce: CBP can hire, develop and retain the talent it needs to meet the demands of the mission today and the workforce needs of the future.

Empower with Innovative Technology: IT systems are reliable and the workforce is equipped with the tools and innovations needed to meet emerging threats.

Build and Develop Partnerships: Partnerships in the USG, across sectors, and around the world are expanded to strengthen shared intelligence and to anticipate, identify and address potential threats.

Enhance the Stakeholder Experience: Travelers, the trade community, and other stakeholders engage and interact with CBP in ways that meet or exceed their expectations.

Achieve "One CBP": All of CBP is working together to deliver the best of each office to the mission, to our operational priorities, and to each other.

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3 Let's deep-dive into developing example outcomes for the strategic objectives. *What does success look like in September 2023?*

	1 Attract, Train, Retain and Support a World-Class, Resilient Workforce	2 Empower with Innovative Technology	3 Build and Develop Partnerships	4 Enhance the Stakeholder Experience	5 Achieve "One CBP"
Illustrative outcomes	▪ Offices achieve mandated staffing levels ▪ Attrition reduced by XX%+ ▪ Job satisfaction increased by XX%+ ▪ Critical skill gaps closed by XX%+ ▪ …	▪ XX%+ of POEs and U.S. BP Sectors respond that they have the best equipment possible to meet demands ▪ Zero significant disruptions from system outages ▪ XX%+ of officers/agents have basic technology needed to execute mission	▪ XX%+ increase in pre-departure screening of travelers, cargo, and conveyance ▪ X priority partnership agreements signed with foreign customs and border agencies ▪ …	▪ Customer satisfaction rates increase by XX%+ for travelers, commercial partners, and commercial customers ▪ …	▪ XX%+ of personnel surveyed say that CBP is both a "well-coordinated" and "collaborative" organization ▪ Resources are allocated to best use across offices ▪ …
What it might feel like for the field	"I feel like we have the people we need to do the job, and that CBP wants me to be successful here too"	"I have all the equipment I need to do my work, and that includes IT!"	"We get a lot of our help from our international partners telling us where to look; I know we help them too"	"It's empowering to know I'm helping people travel more safely and easily wherever it is they need to go"	"I understand how and where other Offices are contributing to the mission – and I feel it in my day-to-day"

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Next steps

- If you have **additional comments and input** for the upcoming ALC meeting on Monday, please contact us
- If you have **suggestions of working team members,** please send to (b) (6), (b) (7)(C)
- Please **engage with your EAC and working team members** to ensure we are creating the best collective strategy

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Appendix

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We have assembled an integrated team to surge over the next three months, followed by continued support

Team operating model

- **Bring strategy development and delivery expertise** to all phases of effort
- **Lead rapid development of strategy and implementation plans**, including approach for stakeholder engagement
- **Serve as strategic advisor** to CBP leadership

- **Set direction and aspiration** for strategy effort
- **Provide resourcing, expertise and leadership support** to deliver against aspiration
- **Make decisions and resolve issues quickly** to ensure progress at pace

- **Bring change management expertise** to build and sustain momentum against objectives
- **Execute strategic communications** and stakeholder engagement plans, including branding

Team support

August 27 — Mid-November — Mid-2019

- Strategy Development (McKinsey)
- Communications (PwC/Ogilvy)
- Communications and Performance Management support

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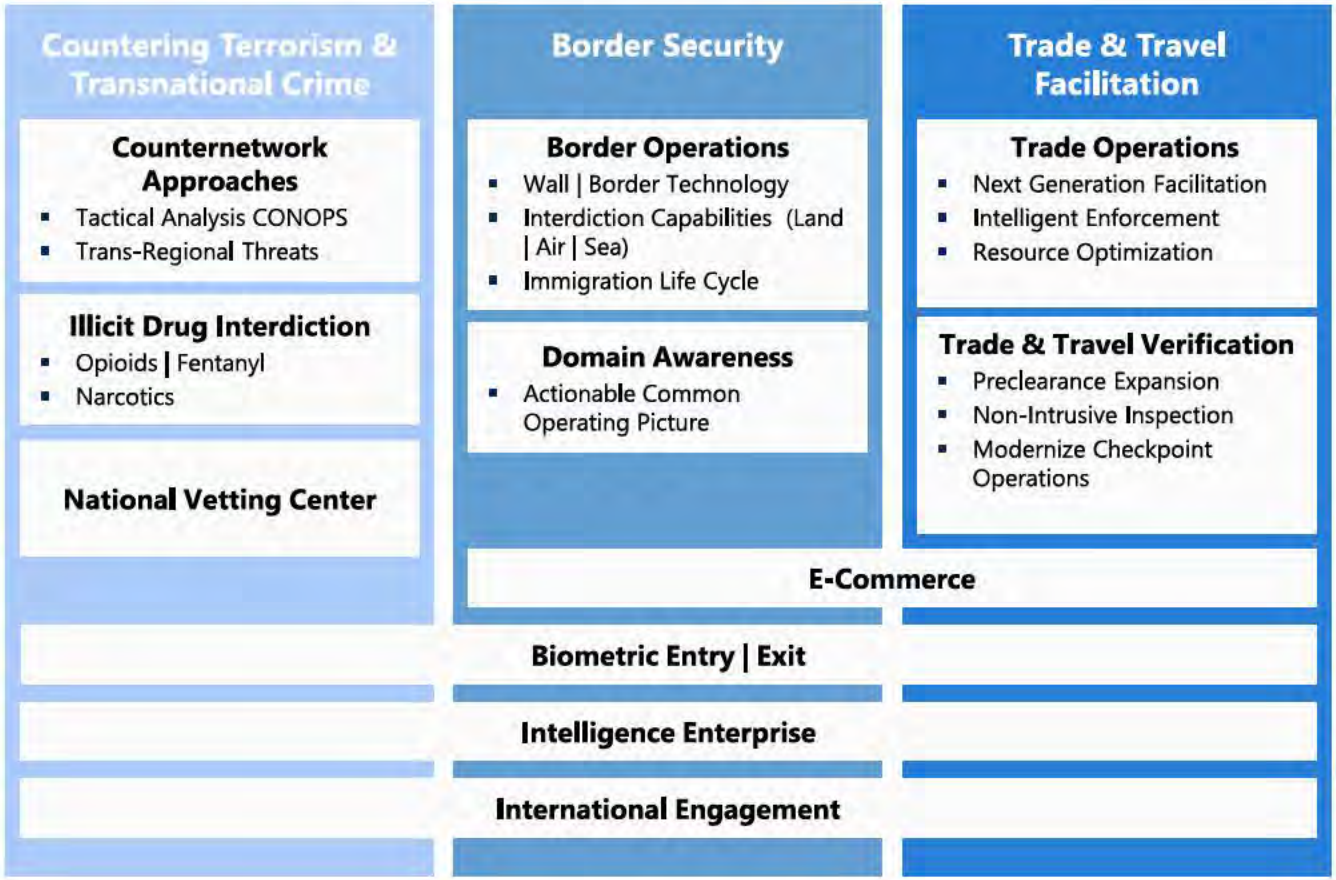
The FY19 Strategic Priority Initiatives placemat integrates the five strategic objectives

CBP's **Key Missions** ...

... are guided by five organizational **Strategic Objectives**



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ILLUSTRATIVE

A Portfolio of Initiatives approach will enable the holistic evaluation and management of strategic initiatives over time

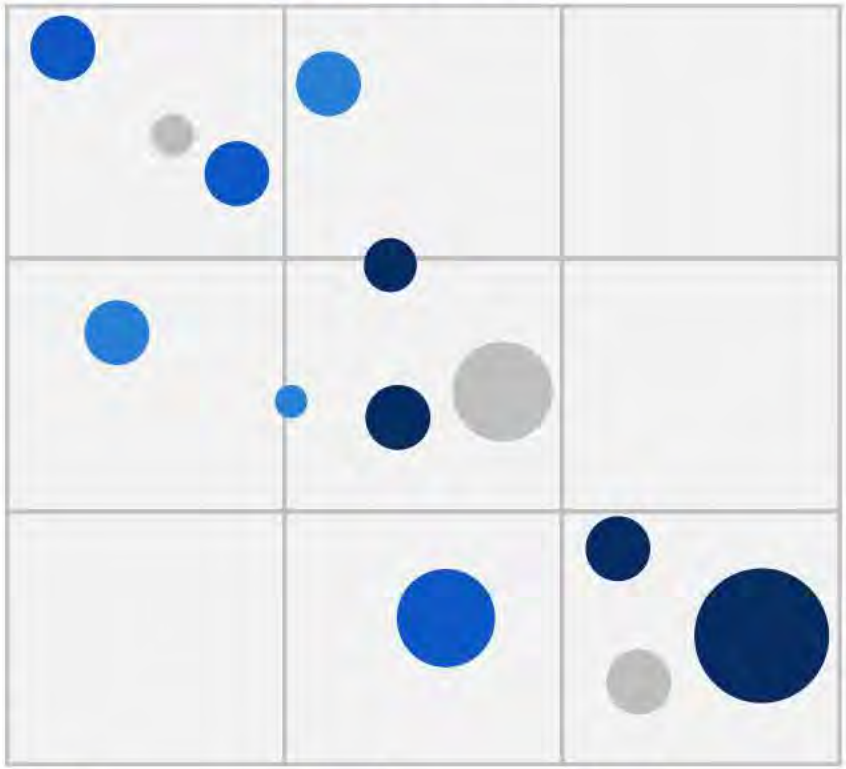
Familiarity/risk

Familiar
- Has been done before, knowledge exists internally
- Involves limited execution risk

Unfamiliar
- Little internal knowledge, but accessible externally
- Partner for success

Uncertain
- Unclear if anyone has necessary knowledge
- Possibility of success difficult to estimate
- Can be overcome with passage of time

Portfolio of Initiatives



1 year
- Immediate mandates
- Fixing today's problems

2-3 years
- Medium-term improvement opportunities
- Stretch goals

3-8 years
- Longer-term
- Significant hurdles and engagement

Note: Size indicates expected impact of initiative

- Strategic Objective #1
- Strategic Objective #2
- Strategic Objective #3
- Strategic Objective #4

- **Individual initiatives are plotted according to risk and time to results**
- **The portfolio should be balanced in impact, familiarity/risk and timing**
- **As time progresses, initiatives should migrate left and upwards, or be eliminated**

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Customs and Border Protection

CBP Strategy – ALC meeting

October 1, 2018

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Objectives for today

- **Agree on the overall set of strategic initiatives (~25) to consider for CBP's 5-year strategy**
- **Of those initiatives, identify 12-15 priority initiatives**

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Federal agencies, state universities and private companies choose a limited set of initiatives to define their strategies

FEMA

Ohio State University

Astrazeneca (biopharmaceuticals)

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The CBP Strategy builds on and is distinct from the FY19 Priorities

FY19 Priorities	CBP Strategy
1 year time horizon	5 year time horizon
Planned into the budget	Not fully in the budget
Being launched in October 2018	Being launched in January 2019

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xx To be validated

Potential CBP Strategic Initiatives (1 of 2)

Mission Areas

	Strategic Initiative	Example outcomes
Countering Terrorism & Transnational Crime	▪ Counter network: push the terrorist fight further beyond our borders	▪ *Identified terrorist threats intercepted in other countries 90% of time*
	▪ Illicit activity interdiction: identify and slow the flow of illicit drugs (e.g., opioids) and contraband	▪ *50%+ of drug interdictions linked to transnational crime organizations*
	▪ Vetting and Travel Authorization: identify potential threats by validating individuals' information while protecting privacy (e.g., NVC)	▪ *Real-time access to background checks on 95% of foreign passengers*
Border Security	▪ Awareness & control: monitor and respond to illicit cross-border activity quickly and effectively	▪ *Scores of >90/100 for operational control of border area; >75% non-intrusive cargo and passenger vehicle inspections of southern land border; >90% of identified threats responded to and resolved*
	▪ Common operating picture: put actionable, real-time information in operators' hands	▪ *>90% of on-duty operators and threats are geolocated; 100% of AMO aircraft connected to ATAK*
Trade and Travel	▪ E-Commerce: ensure safety and security in cross border shipments	▪ *Cross border shipments are trackable and traceable to investigate >80% of leads on illegal activity*
	▪ 21st century customs: enable cashless, secure, account-based customs processing	▪ *100% of customs payments are account-based and electronic*
	▪ Integrated checkpoint: communicate and collaborate between adjacent POEs and checkpoints	▪ *Checkpoints and POEs on same operating system; can track individuals from POE to checkpoint*
	▪ Traveler verification: use biometrics to accelerate traveler processing and identify fraud	▪ *90% of air and 60% of land passengers screened biometrically; <1% fraud*

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Potential CBP Strategic Initiatives (2 of 2)

xx To be validated

Strategic Objectives

	Strategic Initiative	Example outcomes
Workforce	▪ Hiring: attract and bring on qualified applicants quickly	▪ *Hiring targets met (e.g., 5k agents in 7 years); 80% offer acceptance; <90 day time to hire; 8/10 applicants CSAT[1]*
	▪ Skill Readiness: ensure job skills match requirements and future trends (e.g., dynamic workforce planning and training)	▪ *40% of "workforce has right skills" (FEVS)[2]*
	▪ Resilience: ensure the workforce maintains physical and emotional health throughout career	▪ *60% "employee satisfaction" (FEVS); 50% "have a feeling of personal empowerment" (FEVS)*
Technology	▪ Cloud and infrastructure: provide reliable access to cloud based services on resilient and secure systems	▪ *<0.1% system downtime; bandwidth upgrades are done in <10 days; any CBP program can be accessed on any CBP device; no major breaches of data/information*
	▪ Mobility & app dev: provide personnel access to cutting-edge technology to further mission	▪ *95% of personnel with mission need have a connected smart phone; outside devices integrated in <10 days*
	▪ Data analytics: ensure consistent, secure data access and enable analytics as a service	▪ *100% of relevant datasets are integrated and available for use; 50% of offices use analytics to inform decisions*
Partnerships	▪ International partnerships: build front line capabilities of partner nations	▪ *Northern Triangle countries can communicate situational awareness of their borders*
	▪ IC partnerships: collect and share data, analyze trends and provide insights to advance mission	▪ *Real time access to mission data sets and surveillance infrastructure*
Stakeholder Experience	▪ Travelers: provide a seamless experience for individuals crossing the border	▪ *8/10 CSAT score (7/10 in 2017); 15 minutes average wait time (21 minutes in 2016); 5 MVP pilots/year*
	▪ Business: facilitate the ease, speed and predictability of cross border management and movement of goods	▪ *>75% say they understand how to use CBP systems efficiently to meet their needs; 8/10 CSAT score*
	▪ Public: ensure the general public understands and appreciates the CBP mission	▪ *>50% of the public rate CBP positively; >50% of media coverage of CBP is neutral or positive*
One CBP	▪ Mission and team culture: leaders at all levels focus on mission and teamwork among workforce	▪ *80% of workforce feels leadership support (FEVS); 75% of workforce says agency accomplishes mission (FEVS)*
	▪ Mobility and joint duty: enable personnel to understand and appreciate other parts of the agency	▪ *10% of agents/officers change offices in 5 years; 100% of SES have spent >1 year in another office;*

1 Customer Satisfaction score
2 FEVS target scores are the Government-wide average for a single Federal Employee Viewpoint Survey (FEVS) question
2 Organizational Health Index – internal survey benchmarked across 2000 public and private sector organizations

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The ALC can “roll up their sleeves” on 3-5 initiatives, and regularly monitor 10-12 initiatives

Initiative Prioritization Criteria

- ❑ This initiative is **transformative to mission** delivery
- ❑ Direct sponsorship or oversight of the **senior leadership team (e.g., ALC)** is necessary for the success of the initiative
- ❑ Failing to execute this initiative poses **significant risk** (e.g., physical, political)
- ❑ **Cross-office collaboration is** required for success

	ALC role	Target #
Strategic initiatives	1 **“Roll up our sleeves”** (e.g., weekly or monthly shared problem-solving)	**3-5**
	2 **Monitor** (e.g., quarterly briefings)	**10-12**
Other activities	3 **Delegate** (e.g., dashboards, ad hoc briefings as needed)	*Others*

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In the coming weeks, the CBP leadership team will reach decisions on the strategy and communications plan

Date	Objectives	Leadership
Oct 1 *60 min*	✓ Agree on the overall set of strategic initiatives (~25) to consider for CBP's 5-year strategy ✓ Of those initiatives, identify 12-15 priority initiatives	EACs
Oct 9 *Offline*	▪ Review selected priority initiatives	EACs and DEACs
Oct 15 *Offline*	▪ Review portfolio of initiatives (e.g., familiarity, timing, impact) ▪ Review Strategy one-pager	EACs and DEACs
Oct 22 *4 hours*	▪ Decide on Strategy one-pager ▪ Decide on metrics, milestones/targets for 12-15 strategic initiatives ▪ Decide on approach to managing initiatives	EACs and DEACs
Oct 29 *30 minutes*	▪ Review draft strategy ▪ Prepare for Nov. 8-9 offsite communications	EACs
Nov 8/ 9 *3 hours*	▪ Communicate strategy to leadership team	All SES

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Appendix

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Using a Portfolio of Initiatives enables a balanced approach to strategy

Familiarity/risk

Familiar

- Has been done before, knowledge exists internally
- Involves limited execution risk

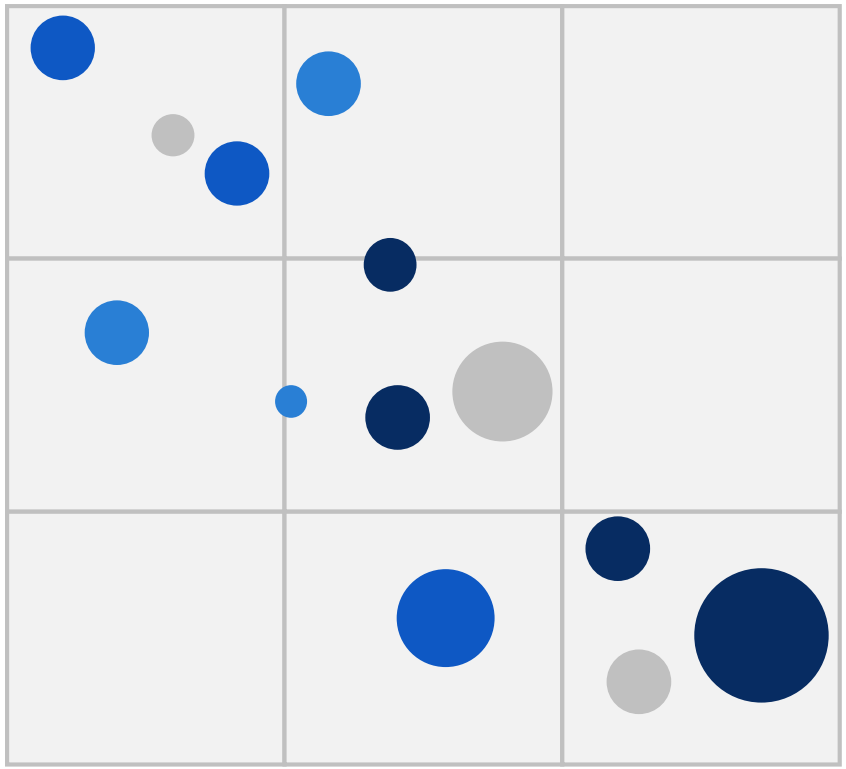
Unfamiliar

- Little internal knowledge, but accessible externally
- Partner for success

Uncertain

- Unclear if anyone has necessary knowledge
- Possibility of success difficult to estimate
- Can be overcome with passage of time

Portfolio of Initiatives



1 year

- Immediate mandates
- Fixing today's problems

2-3 years

- Medium-term improvement opportunities
- Stretch goals

3-8 years

- Longer-term
- Significant hurdles and engagement

Note: Size indicates expected impact of initiative

- Border Security
- Counter Terrorism
- Trade and Travel
- Workforce
- …

- Individual initiatives are plotted according to risk and time to results
- The portfolio should be balanced in impact, familiarity/risk and timing
- As time progresses, initiatives should migrate left and upwards, or be eliminated

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CBP should consider six key elements when building out initiatives

Strategic initiatives elements	
Owner	Is there a clear owner and a way to hold that person accountable for progress?
Definition of success	Are measures of success defined, outcome-based, measurable, and being tracked?
Delivery roadmap	Is there a fully formed roadmap (with key milestones, timeframe, and risks identified) that is being used to track and guide progress? Is there a high level of confidence that the plan will achieve stated goals?
Team	Is there a fully dedicated team with appropriate skills and expertise?
Budget/ resourcing	Have required resource levels been established and allocated?
Partner/ stakeholder engagement	Have critical partners and stakeholders been identified? Is there a regular system of engagement in place?

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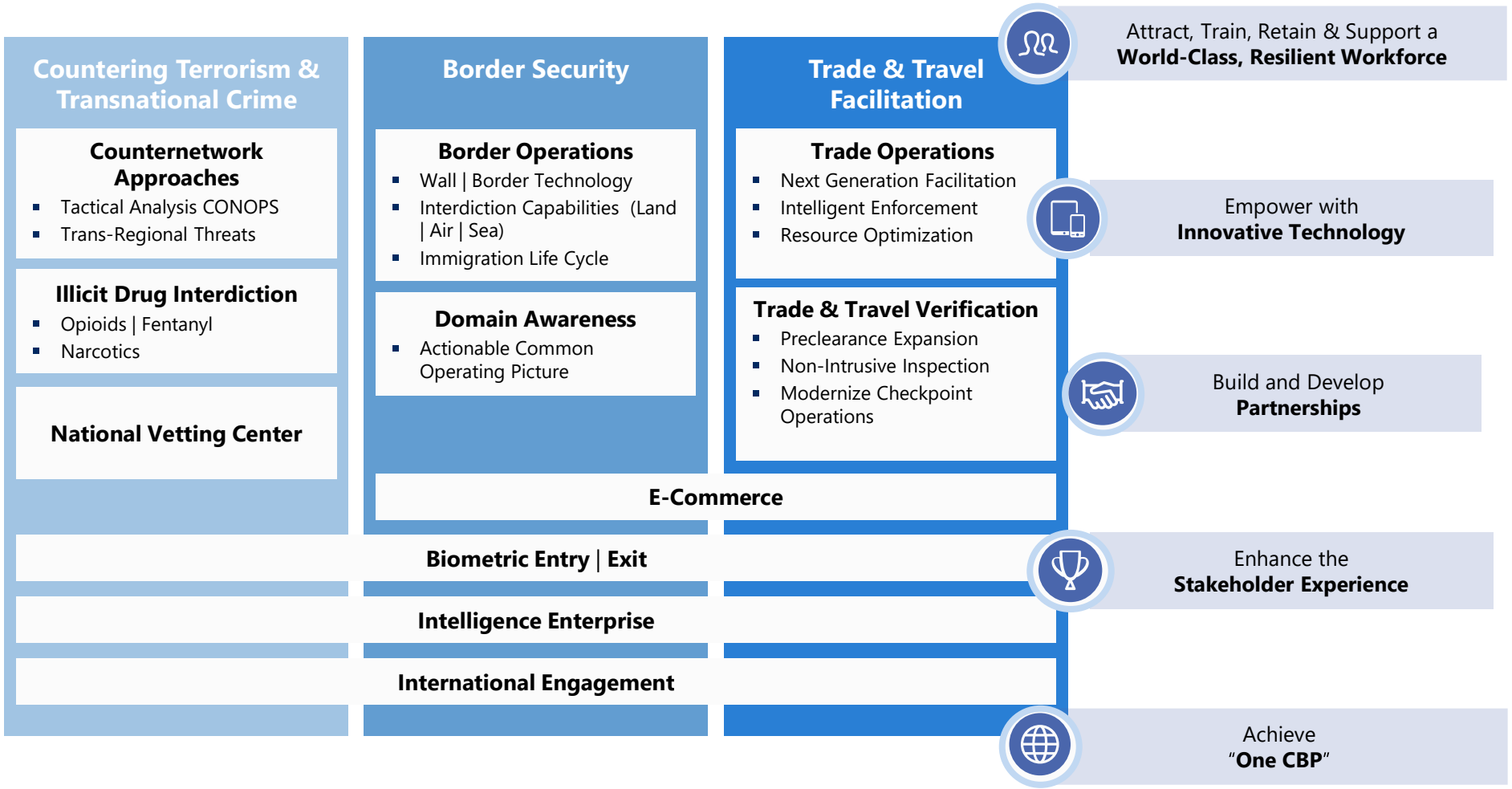
The FY19 Strategic Priorities placemat has three key missions and five strategic objectives

CBP's **Key Missions** ...

... are guided by five organizational **Strategic Objectives**



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McKinsey & Company

MONTHLY PROJECT REPORT #2

Department of Homeland Security (DHS)
Customs and Border Protection (CBP)
Integrated Consulting Services
Task Order #3 – Strategic Plan

Base BPA #HSBP1017A00024

Submitted: October 5, 2018

~~*Confidential and proprietary information exempt from disclosure under Section (b)(4) of the Freedom of Information Act, 5 U.S.C. § 552 et seq*~~

OVERVIEW

The purpose of this Monthly Project Report is to provide a summary of all Contractor work performed under the contract over the course of the last month with a focus on progress to date, concerns/recommendations, risks, and next steps. Additional materials or reports shared during this period will be included separately as Appendices.

This report is broken into seven (7) sections:
1. Technical status, including tracking of deliverable due dates and submission dates
2. Schedule status
3. Travel conducted
4. Concerns and/or recommendations from previous month
5. Risks identified during weekly updates, and current status
6. Upcoming action items
7. Appendices, including materials/reports developed during this period

1. TECHNICAL STATUS, INCLUDING DELIVERABLES

The focus of this task order is "*to develop a new Strategic Plan, ensuring the furtherance of the agency's mission objectives*," as well to develop "*an approach to implement and communicate the strategic plan to make it relevant to its employees, stakeholders and partners.*"

Task Order #3 calls for nine Tasks. Progress to date on these tasks is reported below:

Task 1 – Conduct Project Kick Off Meeting. *The Contractor shall participate in a CBP kick-off meeting sponsored by CBP within two (2) business days of Task Order award. The purpose of the meeting is to introduce key Government and Contractor personnel, review and discuss the anticipated project schedule, identify possible risks or issues, and to address any other issues the Government or Contractor wish to discuss. The Contractor shall be prepared to discuss any items requiring clarification and gather information as necessary to support each deliverable. The Contractor shall provide a written summary of the Project Kick-Off Meeting detailed in the meeting minutes.*

Deliverables: (1) Project Kick-Off Meeting Minutes

Completed 8/28/2018 and reported in Monthly Report #1

Task 2 – Review and Refine Strategic Objectives. *CBP recently defined a set of strategic objectives that will set the future direction of the agency:*
• Achieve "One CBP" culture: All of CBP is working together to deliver the best of each Office to the mission, to our operational priorities, and to each other
• Attract and retain critical talent: CBP can hire, develop and retain the talent it needs to meet the demands of the mission today and the workforce needs of the future
• Accelerate technology deployment: IT systems are reliable and the workforce is equipped with the tools and innovations needed to meet emerging threats

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• Deepen partnerships: Partnerships in the USG, across sectors, and around the world are expanded to strengthen shared intelligence and to anticipate, identify and address potential threats
• Enhance the stakeholder experience: Travelers, the trade community, and other stakeholders engage and interact with CBP in ways that meet or exceed their expectations.

Building on that list and accounting for the core missions of CBP – border security, trade and travel facilitation, and trade enforcement - this task will review the initial set of objectives for correctness, completeness, clarity and inclusion in the CBP Strategy.
Deliverable: (2) Final set of Strategic Objectives

The team met with individual EACs and DEACs to refine the list of initiatives, in support of the Strategic Objectives. The team also met with the ALC to confirm that this list of 22 potential initiatives was the right set of things to choose from.

Task 3 - Define Strategic Choices. *Based on CBP's Strategic Objectives, develop a set of strategic choices that will drive how CBP can most effectively execute its mission - balancing risk, performance and cost across all of its mission spaces. This list may include consideration of areas to de-emphasize or entirely divest from.*
Deliverable: (3) Final set of Strategic Choices

The team met with the ALC to prioritize 22 initiatives, downselecting to 12 initiatives.

Task 4 – Draft CBP Strategic Plan. *Using the deliverables from Tasks 2 and 3, draft a CBP Strategic Plan inclusive of the defined strategic objectives and strategic choices used to evaluate agency effectiveness and assist in better-informed management decisions.*
Deliverable: (4) CBP Strategic Plan

The team aligned with the Program Lead and the Chief of Staff on the outline for the strategic plan, based on the strategic objectives and supporting initiatives.

Task 5 – Develop Implementation Plan. *Develop an implementation plan to define a set of key initiatives that will enable CBP to meet the intent of its Strategic Objectives and a communications strategy that defines the most effective way to cascade the CBP Strategy (Task 4) to all CBP employees.*
Deliverable: (5) Implementation Plan that includes:
• A list of Key Initiatives, to include (a) initiative owners, (b) a delivery roadmap that includes discrete actions to be performed by the owners, (c) a definition of success for each initiative, and (d) a method by which CBP leadership can track the outcomes for each initiative.
• A communications approach that defines the most effective way to cascade the strategy to all CBP employees. This approach will include a. developing high quality written briefing materials that can be presented to Congressional stakeholders and

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delivered to the entirety of CBP's workforce and b. drafting oral presentations and speeches for senior leadership to communicate the strategy to the workforce and external stakeholders.

The team has an initiative template for each of the 12 initiatives that will be populated by the Oct. 22 ALC offsite.

Task 6 – Meeting Facilitation. *Development of the CBP Strategy must include direction and feedback from CBP's most senior leaders. The contractor should conduct facilitated sessions over the course of the period of performance to gather data, provide information, and gain leadership consensus and approval.*
Deliverable: (6) Facilitated Leadership sessions, as required

The team facilitated a discussion with the Agency Leadership Council on October 1 to prioritize strategic initiatives. The facilitation materials are in Appendix A.

Task 7– Reporting. *The Contractor shall provide progress updates in person or via conference call with CBP on a weekly basis. Progress Updates shall address schedule, performance and status of all deliverables to include activities that will affect the contract period of performance, problems/risks found, recommended solutions to problems/risks identified and work planned for the next period. At the COR's discretion, CBP may choose to receive progress updates less frequently if determined a meeting is unnecessary.*
The Contractor shall provide a monthly project report in writing no later than the fifth of each month. Each report shall include a summary of all Contractor work performed under the contract, including, but not limited to, an assessment of technical status, schedule status, any travel conducted, and any Contractor concerns or recommendations from the previous month, a complete tracking of deliverable due dates and submission dates, upcoming action items, and risks identified during the weekly updates. This report shall be used to justify the billing for each reporting period.
The Contractor shall provide a draft Project Execution Plan to successfully complete all tasks outlined all task outlined in this SOW, within fifteen (15) days after award for CBP's review, comment and approval. The Contractor shall provide a final Project Plan to the COR not later than thirty (30) business days after TO award.
Deliverables: (7) Weekly Update
(8) Monthly Project Report (9) Project Execution Plan

The Project Execution Plan has been completed and reported in Monthly Report #1.

The complete deliverables tracker is included below:

#	Deliverable	Submission date
1.	Project Kick-off meeting minutes (T1)	9/4/2018
2.	Project Execution Plan (T9)	9/4/2018

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3.	Weekly Update #1 (T7)	9/4/2018
4.	Meeting Facilitation, DLC #1 (T6)	9/5/2018
5.	Monthly Project Report (T8)	9/5/2018
6.	Weekly Update #2 (T7)	9/7/2018
7.	Weekly Update #3 (T7)	9/14/2018
8.	Weekly Update #4 (T7)	9/21/2018
9.	Weekly Update #5 (T7)	9/28/2018
10.	Meeting Facilitation, ALC (T6)	10/1/2018
11.	Weekly Update #6 (T7)	10/5/2018

2. SCHEDULE STATUS

We have completed Task 1 and Task 9, completed multiple elements of Task 6 and weekly updates and two monthly project reports.

3. TRAVEL CONDUCTED

N/A

4. CONCERNS AND RECOMMENDATIONS

We do not have concerns on the progress towards deliverables. Risks (identified in section 5) will need to be appropriately mitigated to avoid becoming concerns.

5. RISKS IDENTIFIED AND CURRENT STATUS

- Security Clearance: Requirements for complete BI and inability to use a provisional clearance may inhibit engagement from Ogilvy partners, who already work with CBP but are not required to have a completed BI on their other contract. Their paperwork has been submitted, but are awaiting clearance.
- System Access: The working team does not have access to CBP systems or CBP accounts; obtaining access will enable the team to view FOUO/LES information.

6. UPCOMING ACTION ITEMS

Week 7 – October 8-12

- Complete 2-page initiative synopses, with metrics, baselines, and targets to facilitate Oct. 22 workshop
- Shared strategy one-page options with EACs
- Begin drafting strategic plan
- Prepare for logistics/facilitation of Oct. 22 offsite

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Week 8 – October 15-19

- Complete facilitation materials for Oct. 22 offsite
- Complete one-page charters for each of the 12 strategic initiatives
- Complete strategic plan draft
- Draft communications and messaging plan

Week 9 – October 22-26

- Facilitate ALC offsite
- ALC signoff on Strategy one-pager
- ALC decision on metrics, milestones/targets for 12 strategic initiatives
- Send strategic plan to key internal stakeholders

Week 10 – October 29-Nov 2

- Prepare for Nov. 8-9 SES offsite
- Hold messaging/communications workshop with ALC

7. APPENDICES LIST

All appendices listed below are included as separate attachments:

- *Appendix A: Meeting Facilitation, ALC #1*

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McKinsey&Company

MONTHLY PROJECT REPORT #3

Department of Homeland Security (DHS)
Customs and Border Protection (CBP)
Integrated Consulting Services
Task Order #3 – Strategic Plan

Base BPA #HSBP1017A00024

Submitted: November 5, 2018

~~*Confidential and proprietary information exempt from disclosure under Section (b)(4) of the Freedom of Information Act, 5 U.S.C. § 552 et seq*~~

OVERVIEW

The purpose of this Monthly Project Report is to provide a summary of all Contractor work performed under the contract over the course of the last month with a focus on progress to date, concerns/recommendations, risks, and next steps. Additional materials or reports shared during this period will be included separately as Appendices.

This report is broken into seven (7) sections:
1. Technical status, including tracking of deliverable due dates and submission dates
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3. Travel conducted
4. Concerns and/or recommendations from previous month
5. Risks identified during weekly updates, and current status
6. Upcoming action items
7. Appendices, including materials/reports developed during this period

1. TECHNICAL STATUS, INCLUDING DELIVERABLES

The focus of this task order is "*to develop a new Strategic Plan, ensuring the furtherance of the agency's mission objectives*," as well to develop "*an approach to implement and communicate the strategic plan to make it relevant to its employees, stakeholders and partners.*"

Task Order #3 calls for nine Tasks. Progress to date on these tasks is reported below:

Task 1 – Conduct Project Kick Off Meeting. *The Contractor shall participate in a CBP kick-off meeting sponsored by CBP within two (2) business days of Task Order award. The purpose of the meeting is to introduce key Government and Contractor personnel, review and discuss the anticipated project schedule, identify possible risks or issues, and to address any other issues the Government or Contractor wish to discuss. The Contractor shall be prepared to discuss any items requiring clarification and gather information as necessary to support each deliverable. The Contractor shall provide a written summary of the Project Kick-Off Meeting detailed in the meeting minutes.*

Deliverables: (1) Project Kick-Off Meeting Minutes

Completed 8/28/2018 and reported in Monthly Report #1

Task 2 – Review and Refine Strategic Objectives. *CBP recently defined a set of strategic objectives that will set the future direction of the agency:*
• Achieve "One CBP" culture: All of CBP is working together to deliver the best of each Office to the mission, to our operational priorities, and to each other
• Attract and retain critical talent: CBP can hire, develop and retain the talent it needs to meet the demands of the mission today and the workforce needs of the future
• Accelerate technology deployment: IT systems are reliable and the workforce is equipped with the tools and innovations needed to meet emerging threats

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• Deepen partnerships: Partnerships in the USG, across sectors, and around the world are expanded to strengthen shared intelligence and to anticipate, identify and address potential threats
• Enhance the stakeholder experience: Travelers, the trade community, and other stakeholders engage and interact with CBP in ways that meet or exceed their expectations.

Building on that list and accounting for the core missions of CBP – border security, trade and travel facilitation, and trade enforcement - this task will review the initial set of objectives for correctness, completeness, clarity and inclusion in the CBP Strategy.
Deliverable: (2) Final set of Strategic Objectives

The team met with individual EACs and DEACs to refine the list of initiatives, in support of the Strategic Objectives. The team also met with the ALC to confirm that this list of 22 potential initiatives was the right set of things to choose from.

Task 3 - Define Strategic Choices. *Based on CBP's Strategic Objectives, develop a set of strategic choices that will drive how CBP can most effectively execute its mission - balancing risk, performance and cost across all of its mission spaces. This list may include consideration of areas to de-emphasize or entirely divest from.*
Deliverable: (3) Final set of Strategic Choices

The team met with the ALC on October 1st to prioritize 22 initiatives, down-selecting to 12 initiatives. The team then met with individual the COO, C-2, EACs and DEACs to refine the thinking around each of the 12 identified initiatives and gather feedback on the framing of the strategic initiatives.

Task 4 – Draft CBP Strategic Plan. *Using the deliverables from Tasks 2 and 3, draft a CBP Strategic Plan inclusive of the defined strategic objectives and strategic choices used to evaluate agency effectiveness and assist in better-informed management decisions.*
Deliverable: (4) CBP Strategic Plan

The team aligned with the Program Lead and the Chief of Staff on the outline for the strategic plan, based on the strategic objectives and supporting initiatives. Since the last report, the strategic plan has been drafted and is in the editing and review process with the team.

Task 5 – Develop Implementation Plan. *Develop an implementation plan to define a set of key initiatives that will enable CBP to meet the intent of its Strategic Objectives and a communications strategy that defines the most effective way to cascade the CBP Strategy (Task 4) to all CBP employees.*
Deliverable: (5) Implementation Plan that includes:
• A list of Key Initiatives, to include (a) initiative owners, (b) a delivery roadmap that includes discrete actions to be performed by the owners, (c) a definition of success for

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each initiative, and (d) a method by which CBP leadership can track the outcomes for each initiative.
• A communications approach that defines the most effective way to cascade the strategy to all CBP employees. This approach will include a. developing high quality written briefing materials that can be presented to Congressional stakeholders and delivered to the entirety of CBP's workforce and b. drafting oral presentations and speeches for senior leadership to communicate the strategy to the workforce and external stakeholders.

The team has developed an initiative template that includes the initiative owners, delivery roadmap, definition of success (e.g., desired outcomes), and metrics (including baseline and targets). This material will be reviewed and finalized by the ALC during a working session, which was originally scheduled for Oct. 22 and has been rescheduled to November. The decisions needs in this meeting will be to confirm the overall framing for the strategic initiatives, as well as decide on outcomes and owners.

Task 6 – Meeting Facilitation. *Development of the CBP Strategy must include direction and feedback from CBP's most senior leaders. The contractor should conduct facilitated sessions over the course of the period of performance to gather data, provide information, and gain leadership consensus and approval.*
Deliverable: (6) Facilitated Leadership sessions, as required

The team facilitated a discussion with C-1 and the COO on October 18th. The materials are in Appendix A.

In addition, the team had planned to facilitate a workshop with the ALC on October 22nd to confirm the overall framing for the strategic initiatives, as well as decide on strategic initiative outcomes and owners. This meeting has been rescheduled to November. The pre-read materials that were distributed to the CBP leadership team (e.g., C-1, C-2, COO, EACs, and DEACs) are included here.

Task 7– Reporting. *The Contractor shall provide progress updates in person or via conference call with CBP on a weekly basis. Progress Updates shall address schedule, performance and status of all deliverables to include activities that will affect the contract period of performance, problems/risks found, recommended solutions to problems/risks identified and work planned for the next period. At the COR's discretion, CBP may choose to receive progress updates less frequently if determined a meeting is unnecessary.*
The Contractor shall provide a monthly project report in writing no later than the fifth of each month. Each report shall include a summary of all Contractor work performed under the contract, including, but not limited to, an assessment of technical status, schedule status, any travel conducted, and any Contractor concerns or recommendations from the previous month, a complete tracking of deliverable due dates and submission dates, upcoming action items, and risks identified during the weekly updates. This report shall be used to justify the billing for each reporting period.

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The Contractor shall provide a draft Project Execution Plan to successfully complete all tasks outlined all task outlined in this SOW, within fifteen (15) days after award for CBP's review, comment and approval. The Contractor shall provide a final Project Plan to the COR not later than thirty (30) business days after TO award.
Deliverables: (7) Weekly Update
(8) Monthly Project Report (9) Project Execution Plan

The Project Execution Plan has been completed and reported in Monthly Report #1.

The complete deliverables tracker is included below:

#	Deliverable	Submission date
1.	Project Kick-off meeting minutes (T1)	9/4/2018
2.	Project Execution Plan (T9)	9/4/2018
3.	Weekly Update #1 (T7)	9/4/2018
4.	Meeting Facilitation, DLC #1 (T6)	9/5/2018
5.	Monthly Project Report (T8)	9/5/2018
6.	Weekly Update #2 (T7)	9/7/2018
7.	Weekly Update #3 (T7)	9/14/2018
8.	Weekly Update #4 (T7)	9/21/2018
9.	Weekly Update #5 (T7)	9/28/2018
10.	Meeting Facilitation, ALC (T6)	10/1/2018
11.	Weekly Update #6 (T7)	10/5/2018
12.	Monthly Project Report (T8)	10/5/2018
13.	Weekly Update #7 (T7)	10/12/2018
14.	Weekly Update #8 (T7)	10/19/2018
15.	Weekly Update #9 (T7)	10/26/2018
16.	Weekly Update #10 (T7)	11/2/2018
17.	Monthly Project Report (T8)	11/5/18

2. SCHEDULE STATUS

We have completed Task 1 and Task 9, completed multiple elements of Task 4 and Task 6. We have provided weekly updates and three monthly project reports.

3. TRAVEL CONDUCTED

N/A

4. CONCERNS AND RECOMMENDATIONS

We do not have concerns on the progress towards deliverables. Risks (identified in section 5) will need to be appropriately mitigated to avoid becoming concerns.

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5. RISKS IDENTIFIED AND CURRENT STATUS

- Our working session with the leadership team to make decisions on the strategy (e.g., overall framing, desired outcomes, initiatives owners, and metrics) has been delayed. This poses a risk to the original timeline and anticipated launch date for the strategy.

6. UPCOMING ACTION ITEMS

Week 11 – Nov 5 to Nov 9

- Develop considerations/templates for initiative "ownership" and performance management
- Prepare Guidehouse and Ogilvy for their work: review initiatives, initiative maturity, and background materials
- Prepare working team for transition to performance management planning; solicit feedback/discussion on communications approach to the workforce, across different components

Week 12 – Nov 12 to Nov 16

- Guidehouse to continue work on developing considerations for initiative "ownership" and performance management
- ALC workshop on Nov 16 (3:30 to 5:30 PM); ALC sign-off on Strategy one-pager
- ALC decision on outcomes and owners for 12 strategic initiatives

Week 13 – Nov 19 to Nov 21 (Thanksgiving Week)

- Socialize schedule for strategy communications and performance management meetings

Week 14 – Nov 26 to Nov 30

- Guidehouse to develop considerations for organizational planning and performance management guidance for aligning processes to support the strategy
- Coordinate with working team and other offices to align planning and resourcing processes across the organization
- Prepare for measures/performance management/portfolio of initiatives workshop with ALC

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7. APPENDICES LIST

All appendices listed below are included as separate attachments:

- *Appendix A: Oct. 18th C-1 briefing*
- *Appendix B: Pre-read for ALC (originally scheduled on Oct. 22)*

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McKinsey & Company

MONTHLY PROJECT REPORT #4

Department of Homeland Security (DHS)
Customs and Border Protection (CBP)
Integrated Consulting Services
Task Order #3 – Strategic Plan

Base BPA #HSBP1017A00024

Submitted: December 5, 2018

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OVERVIEW

The purpose of this Monthly Project Report is to provide a summary of all Contractor work performed under the contract over the course of the last month with a focus on progress to date, concerns/recommendations, risks, and next steps. Additional materials or reports shared during this period will be included separately as Appendices.

This report is broken into seven (7) sections:
1. Technical status, including tracking of deliverable due dates and submission dates
2. Schedule status
3. Travel conducted
4. Concerns and/or recommendations from previous month
5. Risks identified during weekly updates, and current status
6. Upcoming action items
7. Appendices, including materials/reports developed during this period

1. TECHNICAL STATUS, INCLUDING DELIVERABLES

The focus of this task order is "*to develop a new Strategic Plan, ensuring the furtherance of the agency's mission objectives*," as well to develop "*an approach to implement and communicate the strategic plan to make it relevant to its employees, stakeholders and partners.*"

Task Order #3 calls for nine Tasks. Progress to date on these tasks is reported below:

Task 1 – Conduct Project Kick Off Meeting. *The Contractor shall participate in a CBP kick-off meeting sponsored by CBP within two (2) business days of Task Order award. The purpose of the meeting is to introduce key Government and Contractor personnel, review and discuss the anticipated project schedule, identify possible risks or issues, and to address any other issues the Government or Contractor wish to discuss. The Contractor shall be prepared to discuss any items requiring clarification and gather information as necessary to support each deliverable. The Contractor shall provide a written summary of the Project Kick-Off Meeting detailed in the meeting minutes.*

Deliverables: (1) Project Kick-Off Meeting Minutes

Completed 8/28/2018 and reported in Monthly Report #1

Task 2 – Review and Refine Strategic Objectives. *CBP recently defined a set of strategic objectives that will set the future direction of the agency:*
• Achieve "One CBP" culture: All of CBP is working together to deliver the best of each Office to the mission, to our operational priorities, and to each other
• Attract and retain critical talent: CBP can hire, develop and retain the talent it needs to meet the demands of the mission today and the workforce needs of the future

• Accelerate technology deployment: IT systems are reliable and the workforce is equipped with the tools and innovations needed to meet emerging threats
• Deepen partnerships: Partnerships in the USG, across sectors, and around the world are expanded to strengthen shared intelligence and to anticipate, identify and address potential threats
• Enhance the stakeholder experience: Travelers, the trade community, and other stakeholders engage and interact with CBP in ways that meet or exceed their expectations.

Building on that list and accounting for the core missions of CBP – border security, trade and travel facilitation, and trade enforcement - this task will review the initial set of objectives for correctness, completeness, clarity and inclusion in the CBP Strategy.
Deliverable: (2) Final set of Strategic Objectives

During the December 4th workshop with the CBP Leadership Team (C1, C2, COO, EACs, and DEACs), the senior leaders aligned on the "one-pager" for the strategy with the framing around three goals related to mission, team, and future. This one-pager integrates the original five strategic objectives with the core missions of CBP. By selecting the "one-pager" the strategic objectives were finalized. See Appendix A page 7 for this deliverable.

Task 3 - Define Strategic Choices. *Based on CBP's Strategic Objectives, develop a set of strategic choices that will drive how CBP can most effectively execute its mission - balancing risk, performance and cost across all of its mission spaces. This list may include consideration of areas to de-emphasize or entirely divest from.*
Deliverable: (3) Final set of Strategic Choices

The discussion in the December 4th workshop helped to refine the scope of the 12 strategic initiatives. In particular, the CBP leadership team refined the desired outcomes, provided feedback on activities, and identified draft measures to track going forward. The set of strategic choices will be finalized once C1 has reviewed and approved the recommendation memo coming out of the workshop.

Task 4 – Draft CBP Strategic Plan. *Using the deliverables from Tasks 2 and 3, draft a CBP Strategic Plan inclusive of the defined strategic objectives and strategic choices used to evaluate agency effectiveness and assist in better-informed management decisions.*
Deliverable: (4) CBP Strategic Plan

The team developed a draft of the strategic plan that provides detail on the external environment, the "mission, team, and future" goals, and the twelve strategic initiatives. We shared it with (b) (6), (b) (7)(C) on November 16th. Based on feedback from (b) (6), (b) (7)(C) we are revising the plan and will share an example write-up of one initiative by December

6th. In addition, we will provide three graphic options for the strategy one-pager, which will be integrated into the strategic plan, by December 12th.

Task 5 – Develop Implementation Plan. *Develop an implementation plan to define a set of key initiatives that will enable CBP to meet the intent of its Strategic Objectives and a communications strategy that defines the most effective way to cascade the CBP Strategy (Task 4) to all CBP employees.*
Deliverable: (5) Implementation Plan that includes:
• A list of Key Initiatives, to include (a) initiative owners, (b) a delivery roadmap that includes discrete actions to be performed by the owners, (c) a definition of success for each initiative, and (d) a method by which CBP leadership can track the outcomes for each initiative.
• A communications approach that defines the most effective way to cascade the strategy to all CBP employees. This approach will include a. developing high quality written briefing materials that can be presented to Congressional stakeholders and delivered to the entirety of CBP's workforce and b. drafting oral presentations and speeches for senior leadership to communicate the strategy to the workforce and external stakeholders.

The team developed outlines for both the Implementation Plan and the Communication Plan. The Communication Plan outline includes of all of the information that will be captured, such as communication objectives, approach (i.e., channel assessment, stakeholder analysis and mapping, recommendations), communication strategy (i.e., communication roll out, key messages, channels and tactics), and the launch and deployment schedule. The Implementation Plan outline includes sections for the following: strategy background, initiatives summary, governance structure, resource planning, performance monitoring, and implementation support. The outlines will be reviewed and approved by the client on 12/6.

In addition to building the outlines, the team has also begun populating the information for the stakeholder analysis and mapping, and performing a performance management material audit.

Task 6 – Meeting Facilitation. *Development of the CBP Strategy must include direction and feedback from CBP's most senior leaders. The contractor should conduct facilitated sessions over the course of the period of performance to gather data, provide information, and gain leadership consensus and approval.*
Deliverable: (6) Facilitated Leadership sessions, as required

The team began listening sessions in November and met with EAC Young, DEAC (b) (6), (b) (7)(C) EAC Jacksta, EAC Owen, C2 Perez and COO Sanders. The team also met with the PPBA team to discuss the integration of the Strategy with the RAP and UFR process, held on November 27, and WRED to discuss how McKinsey/Guidehouse can work with WRED to gather information from FEVS data and conduct listening sessions to be used in the

Communications and Implementation Plans. Listening sessions will continue through December.

In addition, the team facilitated a workshop with the CBP Leadership Team (C1, C2, COO, EACs, and DEACs) on December 4th to make several key decisions related to the strategy. This workshop was originally scheduled on October 22nd. There were three decisions that were reached as part of the workshop:

1) Confirmed the overall framing for the strategic initiatives
2) Revised the initiatives and proposed metrics to track
3) Decided on owners for the twelve strategic initiatives.

The workbook for the session and PPT materials that were projected are included in the appendix.

Task 7– Reporting. *The Contractor shall provide progress updates in person or via conference call with CBP on a weekly basis. Progress Updates shall address schedule, performance and status of all deliverables to include activities that will affect the contract period of performance, problems/risks found, recommended solutions to problems/risks identified and work planned for the next period. At the COR's discretion, CBP may choose to receive progress updates less frequently if determined a meeting is unnecessary.*
The Contractor shall provide a monthly project report in writing no later than the fifth of each month. Each report shall include a summary of all Contractor work performed under the contract, including, but not limited to, an assessment of technical status, schedule status, any travel conducted, and any Contractor concerns or recommendations from the previous month, a complete tracking of deliverable due dates and submission dates, upcoming action items, and risks identified during the weekly updates. This report shall be used to justify the billing for each reporting period.
The Contractor shall provide a draft Project Execution Plan to successfully complete all tasks outlined all task outlined in this SOW, within fifteen (15) days after award for CBP's review, comment and approval. The Contractor shall provide a final Project Plan to the COR not later than thirty (30) business days after TO award.
Deliverables: (7) Weekly Update
(8) Monthly Project Report (9) Project Execution Plan

The Project Execution Plan has been completed and reported in Monthly Report #1.

The complete deliverables tracker is included below:

#	Deliverable	Submission date
1.	Project Kick-off meeting minutes (T1)	9/4/2018

2.	Project Execution Plan (T9)	9/4/2018
3.	Weekly Update #1 (T7)	9/4/2018
4.	Meeting Facilitation, DLC #1 (T6)	9/5/2018
5.	Monthly Project Report (T8)	9/5/2018
6.	Weekly Update #2 (T7)	9/7/2018
7.	Weekly Update #3 (T7)	9/14/2018
8.	Weekly Update #4 (T7)	9/21/2018
9.	Weekly Update #5 (T7)	9/28/2018
10.	Meeting Facilitation, ALC (T6)	10/1/2018
11.	Weekly Update #6 (T7)	10/5/2018
12.	Monthly Project Report (T8)	10/5/2018
13.	Weekly Update #7 (T7)	10/12/2018
14.	Weekly Update #8 (T7)	10/19/2018
15.	Weekly Update #9 (T7)	10/26/2018
16.	Weekly Update #10 (T7)	11/2/2018
17.	Monthly Project Report (T8)	11/5/18
18.	Weekly update #11 (T7)	11/9/2018
19.	Weekly update #12 (T7)	11/16/2018
20.	Weekly update #13 (T7)	11/21/2018
21.	Weekly update #14 (T7)	11/30/2018

2. SCHEDULE STATUS

We have completed Task 1, 2 and 9, completed multiple elements of Tasks 3, 4, 5, and 6. We have provided weekly updates and four monthly project reports.

3. TRAVEL CONDUCTED

N/A

4. CONCERNS AND RECOMMENDATIONS

We do not have concerns on the progress towards deliverables. Risks (identified in section 5) will need to be appropriately mitigated to avoid becoming concerns.

5. RISKS IDENTIFIED AND CURRENT STATUS

Our working session with the leadership team to make decisions on the strategy (e.g., overall framing, desired outcomes, initiatives owners, and metrics) was delayed ~6 weeks. That affected the original timeline and anticipated launch date for the strategy.

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6. UPCOMING ACTION ITEMS

Week 15 – Dec 3 – 7
- Facilitate workshop with CBP Leadership Team to (1) decide on strategy overview, (2) decide on outcomes and measures for 12 strategic initiatives, and (3) decide on owners for each initiative
- Review outlines for the communications and implementation plans
- Continue to develop stakeholder map

Week 16 – Dec 10 – 14
- Conduct listening session with the working team
- Meet with the communications POCs identified by the EACs and OPA
- Develop initial tools and templates as approval of outlines is given
- Identify influencers / influencer networks vital to the success of the Strategy roll-out

Week 17 – Dec 17 – 21
- Schedule the messaging workshop to take place in January and prepare all necessary materials
- Identify roles and responsibilities of stakeholders for each strategic initiative

Week 18 – Dec 24 – 28
- Team on pause for the holidays

Week 19 – Dec 31 – Jan 4
- Team on pause for the holidays

7. APPENDICES LIST

All appendices listed below are included as separate attachments:

- *Appendix A: Workbook for December 4 CBP Strategy Workshop, including draft/ thought starter measures for strategic initiatives*
- *Appendix B: Agenda and supporting materials for December 4 CBP Strategy Workshop*

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Customs and Border Protection

CBP Strategy – C1 update

October 18, 2018

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Objectives for today

- Recap Oct. 1 ALC feedback and review options for CBP strategy overall
- Align on objectives for Oct. 22 EAC/DEAC session
- Consider strategic initiative outcomes and potential owners

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The ALC decided on 5 initiatives to "roll up their sleeves" – with others for regular briefings[1]

Strategic initiatives

"Roll up our sleeves" (e.g., weekly or monthly shared problem-solving)

Counter network: Leverage collaboration, data and intelligence to push the terrorist and transnational crime fight beyond our borders

Partnerships: foster and develop partnerships, particularly internationally and with intelligence community

One CBP: execute mission by empowering leaders and unifying the workforce with trust and common purpose

Data and Analytics: ensure access to quality data and use analytics to enable decision-making

Hiring: modify recruiting and hiring processes to attract and onboard qualified applicants quickly

Monitor (e.g., quarterly briefings)

Awareness and enforcement: increase awareness and improve rate of response to illicit cross-border activity

Traveler verification: use biometrics to accelerate traveler processing and identify fraud while providing a seamless traveler experience

Secure & compliant trade: develop capability to predict threats and enforce cross-border commerce

IT Infrastructure: improve systems to provide reliable access to cloud-based services on resilient and secure infrastructure

Resilience: ensure the workforce maintains physical and emotional health throughout career

Vetting and travel authorization: identify potential threats by integrating and validating all available people-centric information

Stakeholder Experience: provide a seamless experience for individuals and groups interacting with CBP

1 Combines some initiatives suggested to be grouped in small group discussions

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CBP STRATEGY

Option A

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

MISSION
Protect the American people and enable trade and travel

Counter Network	Leverage collaboration, data and intelligence to push the terrorist and transnational crime fight beyond our borders
Awareness & enforcement	Increase situational awareness of border area to impede illicit cross-border travel
Secure & Compliant Trade	Develop capability to predict threats and enforce cross-border commerce
Traveler verification	Increase use of biometrics to accelerate traveler processing and identify fraud
Vetting & authorization	Identify potential threats by integrating and validating all available people-centric information
Stakeholder Experience	Improve user interfaces and business procedures to provide a seamless experience for travelers and businesses

PEOPLE
Build a capable, resilient and ready workforce

Hiring	Modify recruiting and hiring processes to attract and onboard qualified applicants quickly
Resilience	Ensure the workforce maintains physical and emotional health throughout their careers
One CBP	Execute mission by empowering leaders and unifying the workforce with trust and common purpose

FUTURE
Invest in technology and partnerships to confront emerging threats

Data & Analytics	Ensure access to quality data and use analytics to enable decision-making
IT Infra-structure	Improve systems to provide reliable access to cloud-based services on resilient and secure infrastructure
Partnerships	Foster and develop partnerships, particularly internationally and with intelligence community

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CBP STRATEGY

Option B

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

Secure the border to protect the American people

Awareness and enforcement

Increase awareness and improve rate of response to illicit cross-border activity

Vetting and authorization

Identify potential threats by integrating and validating all available people-centric information

Counter Network

Push the terrorist and transnational crime fight further beyond our borders

Facilitate trade and travel

Secure & Compliant Trade

Develop capability to predict threats and enforce cross-border commerce

Traveler verification

Use biometrics to accelerate traveler processing and identify fraud

Stakeholder experience

Provide a seamless experience for individuals and groups interacting with CBP

Invest in technology and partnerships for the future

Partnerships

Foster and develop partnerships, particularly internationally and with the intelligence community

Data & Analytics

Ensure access to quality data and use analytics to enable decision-making

IT Infrastructure

Improve systems to provide reliable access to cloud-based services on resilient and secure infrastructure

Build a capable, resilient and ready workforce

Hiring

Modify recruiting and hiring processes to attract and onboard qualified applicants quickly

Resilience

Ensure the workforce maintains physical and emotional health

One CBP

Execute mission by empowering leaders and unifying the workforce with trust and common purpose

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CBP STRATEGY

Option C

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

Counter terrorism

Counter Network

Push the terrorist and transnational crime fight further beyond our borders

Vetting and authorization

Identify potential threats by integrating and validating all available people-centric information

Enhance border security

Awareness

Increase awareness of activity around the border

Enforcement

Improve rate of response to illicit cross-border activity

Secure and facilitate trade and travel

Secure & Compliant Trade

Develop capability to predict threats and enforce cross-border commerce

Traveler verification

Use biometrics to accelerate traveler processing and identify fraud

Workforce

Hiring	Modify recruiting and hiring processes to attract and onboard qualified applicants quickly
Resilience	Ensure the workforce maintains physical and emotional health

Technology

Data & Analytics	Ensure access to quality data and use analytics to enable decision-making
IT Infrastructure	Improve systems to provide reliable access to cloud-based services on resilient and secure infrastructure

Partnerships	Foster and develop partnerships, particularly internationally and with the intelligence community
Stakeholder experience	Provide a seamless experience for individuals and groups interacting with CBP
One CBP	Execute mission by empowering leaders and unifying the workforce with trust and common purpose

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EACs and DEACs have weighed in on strategy options

Option A Mission, People, Future	Option B Secure, Facilitate, People, Future	Option C 3 mission areas, 5 objectives
We've never done it this way before	*This matches the lines of business*	*This is how we've always done it*
This is the only option the whole workforce will understand	*Separating "secure" and "facilitation" ensures they don't get lost*	*This is just a checklist*
This option feels more like OneCBP	*Could be better because it splits mission in two categories*	*This shows the decision making process we've come through*
I like "Mission, People, Future"		*Hard to know what's important*
It's simple and easy to get behind		*Could last beyond the tenure of one Commissioner*
I like it from a simplicity standpoint		
Easy to translate to field personnel		

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The goal of the Oct. 22 session is to decide on the overall strategy as well as outcomes and measures for the 12 strategic initiatives

Meeting objectives

- Decide on Strategy overview (one-page)
- Decide on outcomes for 12 strategic initiatives
- Decide on initial measures for each initiative

Agenda (October 22)

12:00 – 12:30	**Review of initiatives / Lunch**
12:30 – 12:45	**Objectives and Introductions**
12:45 – 01:00	**Strategy one-pager**
01:00 – 01:45	**Initiative discussions – Round 1**
01:45 – 02:15	**Recap Round 1**
02:15 – 02:30	**Break**
02:30 – 03:15	**Initiative discussions – Round 2**
03:15 – 03:45	**Recap Round 2**
03:45 – 04:00	**Portfolio of Initiatives / Close**

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Strategic initiatives require outcomes and owners to succeed

		Description	Expected outcomes	Owner
MISSION	Counter Network	Leverage collaboration, data and intelligence to push the terrorist and transnational crime fight beyond our borders	**Terrorists and TCOs identified and caught outside the U.S.**	…
	Awareness & enforcement	Increase situational awareness of border area to impede illicit cross-border travel	**The border is secure**	…
	Secure & Compliant Trade	Develop capability to predict threats and enforce cross-border commerce	**Trade is secure and predictable**	…
	Traveler verification	Increase use of biometrics to accelerate traveler processing and identify fraud	**Travelers are verified quickly and accurately**	…
	Vetting & authorization	Identify potential threats by integrating and validating all available people-centric information	**Threats are identified before arrival at POEs**	…
	Stakeholder Experience	Improve user interfaces and business procedures to provide a seamless experience for travelers and businesses	**Travelers and businesses trust and respect CBP**	…
PEOPLE	Hiring	Modify recruiting and hiring processes to attract and onboard qualified applicants quickly	**Staffing levels meet mission needs**	…
	Resilience	Ensure the workforce maintains physical and emotional health throughout their careers	**The workforce is resilient**	…
	One CBP	Execute mission by empowering leaders and a unifying the workforce with trust and common purpose	**People work across offices to deliver mission**	…
FUTURE	Data & Analytics	Ensure access to quality data and use analytics to enable decision-making	**Operators make decisions based on real-time information informed by data and analytics**	…
	IT Infrastructure	Improve systems to provide reliable access to cloud-based services on resilient and secure infrastructure	**Personnel can access the best technology to do their jobs**	…
	Partnerships	Foster and develop partnerships, particularly internationally and intelligence community	**CBP works with a range of organizations to accomplish mission**	…

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Appendix

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PRELIMINARY

ALC Prioritization of Strategic Initiatives (October 1)

★ Prioritize
⛒ Delegate
XX Merged based on Oct. 1 ALC

		Potential Initiatives	ALC Guidance
Mission Areas	Countering Terrorism & Transnational Crime	Vetting and Travel Authorization: identify potential threats by validating individuals' information while protecting privacy (e.g., NVC)	★
		Counter network: push the terrorist and TCO fight further beyond our borders	★
		Illicit activity interdiction: identify and slow the flow of illicit drugs and contraband	★
	Border Security	Awareness & control: monitor and respond to illicit cross-border activity quickly and effectively	★
		Common operating picture: put actionable, real-time information in operators' hands	★
	Trade and Travel	Integrated checkpoint: communicate and collaborate between adjacent POEs and checkpoints	⛒
		E-Commerce: ensure safety and security in cross border shipments	★
		Trade Enforcement: ensure compliance with trade and customs laws and regulations	★
		Traveler verification: use biometrics to accelerate traveler processing and identify fraud	★
Strategic Objectives	Workforce	Hiring: attract and bring on qualified applicants quickly	★
		Skill Readiness: ensure job skills match requirements and future trends	⛒
		Resilience: ensure the workforce maintains physical and emotional health	★
	Technology	Cloud and infrastructure: provide reliable access to cloud based services on resilient, secure systems	★
		Mobility & app dev: provide personnel access to cutting-edge technology to further mission	⛒
		Data analytics: ensure consistent, secure data access and enable analytics as a service	★
	Partnerships	Foster and develop partnerships with international governments, the intelligence community and other USG	★
	Stakeholder Experience	Travelers: provide a seamless experience for individuals crossing the border	★
		Business: facilitate the ease, speed and predictability of cross border movement of goods	★
		Public: ensure the general public understands and appreciates the CBP mission	★
	One CBP	Mission and team culture: leaders focus on mission and teamwork among workforce	★
		Mobility and joint duty: enable personnel to understand and appreciate other parts of the agency	⛒

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Customs and Border Protection

CBP Strategy – Top team working session

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Objectives

#1 Decide on Strategy overview (one-page)

#2 Decide on outcomes and measures for 12 strategic initiatives

#3 Decide on owners for each initiative

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Decision

#1 Strategy overview

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CBP STRATEGY

Option A

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

MISSION
Protect the American people and enable trade and travel

Counter network	Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland
Awareness & enforcement	Increase situational awareness to impede and respond to illicit cross-border traffic
Secure & compliant trade	Predict and identify threats to facilitate cross-border commerce and deliver consequences
Traveler verification	Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays
Vetting & authorization	Coordinate traveler and immigration data across agencies to identify threats
Stakeholder experience	Improve stakeholder interactions to facilitate travel and business

TEAM
Build a capable, resilient, and ready workforce

Hiring	Attract, recruit, and hire the most qualified applicants quickly
Resilience	Promote physical and emotional health for employees and their families
One CBP	Build a culture of trust, leadership, and common purpose at all levels of CBP

FUTURE
Invest in technology and partnerships to confront emerging threats

Data & analytics	Use quality data and advanced analytics to make decisions and take action
IT infra-structure	Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work
Partnerships	Expand international and intelligence partnerships to extend influence beyond CBP capabilities

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CBP STRATEGY

Option B

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

Secure the border to protect the American people

Awareness & enforcement

Increase situational awareness to impede and respond to illicit cross-border traffic

Vetting and authorization

Coordinate traveler and immigration data across agencies to identify threats

Counter network

Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland

Facilitate trade and travel

Secure & compliant trade

Predict and identify threats to facilitate cross-border commerce and deliver consequences

Traveler verification

Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays

Stakeholder experience

Improve stakeholder interactions to facilitate travel and business

Build a capable, resilient, and ready workforce

Hiring

Attract, recruit, and hire on the most qualified applicants quickly

Resilience

Promote physical and emotional health for employees and their families

One CBP

Build a culture of trust, leadership, and common purpose at all levels of CBP

Invest in technology and partnerships for the future

Data & analytics

Use quality data and advanced analytics to make decisions and take action

IT infrastructure

Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work

Partnerships

Expand international and intelligence partnerships to extend influence beyond CBP capabilities

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CBP STRATEGY

Option C

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

Counter terrorism

Counter network

Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland

Vetting and authorization

Coordinate traveler and immigration data across agencies to identify threats

Enhance border security

Awareness

Increase situational awareness of illicit cross-border traffic

Enforcement

Improve impedance and response to illicit cross-border traffic

Secure and facilitate trade and travel

Secure & compliant trade

Predict and identify threats to facilitate cross-border commerce and deliver consequences

Traveler verification

Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays

Workforce	Hiring	Attract, recruit, and hire the most qualified applicants quickly
	Resilience	Promote physical and emotional health for employees and their families
Technology	Data & analytics	Use quality data and advanced analytics to make decisions and take action
	IT Infrastructure	Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work
	Partnerships	Expand international and intelligence partnerships to extend influence beyond CBP capabilities
	Stakeholder experience	Improve stakeholder interactions to facilitate travel and business
	One CBP	Build a culture of trust, leadership, and common purpose at all levels of CBP

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CBP leadership has weighed in on the strategy options

Option A
Mission, Team, Future

We've never done it this way before

This is the only option the whole workforce will understand

This option feels more like One CBP

I like "Mission, People, Future"

It's simple and easy to get behind

I like it from a simplicity standpoint

Easy to translate to field personnel

Raises us up a level – really like this

A more corporate mindset

Option B
Secure, Facilitate, Team, Future

This matches the lines of business

Separating "secure" and "facilitation" ensures they don't get lost

Could be better because it splits mission in two categories

Option C
3 mission areas, 5 objectives

This is how we've always done it

This is just a checklist

This shows the decision making process we've come through

Hard to know what's important

Could last beyond the tenure of one Commissioner

Old school…we've seen all this before

If we're looking for a culture change, this will not get us there

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Decision #2 Outcomes for 12 strategic initiatives

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Strategic initiatives require outcomes in order to measure success

		Description	Desired outcome
MISSION	Counter network	Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland	**Terrorists and TCOs identified and disrupted**
	Awareness & enforcement	Increase situational awareness to impede and respond to illicit cross-border traffic	**The border is secure**
	Secure & compliant trade	Predict and identify threats to facilitate cross-border commerce and deliver consequences	**Trade is secure, predictable, and legal**
	Traveler verification	Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays	**Travelers are verified quickly and accurately**
	Vetting & authorization	Coordinate traveler and immigration data across agencies to identify threats	**CBP identifies bad actors before arrival at POEs**
	Stakeholder experience	Improve stakeholder interactions to facilitate travel and business	**Travelers and businesses trust and value CBP**
TEAM	Hiring	Attract, recruit, and hire the most qualified applicants quickly	**Staffing levels meet mission needs**
	Resilience	Promote physical and emotional health for employees and their families	**The workforce is resilient**
	One CBP	Build a culture of trust, leadership, and common purpose at all levels of CBP	**People work across offices to deliver mission**
FUTURE	Data & analytics	Use quality data and advanced analytics to make decisions and take action	**Personnel make decisions based on timely information informed by quality data and analytics**
	IT infrastructure	Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work	**Personnel can access the technology they need to do their jobs**
	Partnerships	Expand international and intelligence partnerships to extend influence beyond CBP capabilities	**Strong partnerships with other organizations advance priority mission**

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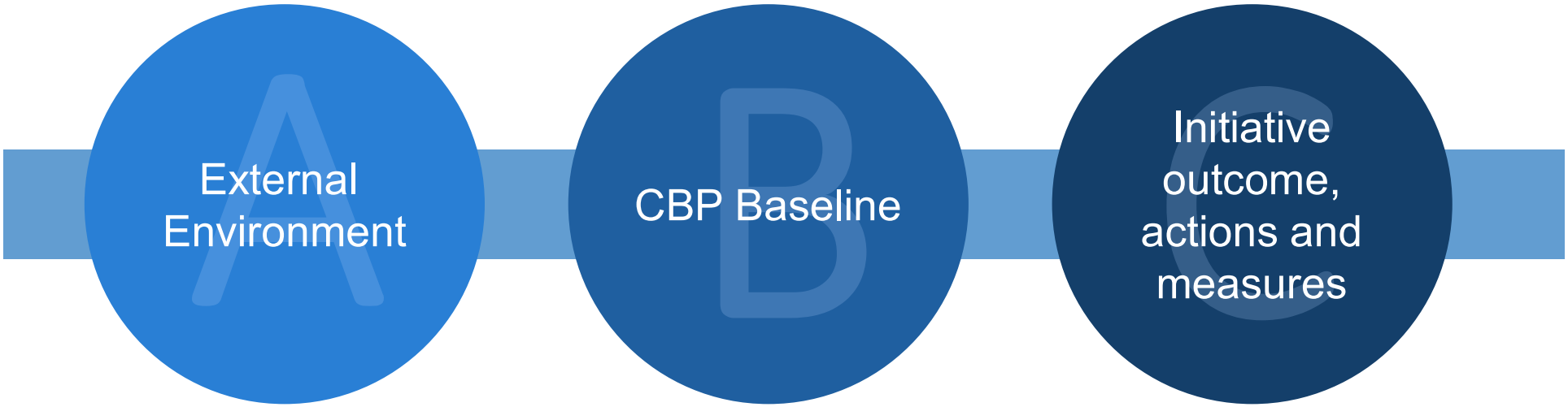
Each strategic initiative overview includes the external environment, CBP baseline and outcomes, actions and measures



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Measures can be framed in two related ways to help CBP assess the progress of its strategy and strategic initiatives

Are we doing the right things? And, are we doing the right things well? *e.g.*, an assessment of *activity* or *activity quality*

Are we having the impact we expect? *e.g.,* an assessment of *outcome*

A combination of both activity- and outcome-based measures are recommended to track goal achievement

Examples

	Measures			
Strategic initiative	**Activity-based**		**Outcome-based**	**Desired outcome**
Awareness & enforcement	▪ Mobile towers installed ▪ SUAS deployed	▪ Situational awareness	▪ % of people apprehended at POEs	**The border is secure**
Hiring	▪ Polygraphers onboarded ▪ Applicants enrolled in care program	▪ Time to hire ▪ Number of hires	▪ Net staffing levels relative to mission need	**Staffing levels meet mission needs**

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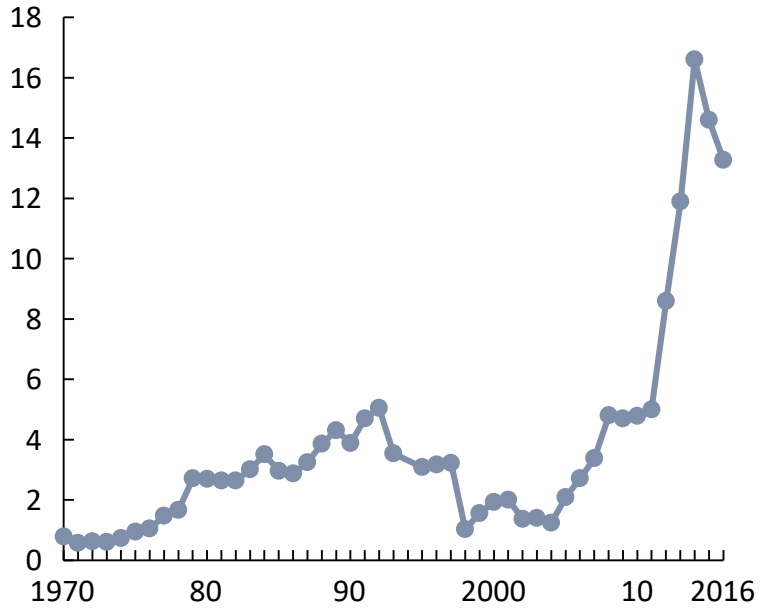
Counter network

PRELIMINARY

Terrorism, transnational crime, and state on state activity continue to be significant global challenges

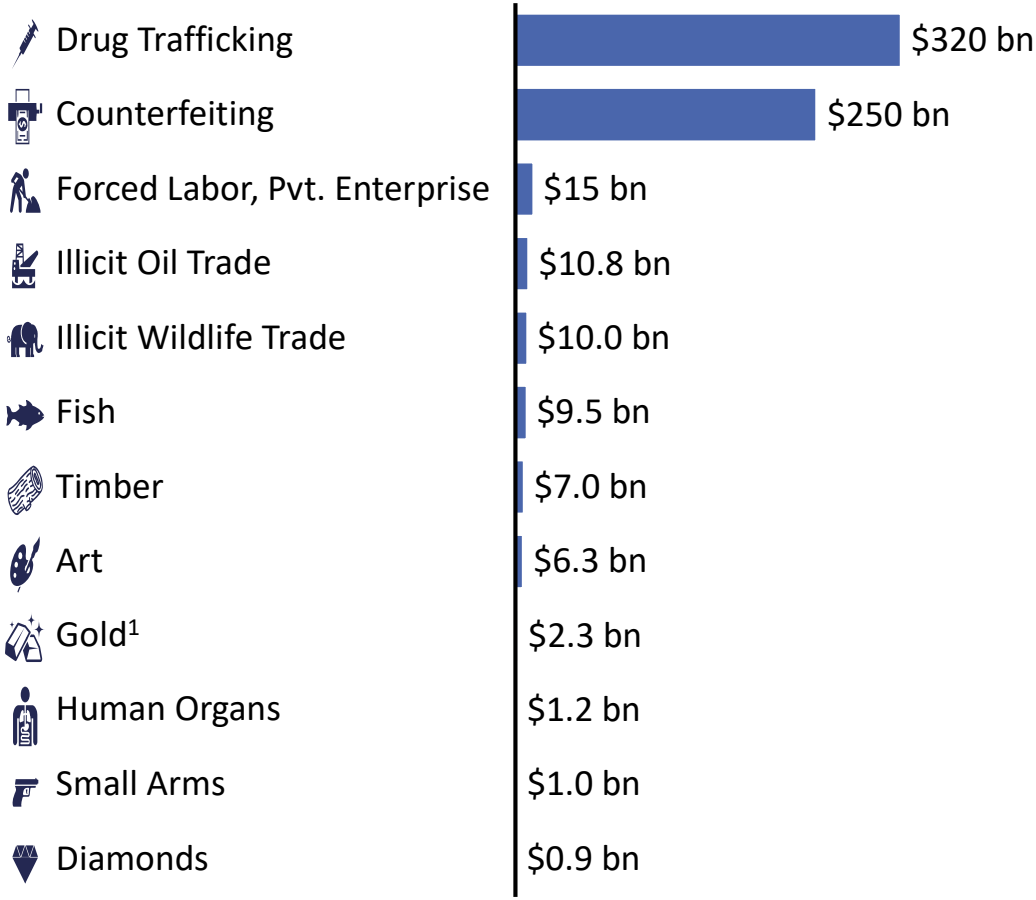
Terrorism-related incidents are persistent

Number per year, globally



Crime accounts for at least 1.5% of global GDP

Estimated annual revenues for illicit trade by sector (as of 2011)



1 Gold estimates are for three countries, only (Democratic Republic of the Congo, South Africa and Peru)

SOURCE: World Economic Forum Council on Illicit Trade, 2012-2014; figures presented compiled by a 2011 Global Financial Integrity study

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PRELIMINARY

CBP has increased interdiction capabilities at POEs and at the border, but threats continue to diversify and scale

Historical operational outcomes

In FY17, CBP officers and BPA arrested **10,908** individuals who were wanted by law enforcement authorities

CBP officers encountered **216,370** inadmissible individuals at ports of entry

In FY17, CBP seized more than **2.14M pounds of narcotics** and disrupted more than 81K pounds of narcotics

In FY17, CBP identified and prevented the boarding of **15,907** travelers on flights destined for the U.S. who may have presented an immigration or security risk[2]

…and provided actionable information to our partners

1 Ungoverned space typically sets the conditions where terrorist organizations, TCOs, and other bad actors are able to thrive
2 These passengers were identified through the combined efforts of the National Targeting Center, the Immigration Advisory Program, and the Regional Carrier Liaison Group
SOURCE: World Economic Forum; CBP Border Security Report Fiscal Year 2017

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PRELIMINARY

Counter Network: Leverage data and intelligence to identify, illuminate, degrade, and disrupt trans-national organized threats to the border and homeland

Actions

- Participate with—or contribute to—whole of government and international actions that leverage partner agencies' authorities as a means of addressing the threat to the US border and homeland
- Integrate tactical/strategic information and provide actionable intelligence law enforcement, military, regulatory, and intelligence community partners

Outcome: Terrorists and TCOs identified and disrupted

Draft/thought-starter measures	Type	Baseline	Target
% of priority threats fully mapped to source and risk assessed	*Outcome*	*N/A – New measure*	…
% of threats identified overseas (as % total)	*Outcome*	*N/A – New measure*	…
% of distinct data sets imbedded into NTC	*Activity*	*Currently in development*	…
% of partnerships leading to actionable information / apprehension	*Activity*	*N/A – New measure*	…

Owner: *To be decided*

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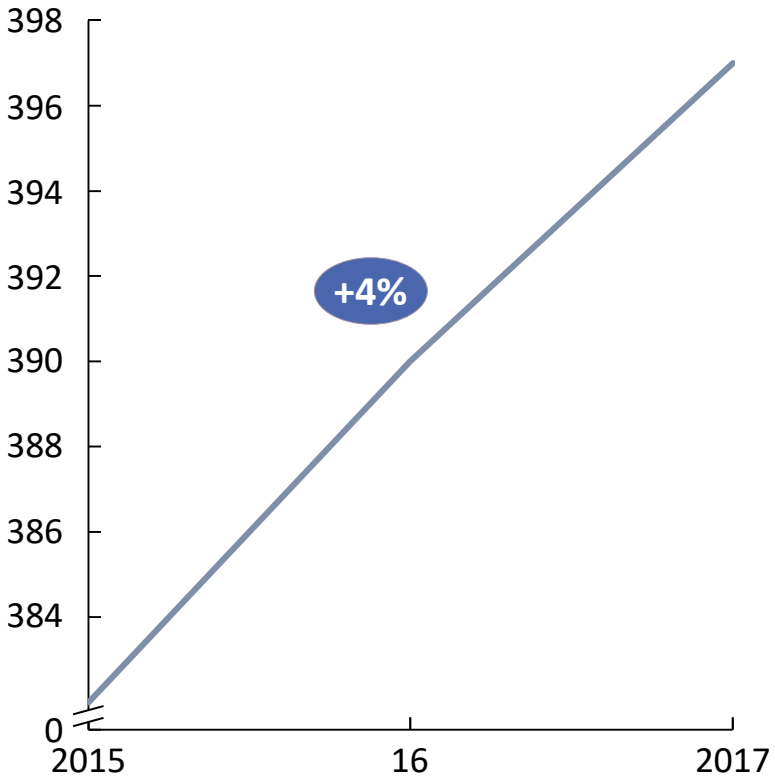
Awareness & enforcement

Growing volume and diversity of cross-border activity present new challenges to identifying threats

Travelers to the U.S. have increased steadily

People, millions



Illicit cross-border activity has diversified

News headlines, June-October 2018

"Illicit ***drone flights*** surge along U.S.-Mexico border as smugglers hunt for soft spots"

- Washington Post

"Authorities along U.S., Mexico border find ***tunnel with rail system***, solar-powered lighting under California"

- Newsweek

SOURCE: CBP Trade and Travel Numbers 2015-17; press searches

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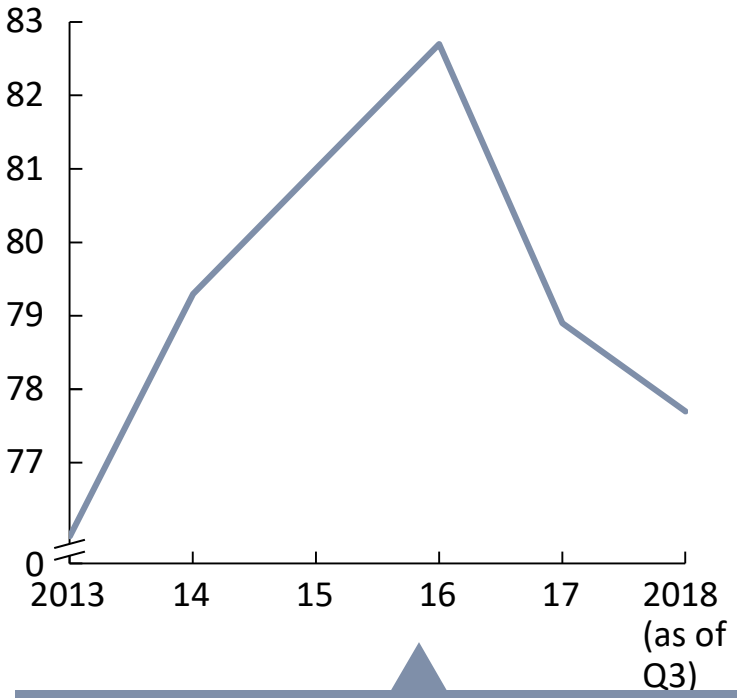
Interdiction and situational awareness varies and remains challenging

Illegal entrants apprehended or turned back have steadily fallen since 2016

Interdiction effectiveness rate, percentage



> Despite the information age, technology, and new tools, the job of a USBP agent is basically the same as it was 25 years ago [and it shouldn't be]
>
> *- Border Patrol Agent*

Situational awareness varies in level of certainty

2010 OpCon status

> Today our situational awareness of the Southwest border is less than 50%
>
> *- Border Patrol Agent*

SOURCE: CBP FY19 Congressional Justification; FY18 Q3 GPRAMA Measures; USBP, Holding the Line in the 21st Century; CBP interviews

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Awareness and enforcement: Increase situational awareness to impede and respond to illicit cross-border traffic

Actions

- **Enhance situational awareness**: leverage technology to improve operational efficiency and effectiveness; integrate interagency information and all available inputs to establish a comprehensive operational picture that provides actionable information that enables decisionmakers and operators; increase zone of security away from physical borders
- **Strengthen impedance and denial**: invest in impedance and denial capability; work with partner agencies and components to maximize programs that discourage illegal entries; utilize foreign liaisons to disrupt special interest alien travel before they reach US borders
- **Enhance response and resolution**: invest in capabilities and policy revisions to increase tactical mobility; continue to expand operational mobility; utilize emerging technology; apply investments and programs to reduce operational response time; and support security at border through a layered approach
- Sustain needed relationships with state and local law enforcement agencies, and in particular, those at critical nodes relevant to CBP's missions to secure the border

Outcome: The border is secure

Draft/thought-starter measures	Type	Baseline	Target
% of people apprehended at POEs	*Outcome*	*N/A – New measure*	*…*
Surveillance capability score	*Activity*	*Currently in development*	*…*
Rate of interdiction effectiveness along the SW border between POEs (GPRA)	*Activity*	*78.9% (2017)*	*83.9% (1% increase/year)*
% of people apprehended multiple times along the SW border (GPRA)	*Activity*	*10.5% (2017)*	*5.5% (1% decrease/year)*

Owner: *To be decided*

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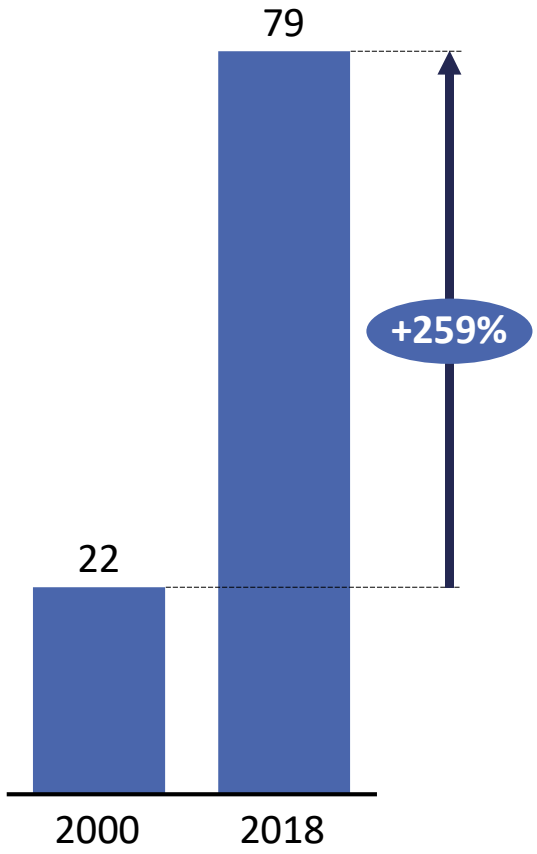
Secure & compliant trade

With the growth in E-commerce, the volume of trade and international mail continues to increase

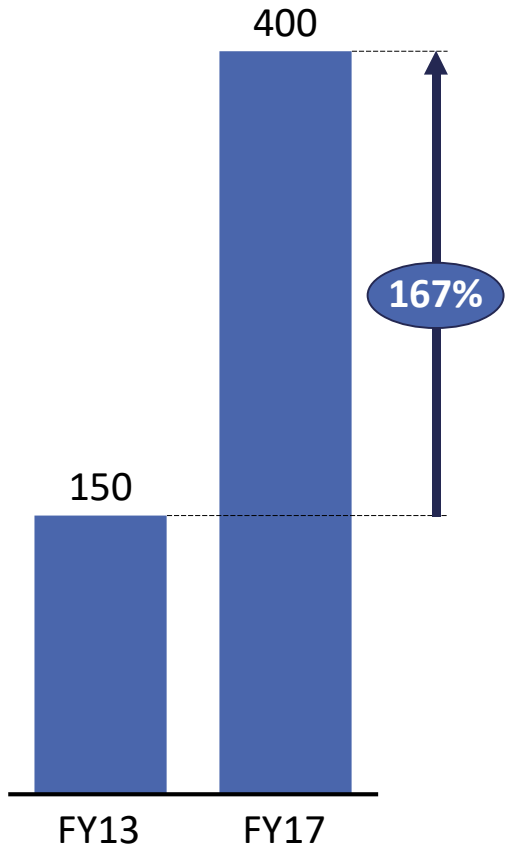
~80% of Americans shop online today

Percentage of residents



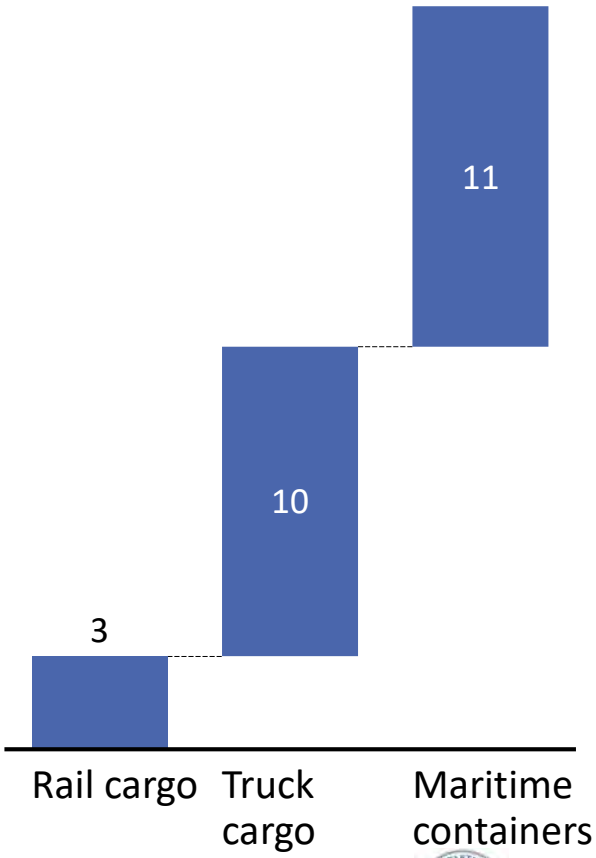
International mail more than doubled in the past few years

Pieces, millions



Millions of shipments arrive by land and sea

Shipments, millions, FY17



SOURCE: Pew Research Center; Senate testimony, "Trade and Commerce at U.S. Ports of Entry," July 18, 2018

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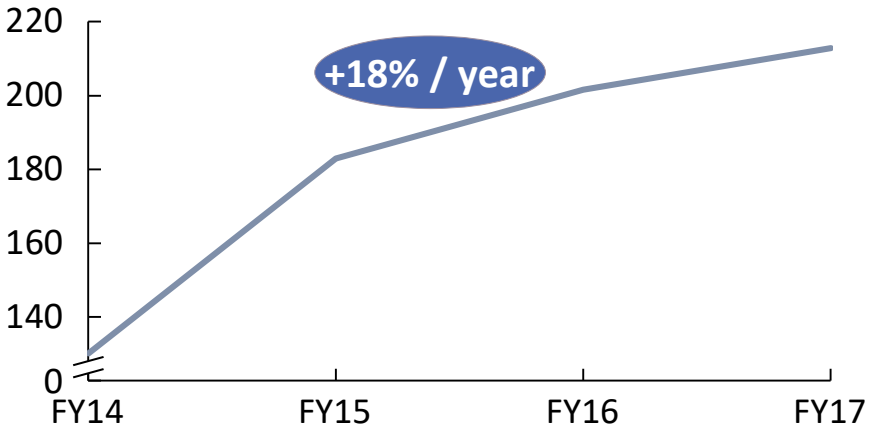
CBP is interrupting illicit trade activities, but system upgrades and automation could improve enforcement and consequence delivery

Value of shipments seized as a result of IPR violations grew 18% per year

USD, millions



> We need fully integrated scanning equipment in the mail environment [to cope with increasing volume]
>
> *- OFO Officer*

Some transactions remain cash-based with manual reconciliations and disparate electronic systems

- **$2.5B collected in cash and checks in more than 4M transactions**
- **$1.6B cash and checks in nearly 3.4M transactions collected at PoEs**
- **Manual reconciliation of collections, requiring resources and time**
- **Officers and field personnel perform daily or weekly bank deposits**
- **Employees use disparate, non-interfaced systems**

SOURCE: FY19 CBP CBJ; Senate testimony; GAO-18-271; CBP interviews; "Resource Optimization at Ports of Entry," FY17 Report to Congress, September 17, 2017

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Secure and compliant trade: Predict and identify threats to facilitate cross-border commerce and deliver consequences

Actions

- Adapt CBP operations to emerging supply chain dynamics by enhancing existing data collection, targeting, examinations, intelligence, and international engagement
- Increase operational efficiency by expanding risk management practices, using data analytics, and expanding existing advance electronic data pilot in the international mail
- Determine highest risk e-commerce packages using a counter network approach including state-of-the-art techniques or technology; implement improved targeting solutions, strengthen interagency partnerships, and integrate data solutions to enhance current operational understanding and improve ability to target
- Use technology and automation for agile response to threats in the trade environment

Outcome: Trade is secure, predictable, and legal

Draft/thought-starter measures	Type	Baseline	Target
Value of shipments seized as a result of IPR violations (GPRA)	*Outcome*	*$213M (2017)*	*$487M (based on current + 18% trendline)*
% of duty payments collected by non-cash, non-check, accounts-based means	*Outcome*	*N/A – new measure*	*90% (based on CBP interviews, GAO reports)*
# of USPS International Service Centers using fully integrated scanning equipm't	*Activity*	*0 out of 5 (Oct. 2018)*	*5 out of 5 (based on CBP interviews, GAO reports)*
% of land/sea POEs with fully integrated drive-through systems	*Activity*	*Currently being piloted*	*50% (based on CBP interviews, GAO reports)*

Owner: *To be decided*

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Traveler verification

Foreign governments are using biometric authentication

Australia & New Zealand

All passports are now biometric

The SmartGate (or eGate) system uses **facial recognition technology** to link visitors and returning residents to their visas and biometric passports (called ePassports)

India

Largest biometric database in the world

India's national ID program ("Aadhaar") uses a biometrics-based digital identity, instantly verifiable online at the point of service, that collects an **iris image, ten fingerprints, and a digital photograph**

AADHAAR

SOURCE: Press search

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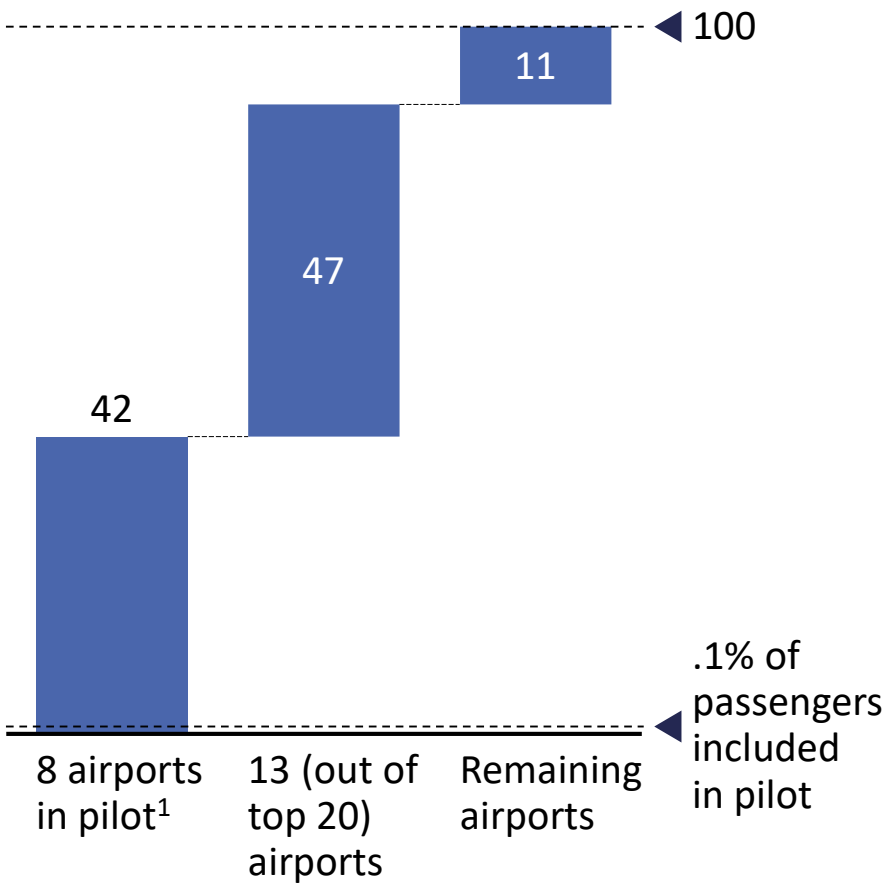
CBP biometric verification pilot reached most major international airports and merited early results

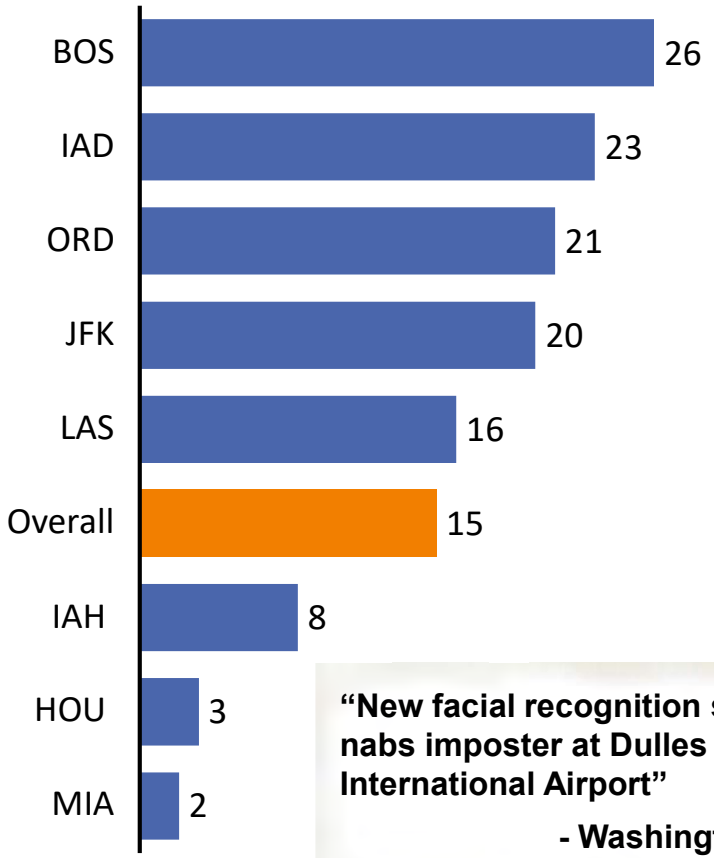
The biometric verification pilot reached airports with nearly half of international passengers

Percentage, as of December 2017



Pilots are seeing results but have varied rates of consistency

Percentage of failed photos, December 2017



"New facial recognition system nabs imposter at Dulles International Airport"

- Washington Post

1 Seven were in the top 20 airports

SOURCE: OIG-18-80; Transportation.gov, "International Report Passengers"

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Traveler verification: Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays

Actions

- Expand implementation of Biometric Entry/Exit to increase accuracy of matching arrival and departure information for travelers
- Apply innovative technology to implement direct communication with travelers regarding their authorized period of admission into the United States

Outcome: Travelers are verified quickly and accurately

Draft/thought-starter measures	Type	Baseline	Target
% of international travelers verified biometrically	*Outcome*	*N/A – new measure*	*90%*
% of foreign departures at the top 20 internat'l airports verified biometrically	*Activity*	*0.1% (Dec. 2017)*	*100% (based on OIG-18-80)*
Avg rate of photo failure	*Activity*	*15% (Dec. 2017)*	*3% (based on 2-3% rate at HOU and MIA pilots)*
# of airports with biometric verification capabilities	*Activity*	*15 (Oct. 2018)*	*25 (based on CBP interviews)*

Owner: *To be decided*

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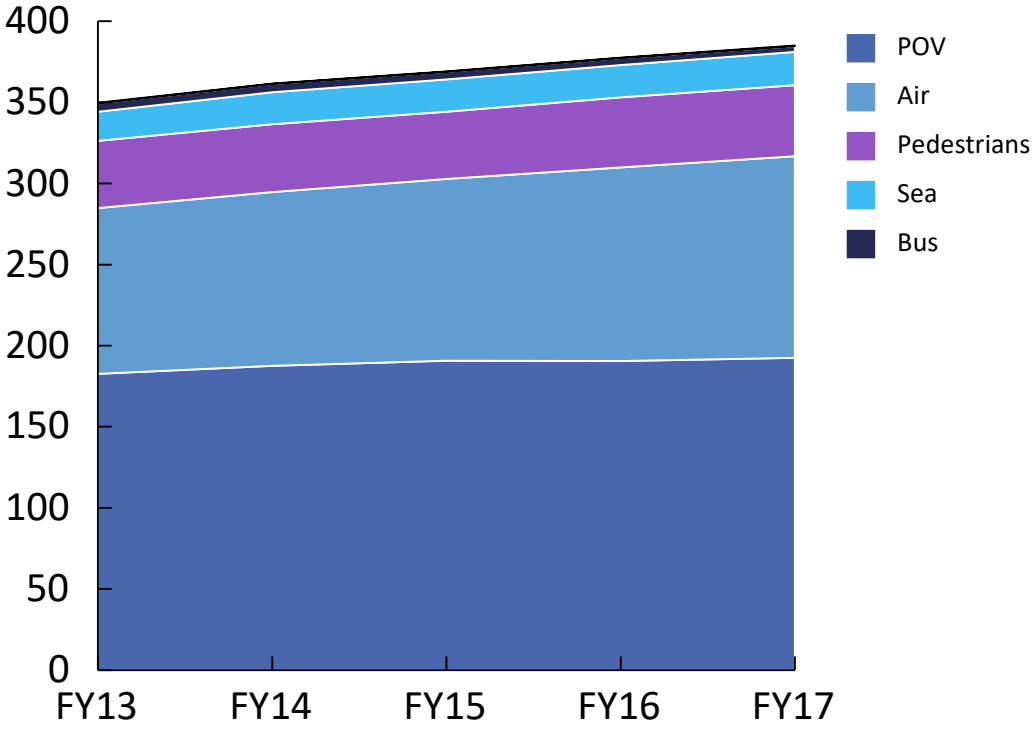
Vetting & authorization

PRELIMINARY

Travelers to and from the US have increased over the past five years with steady volumes of new foreign travelers

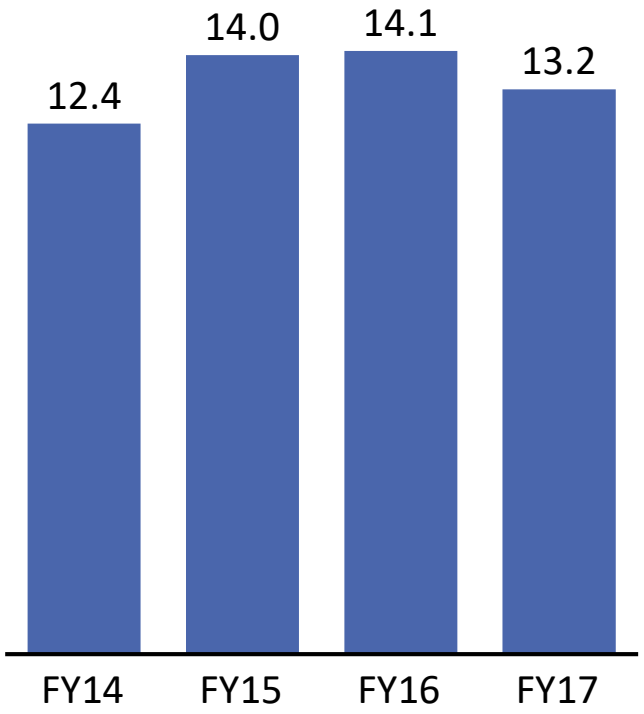
Cross-border passenger flows are rising

People, millions



New foreign visitor volumes are steady

Non-immigrant visas, millions



SOURCE: US Department of Transportation; US Department of State

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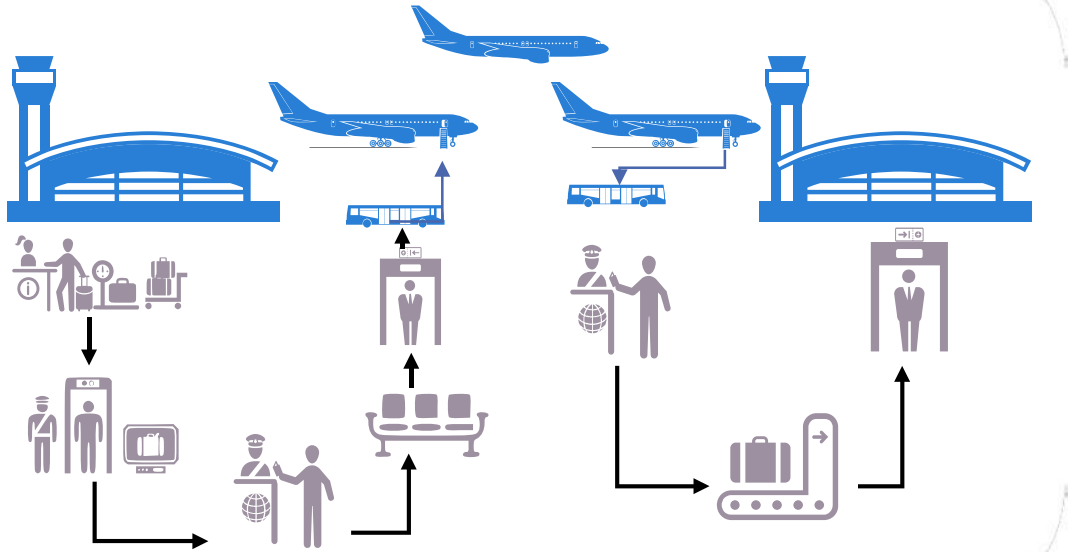
CBP coordinates traveler and immigration data during the interagency vetting process

National Security Presidential Memorandum 9

Feb. 2018 – Creation of the National Vetting Center positioned CBP at the center of the interagency to improve the use and coordination of Intelligence Community and Law Enforcement information in the national vetting enterprise, to include travel and benefit application



"…The National Vetting Center will support unprecedented work by DHS and the entire US intelligence community to **keep terrorists, violent criminals, and other dangerous individuals from reaching our shores**."

- Kirstjen M. Nielsen, Secretary of Homeland Security (February 6, 2018)

"…federal agencies will have the ability to use the NVC's tools and analytic programs in a **consolidated, efficient, and streamlined fashion with greater accuracy and speed** than ever before."

- Francis X. Taylor, former Under Secretary for Intelligence and Analysis, DHS (June 22, 2018)

1 The five categories of threat actors are: terrorism, foreign intelligence, transnational organized crime, cyber, and military threats

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Vetting & authorization: Coordinate traveler and immigration data across agencies to identify threats

Actions

- Coordinate vetting efforts to identify individuals who present a threat to national security or the prosperity of the United States
- Provide a capability, both in a shared physical presence and through virtual connectivity, to bring together Intelligence Community and Law Enforcement information in a manner that better informs vetting decisions
- Consolidate relevant information into a unified technology interface for analysts who will provide recommendations to their respective agencies concerning the adjudications
- NVC Growth Strategy focuses on:
  - Scale: Increase the populations (vetting request sets) that receive classified vetting services
  - Scope: Enhance the types of vetting analytics applied to populations beyond biographics
  - Depth: Expand the mission areas supported beyond counter-terrorism to cover NSPM threat vectors

Outcome: CBP identifies bad actors before arrival at POEs

Draft/thought-starter measures	Type	Baseline	Target
% of travelers identified as inadmissible	*Outcome*	*…*	*0.5%-1%*
Vetting request sets (e.g., scale)	*Activity*	*1 – ESTA*	*16-18 (e.g., travel, immig., credentialed)*
Vetting support agencies (e.g., scale)	*Activity*	*4 – IC & LE*	*6-8 (e.g., DoD, DEA)*
Types of vetting (e.g., depth)	*Activity*	*1 – Biographics*	*3+ (e.g., Biographics, Person-centric, Other)*
Mission Areas (e.g., scope)	*Activity*	*1 – Counter Terrorism*	*6 (+ TOC, VI, CP, Military Threat Actor, Cyber)*

Owner: *To be decided*

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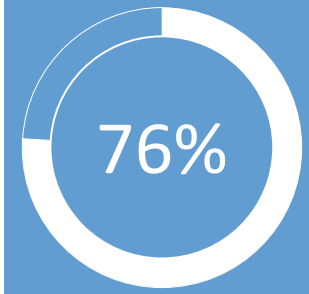
Stakeholder experience

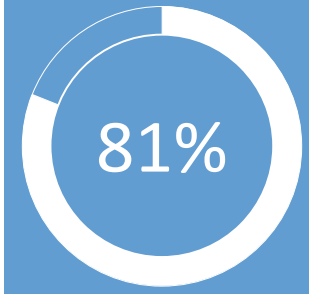
PRELIMINARY

Stakeholder expectations are increasing as companies like Amazon influence customer demands—and government lags behind

"AMAZON EFFECT"

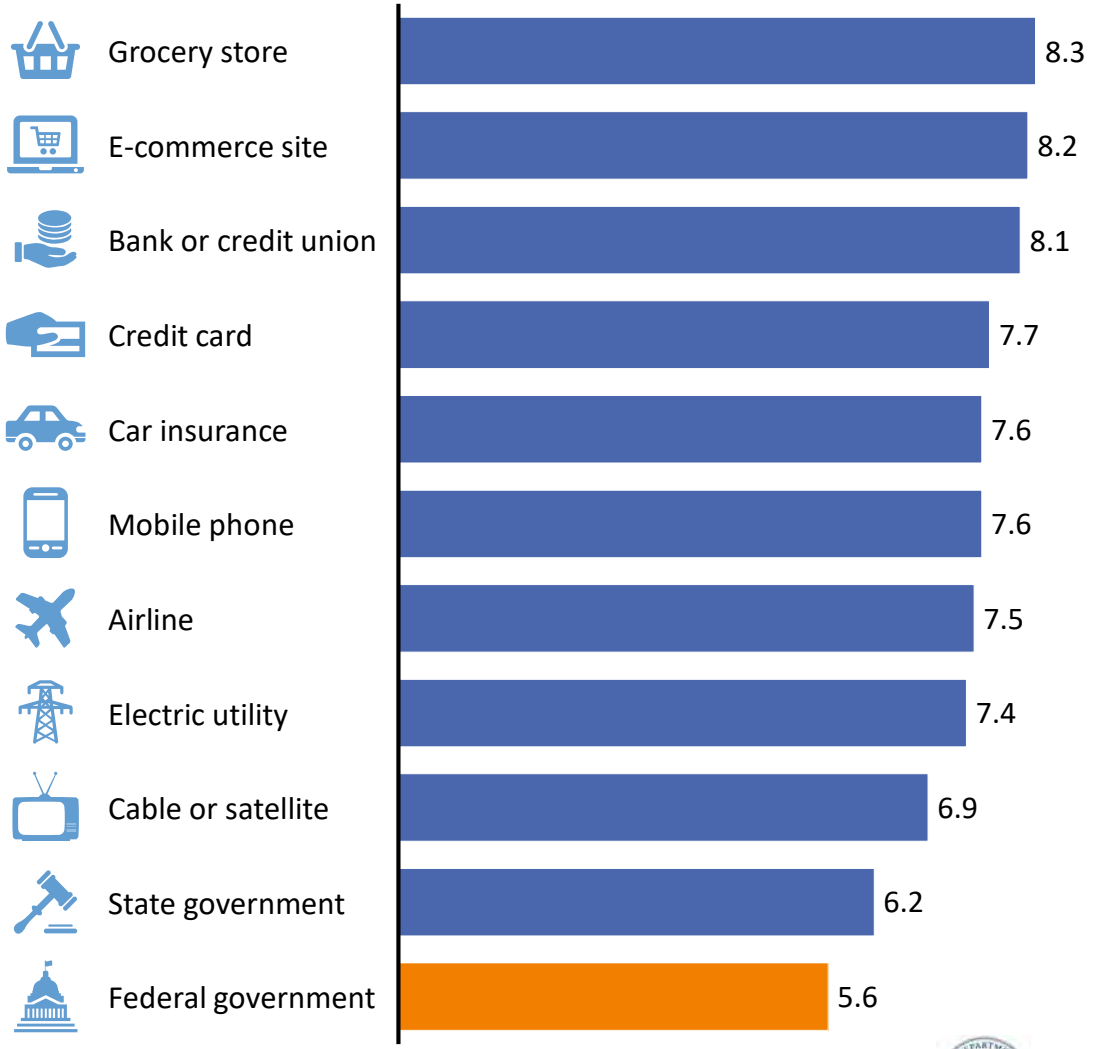


Of customers expect organizations to understand their individual needs



Of customers demand improved response time

Federal government is perceived to perform poorly in customer satisfaction compared to the private sector, Average industry score out of 10, 2016



SOURCE: IBM Institute for Business Value report; McKinsey Customer Experience Journey Pulse Survey, December 2016

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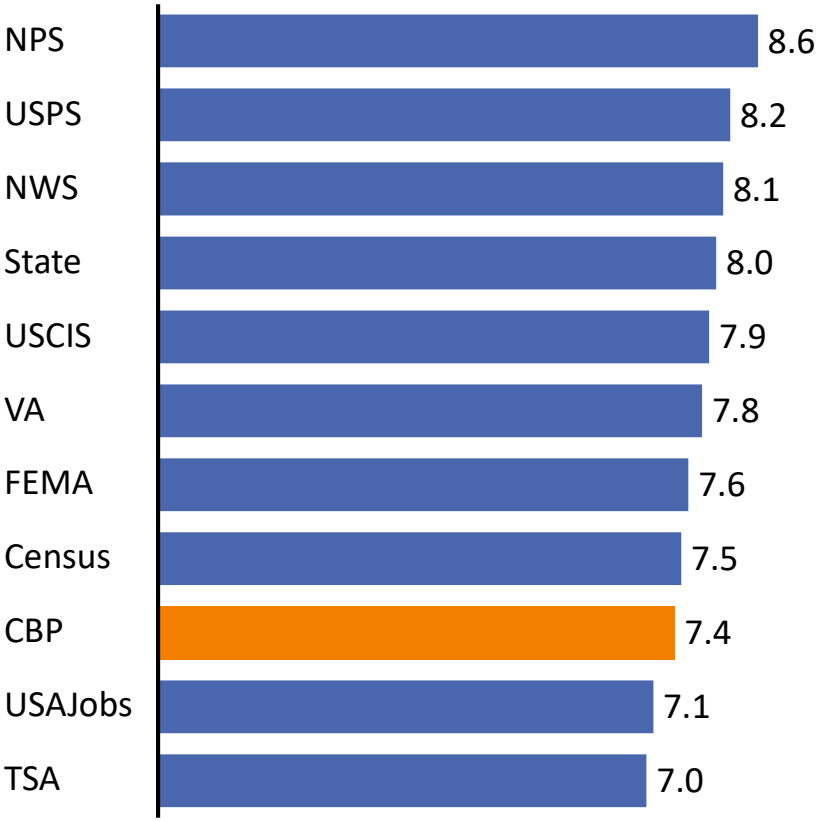
PRELIMINARY

Customer satisfaction with CBP services and systems indicates opportunities for improvement

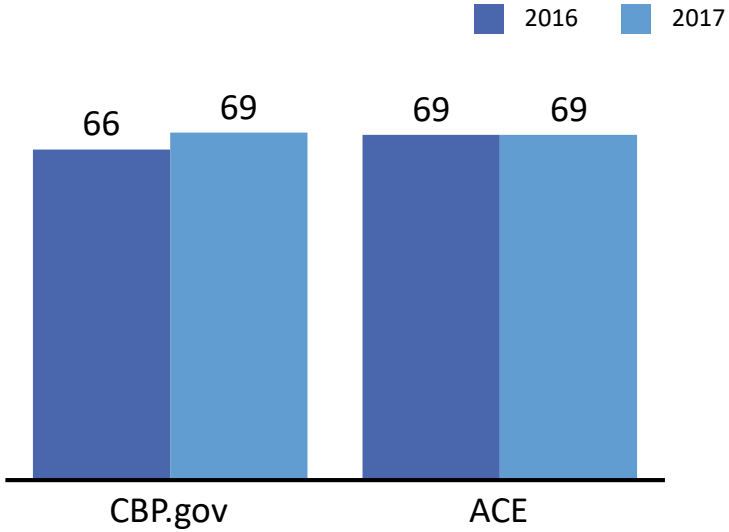
CBP customer satisfaction trails other USG agencies

Average score out of 10, 2016



Customer satisfaction with CBP systems is fairly stable

Overall score out of 100[1]



! Dissatisfied users cited concerns with navigation and functional limitations

1 CBP.gov scores are from September of that year

SOURCE: McKinsey Customer Experience Journey Pulse Survey, December 2016; CBP.gov; GAO-18-271

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Stakeholder experience: Improve stakeholder interactions to facilitate travel and business

Actions

- Transform processes and technologies to meet needs of travelers and businesses (e.g., speed, ease, reliability)
- Implement public engagement efforts to educate travelers and businesses about CBP mission, requirements, and processes and to communicate new developments and pertinent guidance
- Develop standards and best practices to facilitate trade in support of small businesses and e-commerce; explore facilitation technology options; and educate the e-commerce community

Outcome: Travelers and businesses trust and value CBP

Draft/thought-starter measures	Type	Baseline	Target
Customer satisfaction score	*Outcome*	*7.38 (2016)*	*7.7 (avg CSAT among federal agencies)*
CBP.gov satisfaction score	*Outcome*	*67% (Sep. 2018)*	*72% (1% increase/year)*
ACE satisfaction score	*Outcome*	*69% (2017)*	*74% (1% increase/year)*

Owner: *To be decided*

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Hiring

PRELIMINARY

US societal factors directly affect qualified and interested law enforcement applicant pools, further squeezed by competition

US public opinion varies towards law enforcement. Approval ratings are at 64%, but vary by race and political affiliation

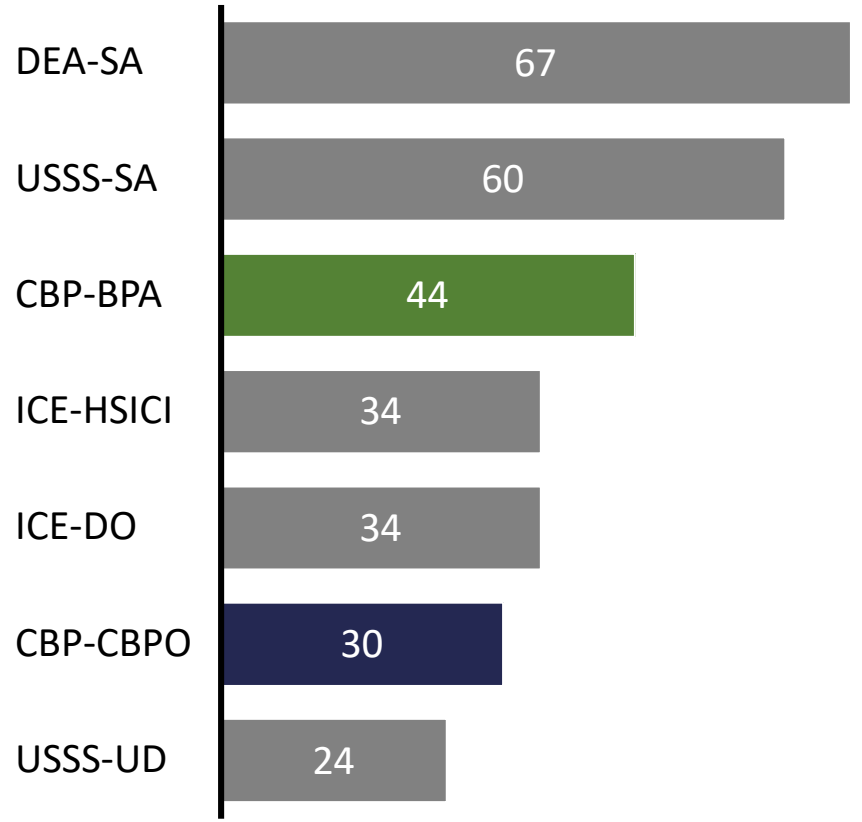
The US job market is strong. Current, seasonally-adjusted unemployment rate in the US is at 3.9%, the lowest since 1969

"Job seeker" market means that employers fight for candidates. Candidates tend to compare interview experience and time to hire; government time to hire averages lag industry by more than 4x

Unique qualifications complicate an already competitive landscape. Less than 13% of US 17 to 24 year-olds qualify for military or law enforcement service due to moral, mental, or physical fitness deficiencies

Law enforcement agencies are often competing for the same talent[1]

Applicants needed to yield 1 EOD



1 The following agencies and positions are listed: Customs and Border Protection-Border Patrol Agent, Drug Enforcement Agency-Special Agent, United States Secret Service-Special Agent, Customs and Border Protection-Customs and Border Protection Officer, Immigration and Customs Enforcement-Homeland Security Investigations Criminal Investigator, Immigration and Customs Enforcement-Deportation Officer, United States Secret Service-Uniformed Division Officer

SOURCE: Time to Hire Study; EOY FY18 Updates from CBP Human Resources Management

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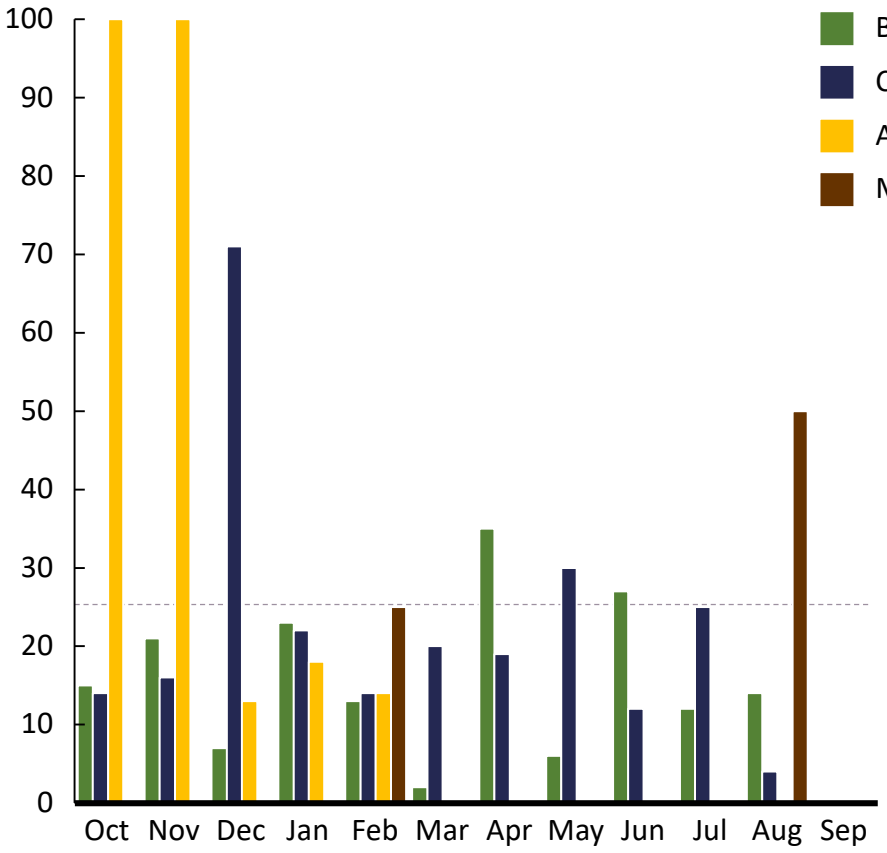
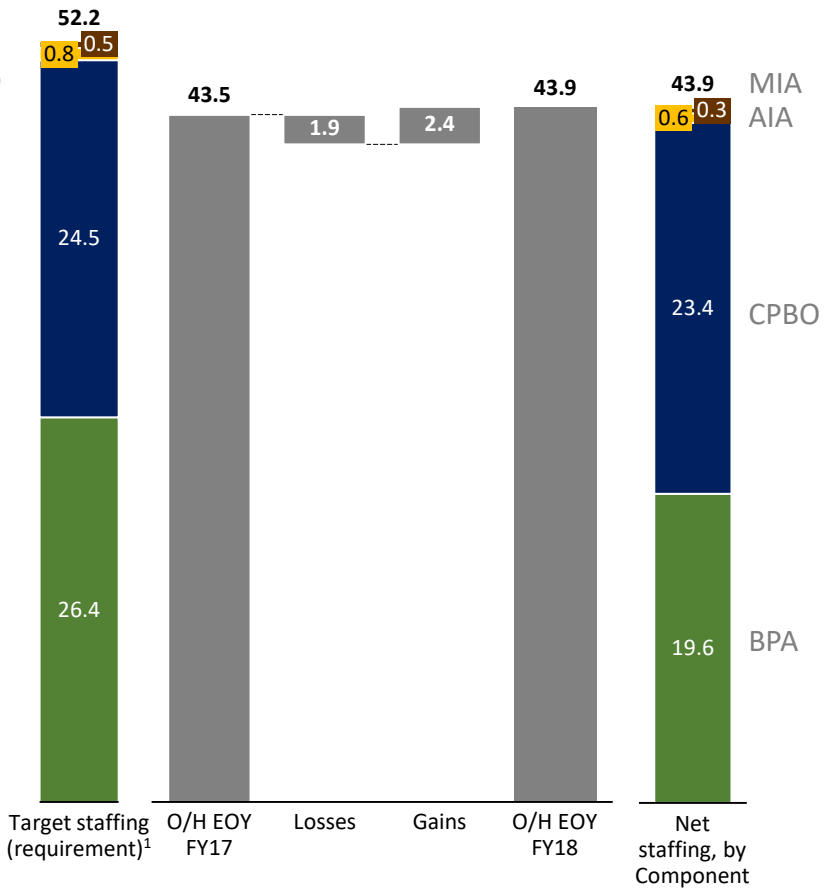
Frontline hiring processes have improved but time to hire and staffing levels remain below targets

A quarter of hires are within target time to hire of 192 days, percentage of hires per month, FY18



Frontline staffing is 8K below target levels

Employees, thousands



1 Target staffing requirement numbers are based on varied sources: CBPO Workforce Staffing Model, EAC Owens Memo, AIA and MIA appropriated FTE. As these numbers are a hybrid, they do not reflect in entirety the total force numbers, as appropriated annually by Congress.

SOURCE: EOY FY18 Updates from CBP Human Resources Management

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Hiring: Attract, recruit, and hire the most qualified applicants quickly

Actions

- Fully implement changes to recruiting and hiring efforts, to attract and bring on qualified applicants quickly
- Increase percentage of candidates able to successfully complete all steps in the hiring process
- Improve recruiting themes and messages that align with CBP's complex and crucial mission, to increase the propensity of candidates to apply

Outcome: Staffing levels meet mission needs

Draft/thought-starter measures	Type	Baseline	Target
% net staffing of requirement, CBP Overall	*Outcome*	*Total: 84% (HR FY18 CBP Staffing Report)*	*Increase by approx. 3% YoY, to 99% by FY24*
Number of total hires, CBP Overall	*Outcome*	*Total FY18: 2,357 Frontline*	*2,500-3,500 per year, as appropriations permit*
Workforce Planning Model developed and utilized to determine target net hires	*Activity*	*OFO*	*BPA, OFO, AIA and MIA*
Average Time to Hire, Frontline and Non-Frontline positions	*Activity*	*Frontline: 17% <192 days; Non-frontline: 135*	*Frontline: 60% <192 days; Non-frontline: 110*
# of Applicants needed to deliver 1 EOD (Applicant to EOD ratio)	*Activity*	*BPA: 44:1 (EOY FY18 HRM); CBPO: 30:1*	*Improve ratio by 5% per year*
Applicant satisfaction score	*Activity*	*Currently in development*	*8 out of 10 score, as "positive, professional"*

Owner: *To be decided*

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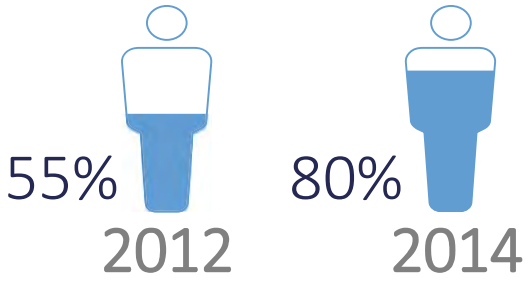
Resilience

PRELIMINARY

Workplace-related stress is on the rise—broader trends are particularly applicable to law enforcement roles and duties

25% of employees view their jobs as the **number one stressor** in their lives; Stress is the "**global health epidemic of the 21st century**"

Employee anxiety, stress, and depression account for the majority of all emotional health cases, increasing to 80% in 2014



The **psychological and physical problems of burned-out employees cost an estimated $125 billion to $190 billion a year** in healthcare spending in the US

Common law enforcement factors that tend to cause particular work stress/fatigue:

- Mission risks
- Remote locations
- Frequent rotating shifts

Source: Center for Disease Control, World Health Organization

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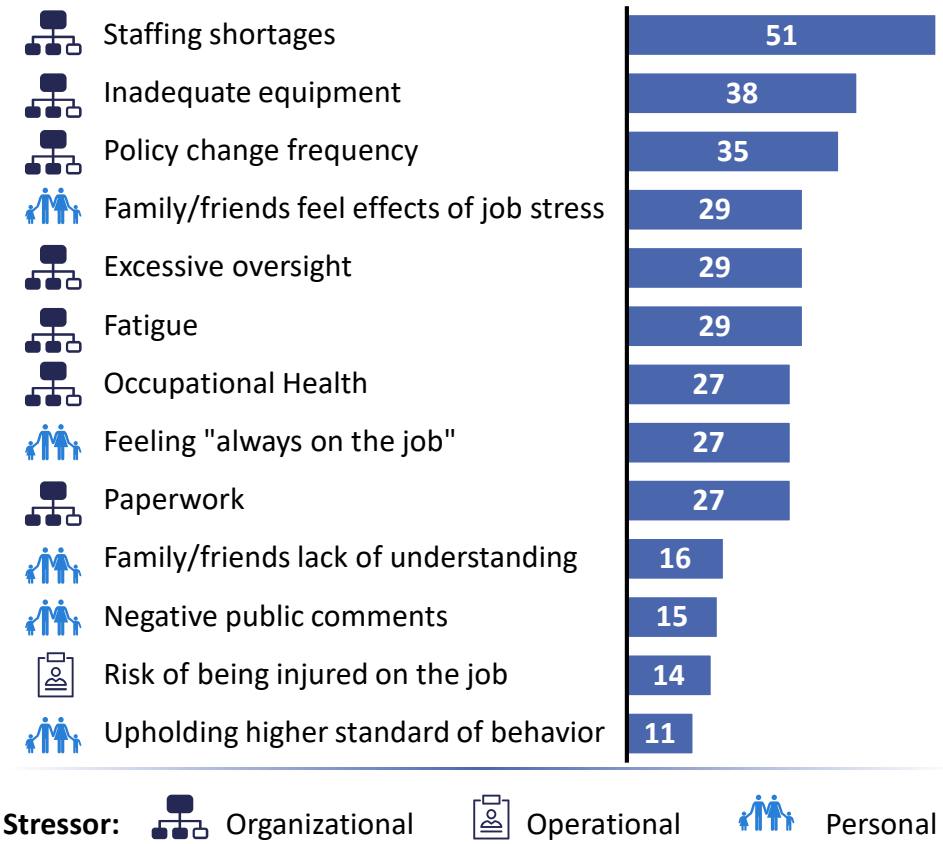
PRELIMINARY

The CBP workforce experiences greater levels of stress than the overall population

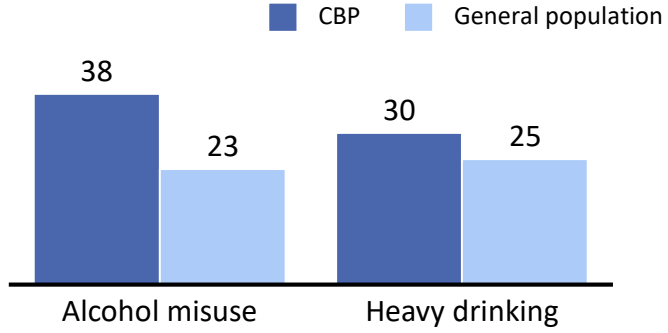
Ten different stressors affect at least a third of the workforce[1]

Percentage of respondents



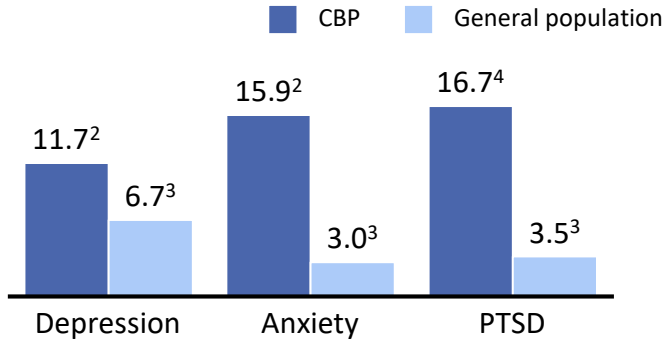
Alcohol abuse affects a third of the workforce

Percentage of respondents



CBP employees have higher rates of depression, anxiety, and PTSD than civilian counterparts

Percentage of respondents



1 Rank-ordered stressors that caused a "fair amount" or "a lot" of stress to employees, stressors that affected more than >10% of respondents; of note, 13 of 18 total stressors are listed. The data, and the categorization of the stressor is replicated directly from the RAND study.
2 Past two weeks
3 Past year (National Comorbidity Survey-Replication (Kessler et. al., 2005))
4 Past 30 days

SOURCE: RAND CBP Resiliency study, November to January, 2017

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Resilience: Promote physical and emotional health for employees and their families

Actions

- Enhance physical, mental, and emotional health throughout the employee's with emphasis on the agent/officer's overall wellness, which is critical to the team and mission
- Promote a fully engaged and resilient workforce supported by an open and trusting workplace culture that facilitates health-seeking behavior and enhances retention
- Provide continuous access to information, resources, and support through various methods and networks that reach all employees throughout the Agency
- Reduce organizational stressors identified in the RAND survey by organizing guided discussions and soliciting employee feedback
- Enhance and align health and medical functions to optimally support operations, execute personnel protective measures, and enhance personnel safety

Outcome: The workforce is resilient

Draft/thought-starter measures	Type	Baseline	Target
Employee engagement index FEVS score	*Activity*	*57 (2017 CPB overall)*	*67 (2017 Federal average)*
Non-retirement attrition	*Activity*	*BPA: 5%; CBPO: 4% (FY18 HR data)*	*3-5% per year*
Resiliency program support fully rolled out; trainings complete	*Activity*	*Currently in-development*	*100% workforce aware of support programs*

Owner: *To be decided*

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One CBP

Other USG agencies have fundamentally shifted from traditional structures to more expansive views on resource-sharing

> The **Army, Navy, Air Force, and Marine Corps** have often fought ferociously **over roles and missions** in war fighting and over **budgets** and **posts of leadership**.

> The Goldwater-Nichols Act (1986)...among other things, mandated that promotion to high rank required **some period of duty** with a different service or with a joint (i.e., multiservice) command. This had strong and immediate effects, causing [senior officers] to **think more broadly** about the military establishment as a whole…

> …a related development was a significant transfer of planning and command responsibilities from the service chiefs and their staffs to the **joint and unified commands outside of Washington**…
> …the voices of [these] commanders…became as influential as those of the service chiefs.

SOURCE: 9/11 Commission Report

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"Storm conditions" test collaboration and teamwork – but without a mission need, CBP institutionally returns to component silos

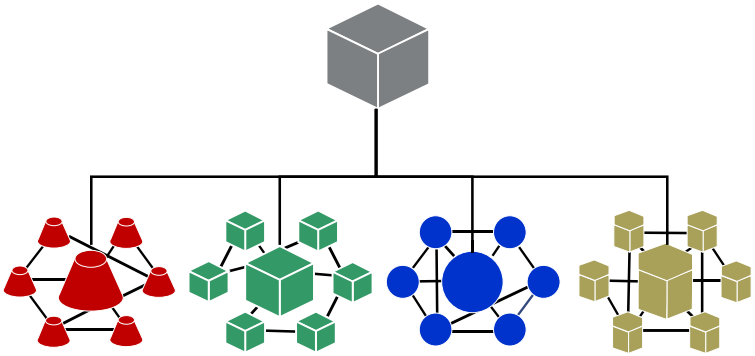
Over the last year, CBP components worked side-by-side to ensure mission success on:

Hurricane response, to Hurricanes Florence, Michael, Harvey

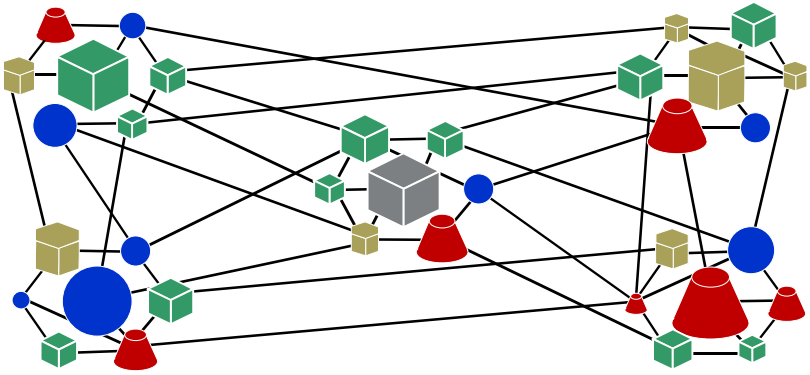
Front-line against the opioid epidemic, and working across agencies to ensure information sharing

Tackling the recruiting challenge, to ensure that CBP continues to hire great talent against mission needs

How many other actions, planning activities, or resourcing processes were conducted like this …



… instead of in coordination across "One CBP"?



SOURCE: "Team of Teams: New Rules of Engagement for a Complex World," GEN Stanley McChrystal, accessed from www.FastCompany.com

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One CBP: Build a culture of trust, leadership, and common purpose at all levels of CBP

Actions

- Reward the sharing of space, dollars, and data – and consistently train and educate the workforce in CBP operations, planning, and training to increase the habitual relationships and professionalism needed to operate in a changing mission landscape
  - *Building teamwork day-to-day and in storm conditions:* occurs in specific space and time, operating "day-to-day" like the workforce would in "storm" conditions. The coordination between components, training, and onboarding is reinforced and "mission-focused;" the individual agent/officer is the "reason for the daily routine" and empowered fully by clarity of mission, technology, and instruction
  - *Reinforcing continuous learning and mindset:* upon entry to CBP, the workforce must learn and appreciate a basic understanding of each component mission set, to be reinforced throughout an individual's advancement in the form of Joint Duty Assignments, Senior Executive Service rotations, reading lists and professional discussions, the creation of additional capacity for the internal "think tank" of CBP, and engagement in a data stewardship network
- Advance a cohesive and comprehensive CBP intelligence enterprise that will enable proactive enforcement opportunities and improve the timeliness of warnings and trends of potential threats through formal partnerships and a highly skilled intelligence workforce

Outcome: People work across offices to deliver mission

Draft/thought-starter measures	Type	Baseline	Target
Organizational Health scores and trends	*Outcome*	*Currently in-development*	*60/100 (avg)*
FEVS rating, Q39: "Agency is successful at accomplishing mission"	*Activity*	*63% (2017)*	*76 (2017 Federal average)*
% of training that is cross-office	*Activity*	*N/A – New measure*	*…*
% of workforce (GS13-15) that has done a JDA	*Activity*	*N/A – New measure*	*…*

Owner: *To be decided*

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Data & analytics

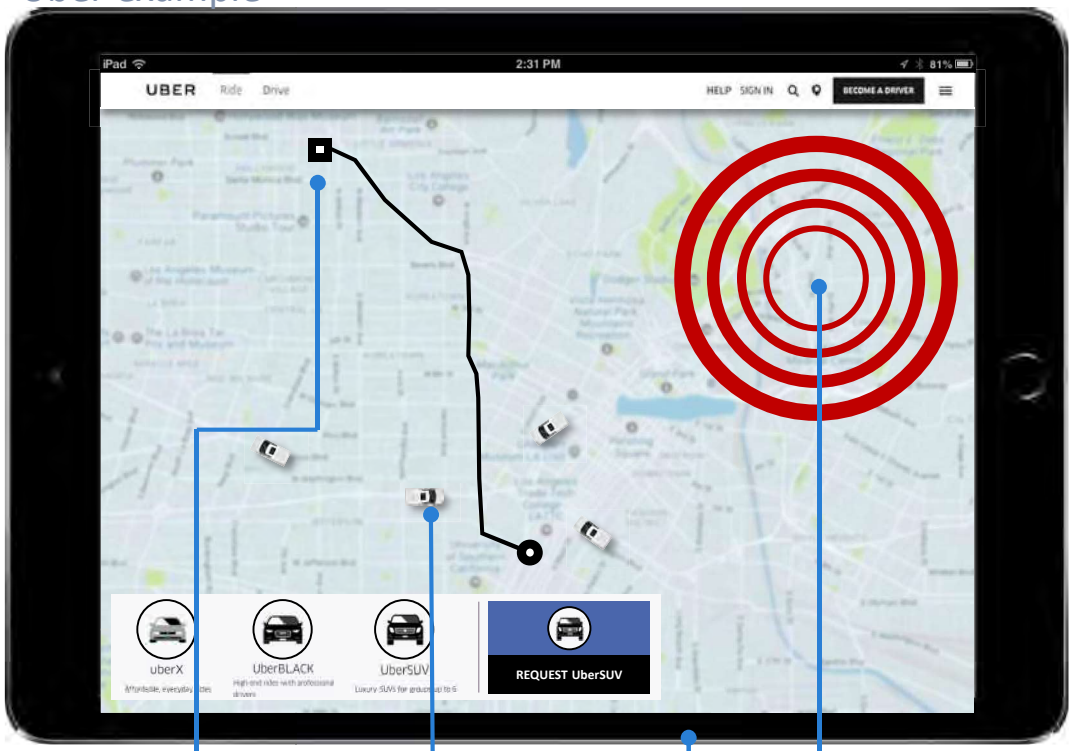
Organizations are leveraging data and analytics to put information in the hands of users

Organizations that successfully harness data and analytics have…

- Analytics tools and skills
- Domain expertise
- Access to broad sets of quality data
- Ability to operationalize insights
- Strong executive sponsorship

Apps integrate real-time data for users to make decisions

Uber example



All **targets** (e.g.., riders) geolocated

Varied **assets** (e.g., drivers) geolocated

A single portal for hand-held use

Analytics connects assets to targets

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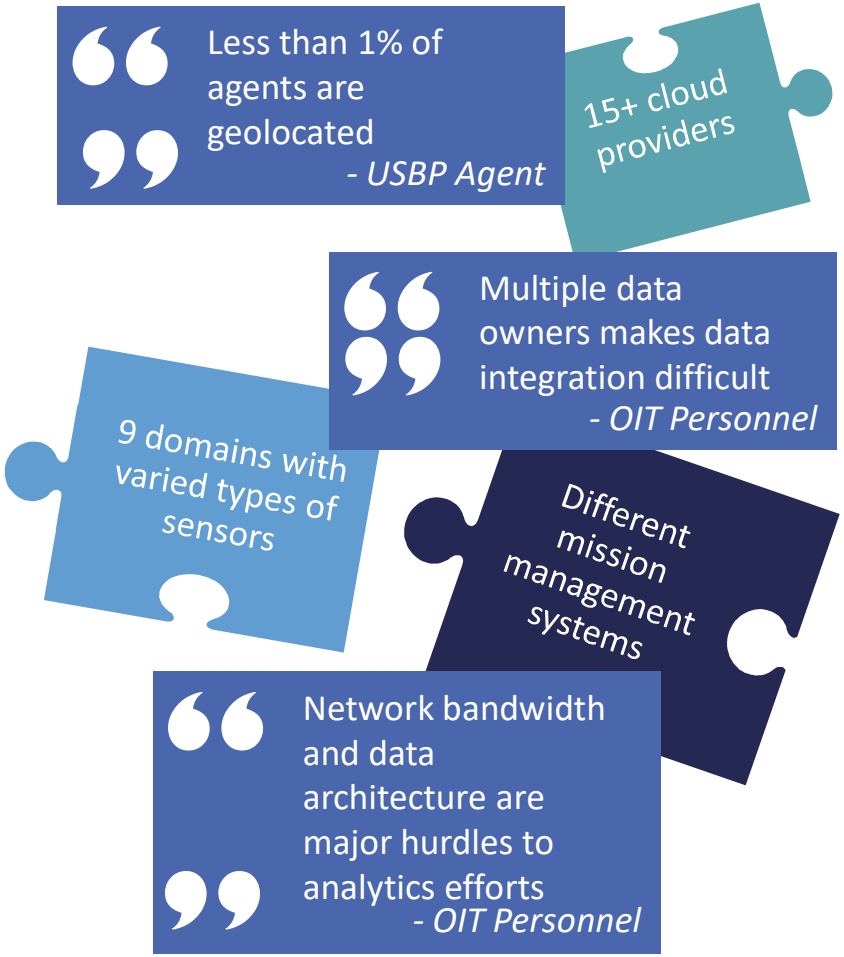
PRELIMINARY

Although there are a variety of challenges, there are endless opportunities from successfully pairing data and analytics

Data and systems are fragmented…

Examples



But opportunity exists to advance mission

Flight hour Return on Investment (ROI) example

$$\frac{\text{Mission outcome (e.g., cocaine seizures)}}{\text{Costs (e.g., flight hours)}} = \text{Return on investment}$$

> We have a **return on investment of 30 lbs. of cocaine per flight hour** . . . but I don't know of anyone else at CBP doing these kinds of calculations on resource allocation
>
> *- Air and Marine Officer*

SOURCE: CBP interviews

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Data and analytics: Use quality data and advanced analytics to make decisions and take action

Actions

- Create a holistic data governance and architecture across CBP to establish basis for cross-functional at scale analytics and eliminate organization data silos
- Collect and integrate quality data, including intelligence and risk assessments, to provide predictive analytics in support of an actionable common operating picture that ensures agents, officers, and trade personnel have the relevant quality information to conduct border and trade enforcement activities
- Use advanced analytics to identify trends, explore alternative courses of action, and present quality data-drive information for decision making for operational, resource, and policy decisions

Outcome: Personnel make decisions based on timely information informed by quality data and analytics

Draft/thought-starter measures	Type	Baseline	Target
% of apprehensions aided by common op. picture	*Outcome*	*N/A – New measure*	…
% of trade enforcement interventions enabled by analytics	*Outcome*	*N/A – New measure*	…
% of on-duty agents/officers with common op. picture on smart phone (enabled by data and analytics)	*Activity*	*N/A – New measure*	…

Owner: *To be decided*

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IT infrastructure

PRELIMINARY

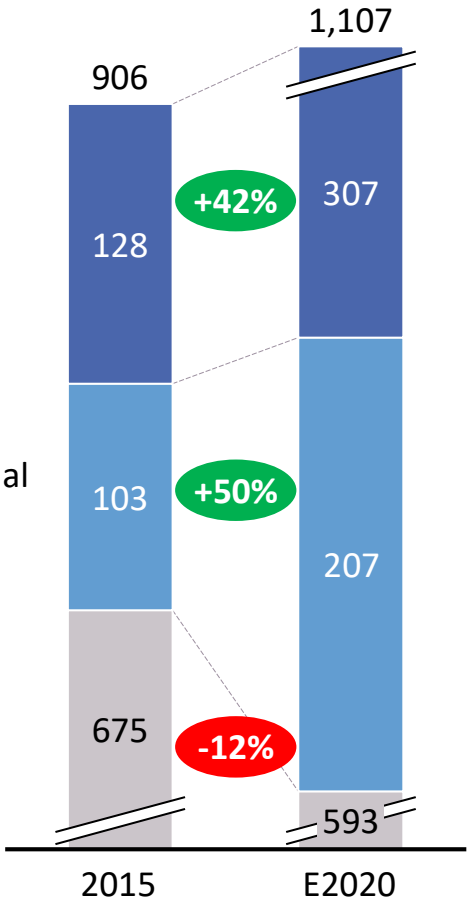
Leading companies are investing in the cloud, mobile and big data while customer expectations of reliability are increasing

Global IT services spending is increasing, with cloud, mobile, and big data technologies growing fastest
USD, billions

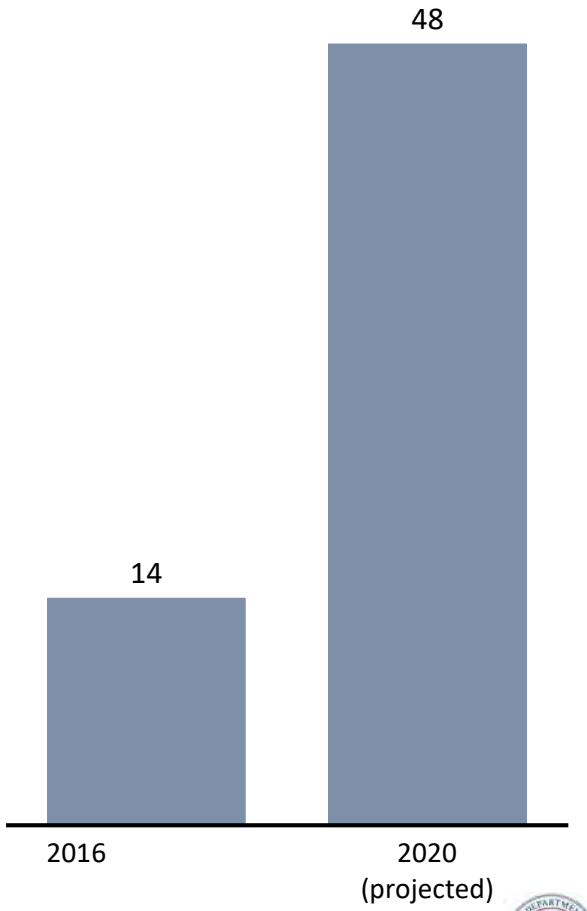
Analytic, innovative technologies (e.g., 3D printing, AR/VR, AI, IoT)

Cloud, mobile, big data and social technologies

Traditional technology (Technologies that are mostly non-mobile and on-premises)



Personal cloud storage traffic expected to grow at ~36% compound annual growth
Exabytes



SOURCE: IDC, Worldwide Black Book: 3rd Platform Edition (May 2017); IDC FutureScape: Worldwide IT Industry 2017 Predictions; WDC Investor Day presentation

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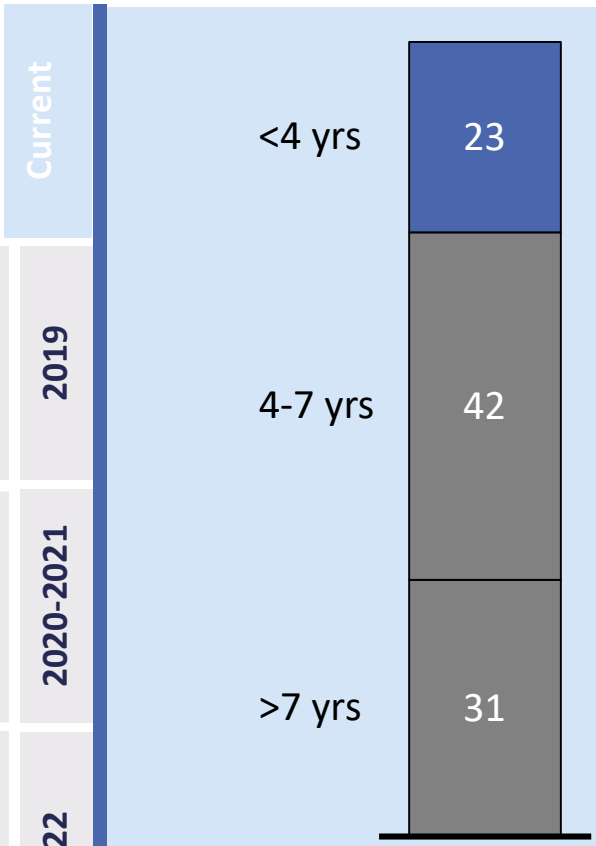
PRELIMINARY

Out-of-date computers and unplanned outages remain challenges, while a key data center closure can precipitate cloud migration

Most workstations and laptops are >4 years old[1]

Percentage, January 2018



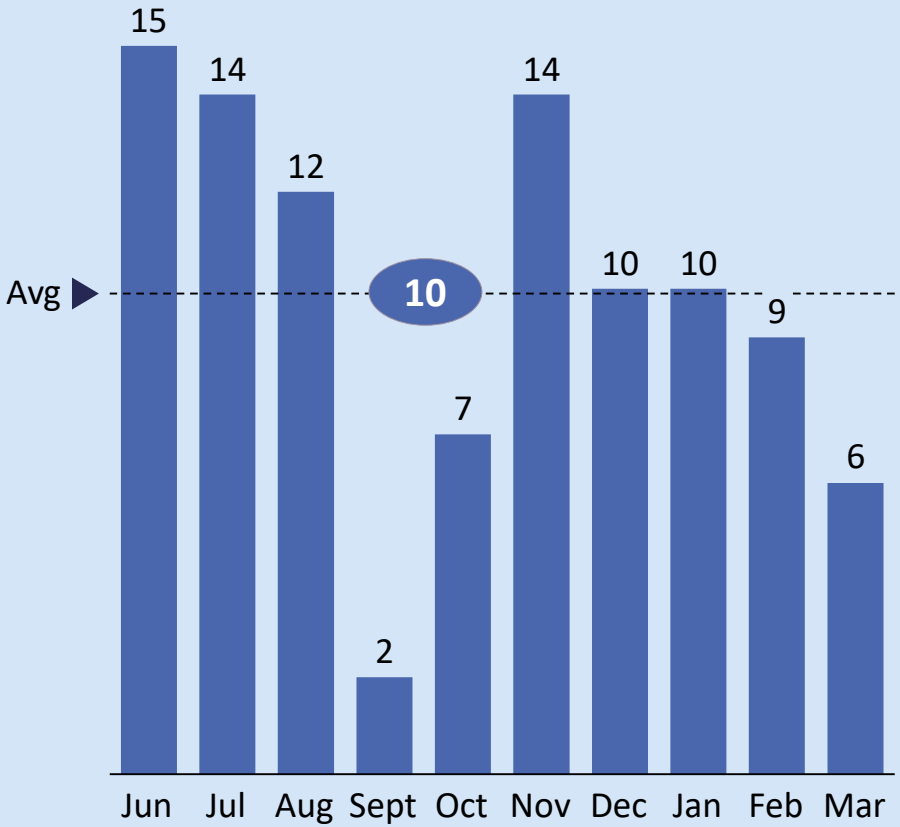
Migration from Springfield data center begins — 2019

Software as a service offered by application — 2020-2021

Springfield **data center closure complete** — 2022

Passenger screening systems[2] have averaged 10 unplanned outages per month

Outages of passenger screening systems, 2016-17



1 OIT assesses end-of-life for hardware and devices as more than five years old (OIG-17-114) 2 (TPAC, APC, GE)
SOURCE: OIT; OIG-17-114; CBP interviews

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IT infrastructure: Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work

Actions

- Increase resilience and performance end-to-end: accelerate technology refresh programs; continue maturing tools, tests, and exercises that validate existing resilience measures; and incorporate concepts to proactively address emerging threats
- Manage integrated cloud migration and infrastructure modernization for all mission-essential systems and mission-relevant systems delivering modernized capabilities and improved user interfaces with no interruption in service
- Enhance cybersecurity posture in support of cloud migration and increased edge-device use without impacting system effectiveness
- Develop necessary data warehousing and infrastructure, acquire analytic tools and platforms, and develop capabilities for advanced analytic modelling
- Ensure the application of new technologies and techniques sustain privacy protections and the agency's effort to remain transparent with the public

Outcome: Personnel can access the technology they need to do their jobs

Draft/thought-starter measures	Type	Baseline	Target
IT user satisfaction score	*Activity*	*N/A – New measure*	*…*
% of basic, end-user hardware and devices up to date	*Activity*	*23% (Jan. 2018)*	*98% (based on need)*
# of unplanned outages of passenger screening systems (TPAC, APC, GE)	*Activity*	*2-15 per month (Jun. 2016-Mar. 2017)*	*1-2 per month (based on need)*
% of applications/systems cloud-hosted	*Activity*	*N/A – New measure*	*90% of back-office components; 30-50% of front-end components*

Owner: *To be decided*

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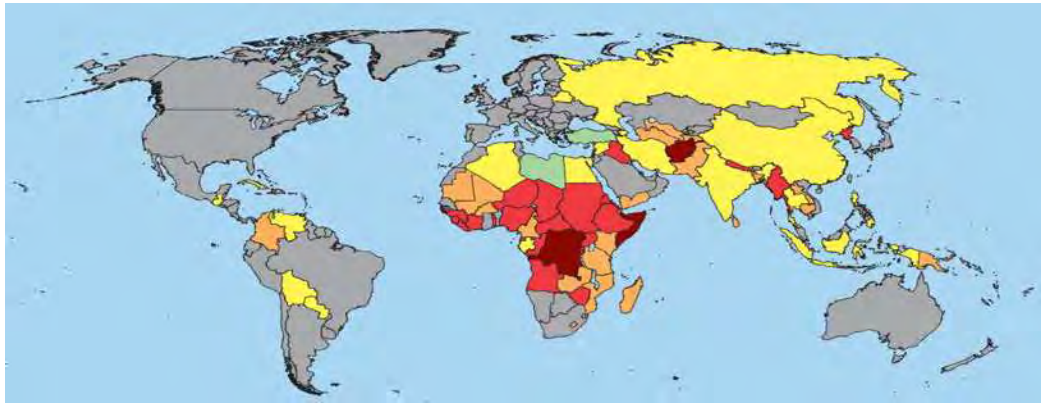
Partnerships

PRELIMINARY

Weak nation states, transnational crime and economic instability are challenges that require partnership to address

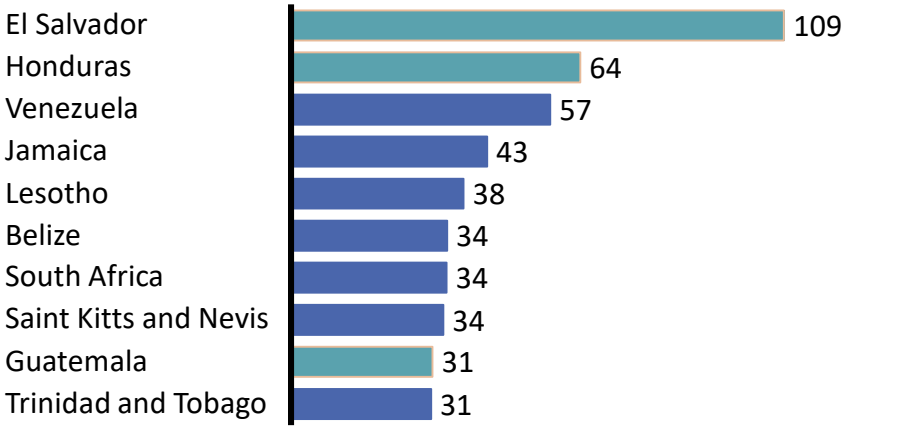
Weak or failed states allow for instability

Nation state stability, colored by quintile



Transnational criminal networks increase violence

Homicide rate, per 100K inhabitants



Economic challenges limit opportunities

Prominent news of events in Central America

REUTERS

HEALTH

Drought Leaves up to 2.8 Million Hungry in Central America

IP

ELEPHANTS IN THE ROOM Jobs and Opportunity Are the Only Path to Peace in Central America

ELEPHANTS IN THE ROOM

Jobs and Opportunity Are the Only Path to Peace in Central America

SOURCE: Terrorism incidents - Global Terrorism Database; Brookings Institute; Reuters; Council on Foreign Relations

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PRELIMINARY

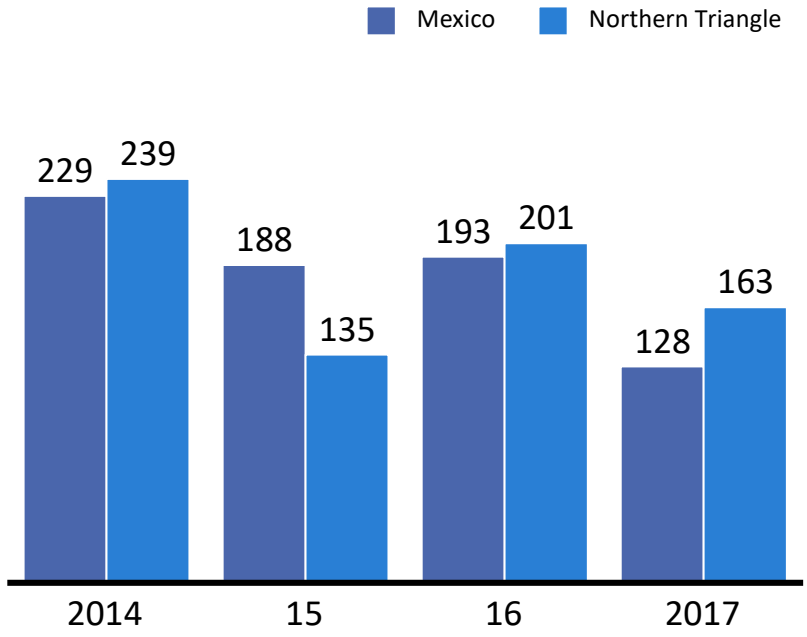
Building capability with critical partners provides the opportunity to access information and improve delivery on mission

There are currently 16 members of the **US Intelligence Community,** originally established in 1981 by EO 12333

Apprehensions at the US-Mexico border from **Northern Triangle countries** have exceeded those from **Mexico** in most recent fiscal years

Apprehensions at US-Mexico border[1]

Thousands



1 Northern Triangle countries include El Salvador, Guatemala and Honduras. Data refer to number of reported apprehensions, not the number of unique individuals apprehended.

SOURCE: Pew Research Center; Customs and Border Protection

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Partnerships: Expand international and intelligence partnerships to extend influence beyond CBP capabilities

Actions

- Build international partnerships and strategic alliances through information sharing, training, joint and integrated operations, and stability strategies
- Take planning, process, coordination, and support legislative steps for CBP to join the Intelligence Community

Outcome: Strong partnerships with other organizations advance priority mission

Draft/thought-starter measures	Type	Baseline	Target
Law enforcement capability of partner nations	*Activity*	*TBD*	*TBD*
Membership in the IC	*Activity*	*In planning and development*	*By 2023*
# of partnerships with Northern Triangle or Mexico national governments	*Activity*	*…*	*…*
# of dedicated CBP liaisons to Mexico/Northern Triangle countries	*Activity*	*N/A – New measure*	*…*

Owner: *To be decided*

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Decision

#3 Owners for 12 strategic initiatives

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What does "strategic initiative ownership" mean?

Ownership … *implies both implicit and explicit responsibility and accountability*

An owner…**defines success** in terms of desired outcomes, metrics and targets, …so that the initiative can be measured and tracked	An owner… **identifies a lead and a team** to the initiative, appropriately skilled and experienced… brings in additional experts if needed… and supports with leadership, direction and guidance	An owner…engages with his/her team to **develop a roadmap** (with key milestone across a timeframe) to guide progress…and is able to communicate risks and trade-offs	An owner… **determines required budget and resource levels**…plans and programs for resource levels… highlights gaps, risks and trade-offs to fellow leaders	An owner…identifies and **engages with internal and external partners** and critical stakeholders, regularly

Ownership means that you play a key role in removing roadblocks in initiative implementation and are the accountable ALC member for this aspect of the strategy

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The ALC should plan to "roll up their sleeves" on 5 initiatives, and regularly monitor 7 initiatives

Strategic initiatives

"Roll up our sleeves" (e.g., weekly or monthly shared problem-solving)

Counter network
Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland

Hiring
Attract, recruit, and hire the most qualified applicants quickly

One CBP
Build a culture of trust, leadership, and common purpose at all levels of CBP

Data & analytics
Use quality data and advanced analytics to make decisions and take action

Partnerships
Expand international and intelligence partnerships to extend influence beyond CBP capabilities

Monitor (e.g., quarterly briefings)

Awareness & enforcement
Increase situational awareness to impede and respond to illicit cross-border traffic

Secure & compliant trade
Predict and identify threats to facilitate cross-border commerce and deliver consequences

Traveler verification
Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays

Vetting & authorization
Coordinate traveler and immigration data across agencies to identify threats

Stakeholder experience
Improve stakeholder interactions to facilitate travel and business

Resilience
Promote physical and emotional health for employees and their families

IT infrastructure
Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work

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Strategic initiatives require owners to be successful

		Description	Desired outcome	Owner
MISSION	Counter network	Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland	**Terrorists and TCOs identified and disrupted**	…
	Awareness & enforcement	Increase situational awareness to impede and respond to illicit cross-border traffic	**The border is secure**	…
	Secure & compliant trade	Predict and identify threats to facilitate cross-border commerce and deliver consequences	**Trade is secure, predictable, and legal**	…
	Traveler verification	Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays	**Travelers are verified quickly and accurately**	…
	Vetting & authorization	Coordinate traveler and immigration data across agencies to identify threats	**CBP identifies bad actors before arrival at POEs**	…
	Stakeholder experience	Improve stakeholder interactions to facilitate travel and business	**Travelers and businesses trust and value CBP**	…
TEAM	Hiring	Attract, recruit, and hire the most qualified applicants quickly	**Staffing levels meet mission needs**	…
	Resilience	Promote physical and emotional health for employees and their families	**The workforce is resilient**	…
	One CBP	Build a culture of trust, leadership, and common purpose at all levels of CBP	**People work across offices to deliver mission**	…
FUTURE	Data & analytics	Use quality data and advanced analytics to make decisions and take action	**Personnel make decisions based on timely information informed by quality data and analytics**	…
	IT infrastructure	Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work	**Personnel can access the technology they need to do their jobs**	…
	Partnerships	Expand international and intelligence partnerships to extend influence beyond CBP capabilities	**Strong partnerships with other organizations advance priority mission**	…

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Customs and Border Protection

CBP Strategy – Top team working session

December 4, 2018

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Objectives for today

#1 Decide on Strategy overview (one-page)

#2 Decide on outcomes and measures for 12 strategic initiatives

#3 Decide on owners for each initiative

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Proposed “rules of the road”

Agenda

9:00 – 9:20	**Objectives and rules of the road**
9:20 – 9:40	**Strategy one-pager**
9:40 – 10:40	**Initiative measures – Round 1**
10:40 – 11:00	**Recap Round 1**
11:00 – 11:15	***BREAK***
11:15 – 12:00	**Initiative measures – Round 2**
12:00 – 12:15	**Recap Round 2**
12:15 – 1:00	**Initiative owners and path forward**

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CBP STRATEGY

Option A

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

MISSION
Protect the American people and enable trade and travel

Counter network	Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland
Awareness & enforcement	Increase situational awareness to impede and respond to illicit cross-border traffic
Secure & compliant trade	Predict and identify threats to facilitate cross-border commerce and deliver consequences
Traveler verification	Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays
Vetting & authorization	Coordinate traveler and immigration data across agencies to identify threats
Stakeholder experience	Improve stakeholder interactions to facilitate travel and business

TEAM
Build a capable, resilient, and ready workforce

Hiring	Attract, recruit, and hire the most qualified applicants quickly
Resilience	Promote physical and emotional health for employees and their families
One CBP	Build a culture of trust, leadership and common purpose at all levels of CBP

FUTURE
Invest in technology and partnerships to confront emerging threats

Data & analytics	Use quality data and advanced analytics to make decisions and take action
IT infra-structure	Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work
Partnerships	Expand international and intelligence partnerships to extend influence beyond CBP capabilities

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CBP STRATEGY

Option B

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

Secure the border to protect the American people

Awareness & enforcement

Increase situational awareness to impede and respond to illicit cross-border traffic

Vetting and authorization

Coordinate traveler and immigration data across agencies to identify threats

Counter network

Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland

Facilitate trade and travel

Secure & compliant trade

Predict and identify threats to facilitate cross-border commerce and deliver consequences

Traveler verification

Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays

Stakeholder experience

Improve stakeholder interactions to facilitate travel and business

Build a capable, resilient, and ready workforce

Hiring

Attract, recruit, and hire on the most qualified applicants quickly

Resilience

Promote physical and emotional health for employees and their families

One CBP

Build a culture of trust, leadership, and common purpose at all levels of CBP

Invest in technology and partnerships for the future

Data & analytics

Use quality data and advanced analytics to make decisions and take action

IT infrastructure

Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work

Partnerships

Expand international and intelligence partnerships to extend influence beyond CBP capabilities

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CBP STRATEGY

Option C

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

Counter terrorism

Counter network

Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland

Vetting and authorization

Coordinate traveler and immigration data across agencies to identify threats

Enhance border security

Awareness

Increase situational awareness of illicit cross-border traffic

Enforcement

Improve impedance and response to illicit cross-border traffic

Secure and facilitate trade and travel

Secure & compliant trade

Predict and identify threats to facilitate cross-border commerce and deliver consequences

Traveler verification

Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays

Workforce	Hiring	Attract, recruit, and hire the most qualified applicants quickly
	Resilience	Promote physical and emotional health for employees and their families
Technology	Data & analytics	Use quality data and advanced analytics to make decisions and take action
	IT Infrastructure	Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work
	Partnerships	Expand international and intelligence partnerships to extend influence beyond CBP capabilities
	Stakeholder experience	Improve stakeholder interactions to facilitate travel and business
	One CBP	Build a culture of trust, leadership, and common purpose at all levels of CBP

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CBP leadership has weighed in on the strategy options

Option A Mission, Team, Future	Option B Secure, Facilitate, Team, Future	Option C 3 mission areas, 5 objectives
We've never done it this way before	*This matches the lines of business*	*This is how we've always done it*
This is the only option the whole workforce will understand	*Separating "secure" and "facilitation" ensures they don't get lost*	*This is just a checklist*
This option feels more like One CBP	*Could be better because it splits mission in two categories*	*This shows the decision making process we've come through*
I like "Mission, People, Future"		*Hard to know what's important*
It's simple and easy to get behind		*Could last beyond the tenure of one Commissioner*
I like it from a simplicity standpoint		*Old school…we've seen all this before*
Easy to translate to field personnel		*If we're looking for a culture change, this will not get us there*
Raises us up a level – really like this		
A more corporate mindset		

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Agenda

9:00 – 9:20	**Objectives and rules of the road**
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12:00 – 12:15	**Recap Round 2**
12:15 – 1:00	**Initiative owners and path forward**

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Strategic initiatives require outcomes in order to measure success

		Description	Desired outcome
MISSION	Counter network	Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland	**Terrorists and TCOs identified and disrupted**
	Awareness & enforcement	Increase situational awareness to impede and respond to illicit cross-border traffic	**The border is secure**
	Secure & compliant trade	Predict and identify threats to facilitate cross-border commerce and deliver consequences	**Trade is secure, predictable, and legal**
	Traveler verification	Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays	**Travelers are verified quickly and accurately**
	Vetting & authorization	Coordinate traveler and immigration data across agencies to identify threats	**CBP identifies bad actors before arrival at POEs**
	Stakeholder experience	Improve stakeholder interactions to facilitate travel and business	**Travelers and businesses trust and value CBP**
TEAM	Hiring	Attract, recruit, and hire the most qualified applicants quickly	**Staffing levels meet mission needs**
	Resilience	Promote physical and emotional health for employees and their families	**The workforce is resilient**
	One CBP	Build a culture of trust, leadership, and common purpose at all levels of CBP	**People work across offices to deliver mission**
FUTURE	Data & analytics	Use quality data and advanced analytics to make decisions and take action	**Personnel make decisions based on timely information informed by quality data and analytics**
	IT infrastructure	Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work	**Personnel can access the technology they need to do their jobs**
	Partnerships	Expand international and intelligence partnerships to extend influence beyond CBP capabilities	**Strong partnerships with other organizations advance priority mission**

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Measures can be framed in two related ways to help CBP assess the progress of its strategy and strategic initiatives

Are we doing the right things? And, are we doing the right things well? *e.g.*, an assessment of *activity* or *activity quality*

Are we having the impact we expect? *e.g.*, an assessment of *outcome*

A combination of both activity- and outcome-based measures are recommended to track goal achievement

Examples

	Measures			
Strategic initiative	**Activity-based**		**Outcome-based**	**Desired outcome**
Awareness & enforcement	▪ Mobile towers installed ▪ SUAS deployed	▪ Situational awareness	▪ % of people apprehended at POEs	**The border is secure**
Hiring	▪ Polygraphers onboarded ▪ Applicants enrolled in care program	▪ Time to hire ▪ Number of hires	▪ Net staffing levels relative to mission need	**Staffing levels meet mission needs**

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Each strategic initiative overview includes the external environment, CBP baseline and outcomes, actions and measures

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Exercise

Breakout Groups

During this next session, you will have the opportunity to dive deeply into 3 initiatives in your breakout group

For each initiative, your group will discuss:

- The external environment relevant to each initiative
- The CBP baseline related to the initiative
- The draft initiative description, including the desired outcome, actions, and measures

Your group will be responsible for:

1) **identifying major revisions to the desired outcomes and actions for initiatives**
2) **proposing measures to be tracked in the ALC**

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Agenda

9:00 – 9:20	**Objectives and rules of the road**
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12:15 – 1:00	**Initiative owners and path forward**

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What does "strategic initiative ownership" mean?

An owner…**defines success** in terms of desired outcomes, metrics and targets, …so that the initiative can be measured and tracked

An owner… **identifies a lead and a team** to the initiative, appropriately skilled and experienced… brings in additional experts if needed… and supports with leadership, direction and guidance

An owner…engages with his/her team to **develop a roadmap** (with key milestone across a timeframe) to guide progress…and is able to communicate risks and trade-offs

An owner… **determines required budget and resource levels**…plans and programs for resource levels… highlights gaps, risks and trade-offs to fellow leaders

An owner…identifies and **engages with internal and external partners** and critical stakeholders, regularly

Ownership means that you play a key role in removing roadblocks in initiative implementation and are the accountable ALC member for this aspect of the strategy

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The ALC should plan to "roll up their sleeves" on 5 initiatives, and regularly monitor 7 initiatives

Strategic initiatives

"Roll up our sleeves" (e.g., weekly or monthly shared problem-solving)

Counter network
Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland

Hiring
Attract, recruit, and hire the most qualified applicants quickly

One CBP
Build a culture of trust, leadership, and common purpose at all levels of CBP

Data & analytics
Use quality data and advanced analytics to make decisions and take action

Partnerships
Expand international and intelligence partnerships to extend influence beyond CBP capabilities

Monitor (e.g., quarterly briefings)

Awareness & enforcement
Increase situational awareness to impede and respond to illicit cross-border traffic

Secure & compliant trade
Predict and identify threats to facilitate cross-border commerce and deliver consequences

Traveler verification
Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays

Vetting & authorization
Coordinate traveler and immigration data across agencies to identify threats

Stakeholder experience
Improve stakeholder interactions to facilitate travel and business

Resilience
Promote physical and emotional health for employees and their families

IT infrastructure
Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work

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Strategic initiatives require owners to be successful

		Description	Desired outcome	Owner
MISSION	Counter network	Leverage data and intelligence to identify, illuminate, degrade, and disrupt transnational organized threats to the border and homeland	**Terrorists and TCOs identified and disrupted**	…
	Awareness & enforcement	Increase situational awareness to impede and respond to illicit cross-border traffic	**The border is secure**	…
	Secure & compliant trade	Predict and identify threats to facilitate cross-border commerce and deliver consequences	**Trade is secure, predictable, and legal**	…
	Traveler verification	Use cutting-edge technology to expedite traveler processing, identify fraud, and confirm overstays	**Travelers are verified quickly and accurately**	…
	Vetting & authorization	Coordinate traveler and immigration data across agencies to identify threats	**CBP identifies bad actors before arrival at POEs**	…
	Stakeholder experience	Improve stakeholder interactions to facilitate travel and business	**Travelers and businesses trust and value CBP**	…
TEAM	Hiring	Attract, recruit, and hire the most qualified applicants quickly	**Staffing levels meet mission needs**	…
	Resilience	Promote physical and emotional health for employees and their families	**The workforce is resilient**	…
	One CBP	Build a culture of trust, leadership, and common purpose at all levels of CBP	**People work across offices to deliver mission**	…
FUTURE	Data & analytics	Use quality data and advanced analytics to make decisions and take action	**Personnel make decisions based on timely information informed by quality data and analytics**	…
	IT infrastructure	Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work	**Personnel can access the technology they need to do their jobs**	…
	Partnerships	Expand international and intelligence partnerships to extend influence beyond CBP capabilities	**Strong partnerships with other organizations advance priority mission**	…

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Next steps on CBP Strategy

Today
Dec 4

Output:
- Recommendation memo developed for C1 on decisions reached

Interim activities:
- Refine draft strategy
- Socialize draft strategy with EACs & solicit feedback
- Conduct messaging workshop & remaining listening sessions
- Initiate communication & implementation plan development
- Meet with owners and leads to begin initiative planning

ALC
Jan 14

Output:
- Draft Portfolio of Initiatives (POI) reviewed
- Next steps on strategy, implementation and communications

Interim activities:

Finalize:
- Strategy
- POI
- Tools and templates for communication & implementation plans
- Communication & implementation plans

Leadership Conference
Jan 23-24

Output:
- Broader leadership feedback on initiatives, desired outcomes, measures & owners
- Input on communication & implementation plans

Interim activities:

Launch communication & implementation plans

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Reference

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Discussion groups

CBP	Strategic Initiative	Facilitators
(b) (6), (b) (7)(C)	1A: Counter network	(b) (6), (b) (7)(C)
	1A: Awareness & enforcement	
	1A: Partnerships	
	1B: Traveler verification	
	1B: Vetting & authorization	
	1B: Stakeholder experience	
	2A: Hiring	
	2A: Resilience	
	2A: One CBP	
	2B: Secure & compliant trade	
	2B: Data & analytics	
	2B: IT infrastructure	

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Customs and Border Protection

CBP Strategy – Top team working session

October 22, 2018

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Objectives

#1 Decide on Strategy overview (one-page)

#2 Decide on outcomes and measures for 12 strategic initiatives

#3 Decide on owners for each initiative

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Decision

#1 Strategy overview

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CBP STRATEGY

Option A

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

MISSION
Protect the American people and enable trade and travel

- **Counter network** — Leverage data and intelligence to identify and disrupt organized threats to the homeland
- **Awareness & enforcement** — Increase situational awareness to impede and respond to illicit cross-border traffic
- **Secure & compliant trade** — Predict and identify threats to regulate cross-border commerce and deliver consequences
- **Traveler verification** — Use cutting-edge technology to expedite traveler processing and identify fraud
- **Vetting & authorization** — Coordinate the vetting of traveler and immigration data to identify potential threats
- **Stakeholder experience** — Improve user interfaces and processes to facilitate travel and business

TEAM
Build a capable, resilient and ready workforce

- **Hiring** — Attract, recruit and hire to bring on the most qualified applicants quickly
- **Resilience** — Equip the workforce and their families to maintain physical and emotional health
- **One CBP** — Build a culture of trust, leadership and common purpose to work together across CBP

FUTURE
Invest in technology and partnerships to confront emerging threats

- **Data & analytics** — Use diverse data and advanced analytics to make decisions and take action
- **IT infra-structure** — Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work
- **Partnerships** — Develop international and intelligence partnerships to extend influence beyond CBP capabilities

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CBP STRATEGY

Option B

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

Secure the border to protect the American people

Awareness & enforcement

Increase situational awareness to impede and respond to illicit cross-border traffic

Vetting and authorization

Coordinate the vetting of traveler and immigration data to identify potential threats

Counter network

Leverage data and intelligence to identify and disrupt organized threats to the homeland

Facilitate trade and travel

Secure & compliant trade

Predict and identify threats to regulate cross-border commerce and deliver consequences

Traveler verification

Use cutting-edge technology to expedite traveler processing and identify fraud

Stakeholder experience

Improve user interfaces and processes to facilitate travel and business

Build a capable, resilient and ready workforce

Hiring

Attract, recruit and hire to bring on the most qualified applicants quickly

Resilience

Equip the workforce and their families to maintain physical and emotional health

One CBP

Build a culture of trust, leadership and common purpose to work together across CBP

Invest in technology and partnerships for the future

Data & analytics

Use diverse data and advanced analytics to make decisions and take action

IT infrastructure

Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work

Partnerships

Develop international and intelligence partnerships to extend influence beyond CBP capabilities

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CBP STRATEGY

Option C

CBP Mission

To safeguard America's borders thereby protecting the public from dangerous people and materials while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel

Aspiration

To be the most innovative and trusted law enforcement agency in the world

Counter terrorism

Counter network

Leverage data and intelligence to identify and disrupt organized threats to the homeland

Vetting and authorization

Coordinate the vetting of traveler and immigration data to identify potential threats

Enhance border security

Awareness

Increase situational awareness of illicit cross-border traffic

Enforcement

Improve impedance and response to illicit cross-border traffic

Secure and facilitate trade and travel

Secure & compliant trade

Predict and identify threats to regulate cross-border commerce and deliver consequences

Traveler verification

Use cutting-edge technology to expedite traveler processing and identify fraud

Workforce	
Hiring	Attract, recruit and hire to bring on the most qualified applicants quickly
Resilience	Equip the workforce and their families to maintain physical and emotional health
Technology	
Data & analytics	Use diverse data and advanced analytics to make decisions and take action
IT Infrastructure	Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work
Partnerships	Develop international and intelligence partnerships to extend influence beyond CBP capabilities
Stakeholder experience	Improve user interfaces and processes to facilitate travel and business
One CBP	Build a culture of trust, leadership and common purpose to work together across CBP

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CBP leadership has weighed in on the strategy options

Option A
Mission, Team, Future

We've never done it this way before

This is the only option the whole workforce will understand

This option feels more like One CBP

I like "Mission, People, Future"

It's simple and easy to get behind

I like it from a simplicity standpoint

Easy to translate to field personnel

Raises us up a level – really like this

A more corporate mindset

Option B
Secure, Facilitate, Team, Future

This matches the lines of business

Separating "secure" and "facilitation" ensures they don't get lost

Could be better because it splits mission in two categories

Option C
3 mission areas, 5 objectives

This is how we've always done it

This is just a checklist

This shows the decision making process we've come through

Hard to know what's important

Could last beyond the tenure of one Commissioner

Old school…we've seen all this before

If we're looking for a culture change, this will not get us there

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Decision #2

Outcomes and measures for 12 strategic initiatives

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Strategic initiatives require outcomes in order to measure success

		Description	Desired outcome
MISSION	Counter network	Leverage data and intelligence to identify and disrupt organized threats to the homeland	**Terrorists and TCOs identified and disrupted**
	Awareness & enforcement	Increase situational awareness to impede and respond to illicit cross-border traffic	**The border is secure**
	Secure & compliant trade	Predict and identify threats to regulate cross-border commerce and deliver consequences	**Trade is secure, predictable and legal**
	Traveler verification	Use cutting-edge technology to expedite traveler processing and identify fraud	**Travelers are verified quickly and accurately**
	Vetting & authorization	Coordinate the vetting of traveler and immigration data to identify potential threats	**CBP identifies bad actors before arrival at PoEs**
	Stakeholder experience	Improve user interfaces and procedures to facilitate travel and business	**Travelers and businesses trust and respect CBP**
TEAM	Hiring	Attract, recruit and hire to bring on the most qualified applicants quickly	**Staffing levels meet mission needs**
	Resilience	Equip the workforce and their families to maintain physical and emotional health	**The workforce is resilient**
	One CBP	Build a culture of trust, leadership and common purpose to work together across CBP	**People work across offices to deliver mission**
FUTURE	Data & analytics	Use diverse data and advanced analytics to make decisions and take action	**Personnel make decisions based on real-time information informed by data and analytics**
	IT infrastructure	Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work	**Personnel can access the best technology to do their jobs**
	Partnerships	Develop international and intelligence partnerships to extend influence beyond CBP capabilities	**Strong partnerships with other organizations advance priority mission**

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Each strategic initiative overview includes the external environment, CBP baseline and actions, outcome and measures

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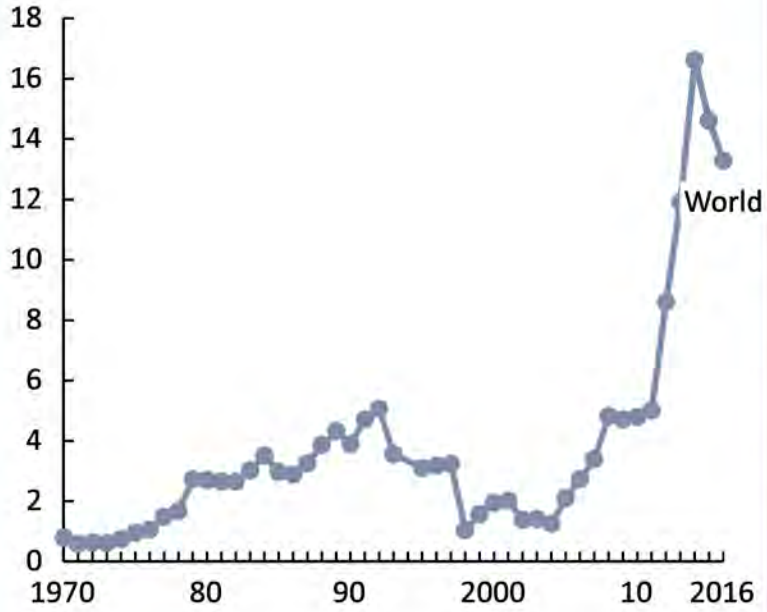
PRELIMINARY

Terrorism, transnational crime, and state on state activity continue to emerge as significant global challenges

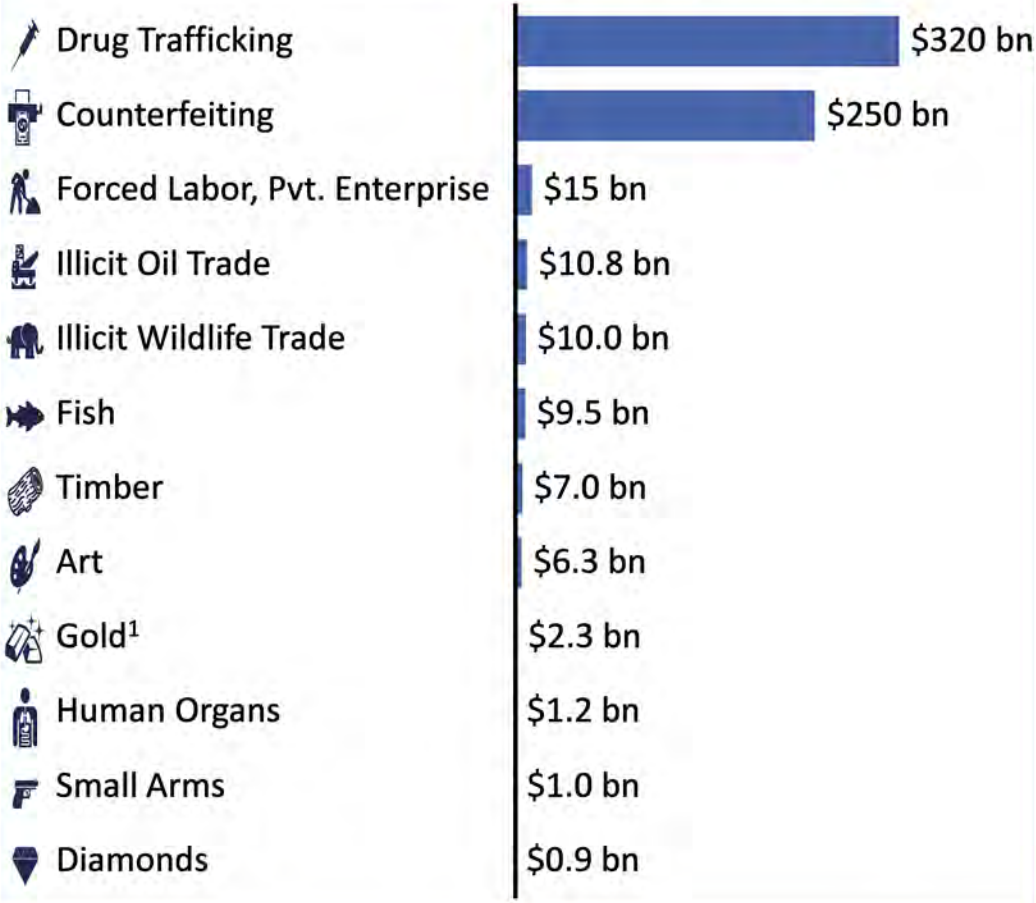
Terrorism-related incidents are persistent

per year, globally



Crime accounts for at least 1.5% of global GDP

Estimated annual revenues for illicit trade by sector (as of 2011)



1 Gold estimates are for three countries, only (Democratic Republic of the Congo, South Africa and Peru)

SOURCE: World Economic Forum Council on Illicit Trade, 2012-2014; figures presented compiled by a 2011 Global Financial Integrity study

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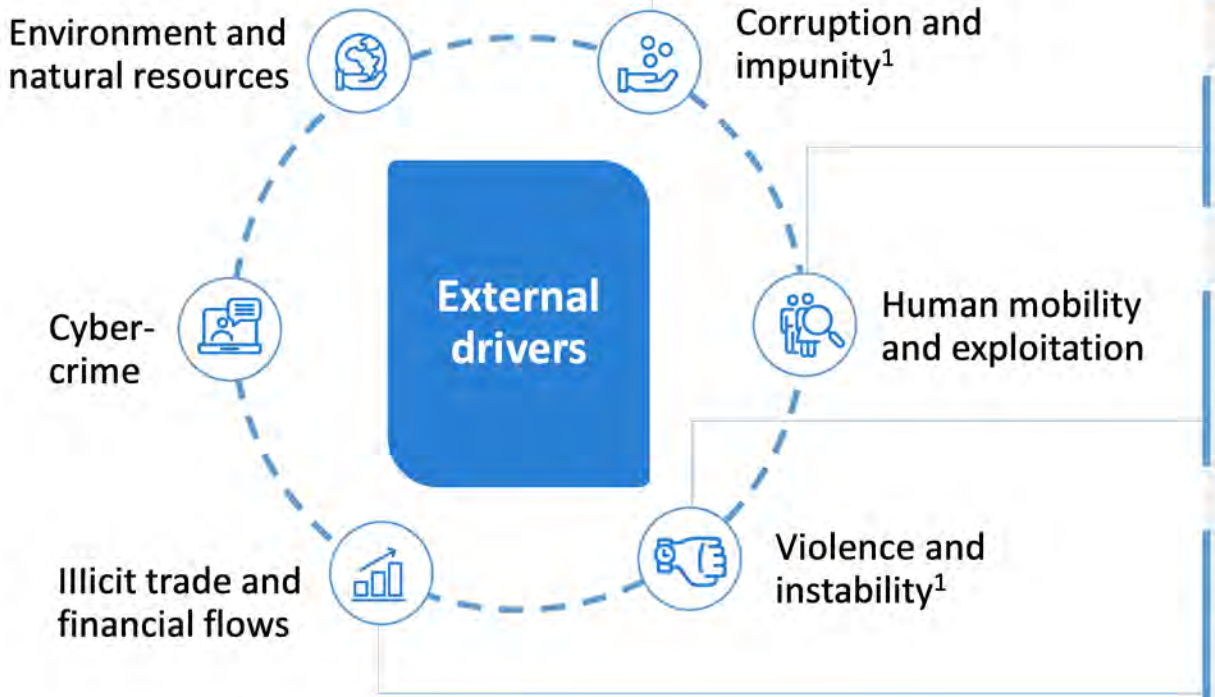
PRELIMINARY

CBP has increased interdiction capabilities at PoEs and at the border, but threats continue to diversify and scale



Historical operational outcomes

In FY17, CBP officers and BPA arrested **10,908** individuals who were wanted by law enforcement authorities

CBP officers encountered **216,370** inadmissible individuals at ports of entry

In FY17, CBP seized more than **2.14M pounds of narcotics** and disrupted more than 81K pounds of narcotics

In FY17, CBP identified and prevented the boarding of **15,907** travelers on flights destined for the U.S. who may have presented an immigration or security risk[2]

...and provided actionable information to our partners

1 Ungoverned space typically sets the conditions where terrorist organizations, TCOs, and other bad actors are able to thrive
2 These passengers were identified through the combined efforts of the National Targeting Center, the Immigration Advisory Program, and the Regional Carrier Liaison Group
SOURCE: World Economic Forum; CBP Border Security Report Fiscal Year 2017

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Counter Network: Leverage data and intelligence to identify and disrupt organized threats to the homeland

Actions

- Enable whole of government and international actions that leverage partner agencies' authorities as a means of addressing the threat to the US border and homeland
- Expand to provide actionable tactical and strategic intelligence to law enforcement, military, regulatory, and intelligence community partners

Outcome: Terrorists and TCOs identified and disrupted

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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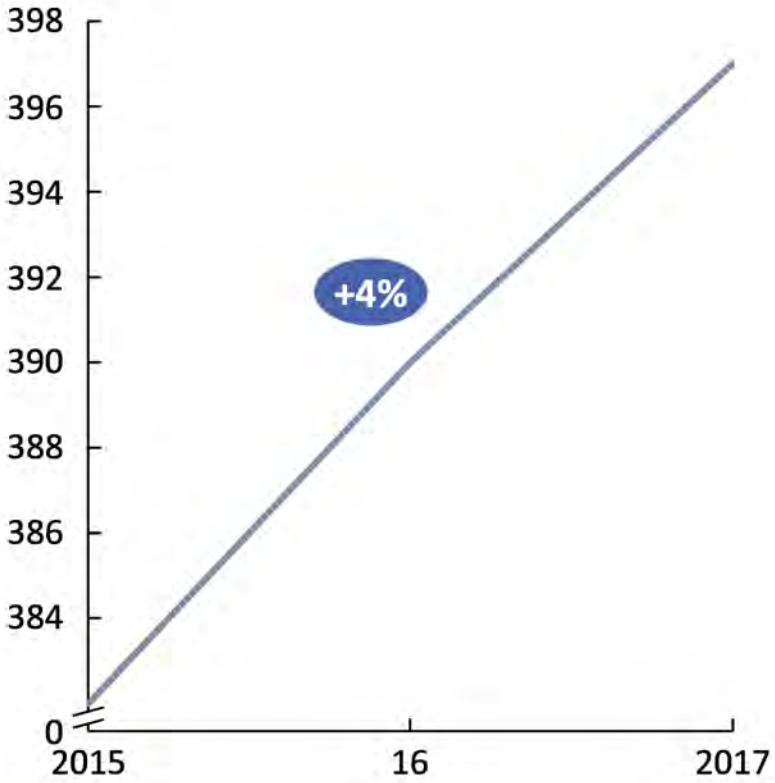
Growing volume and diversity of cross-border activity present new challenges to identifying threats

Travelers to the U.S. have increased steadily

People, millions



Illicit cross-border activity has diversified

News headlines, June-October 2018

"Illicit ***drone flights*** surge along U.S.-Mexico border as smugglers hunt for soft spots"

- Washington Post

"Authorities along U.S., Mexico border find ***tunnel with rail system***, solar-powered lighting under California"

- Newsweek

SOURCE: CBP Trade and Travel Numbers 2015-17; press searches

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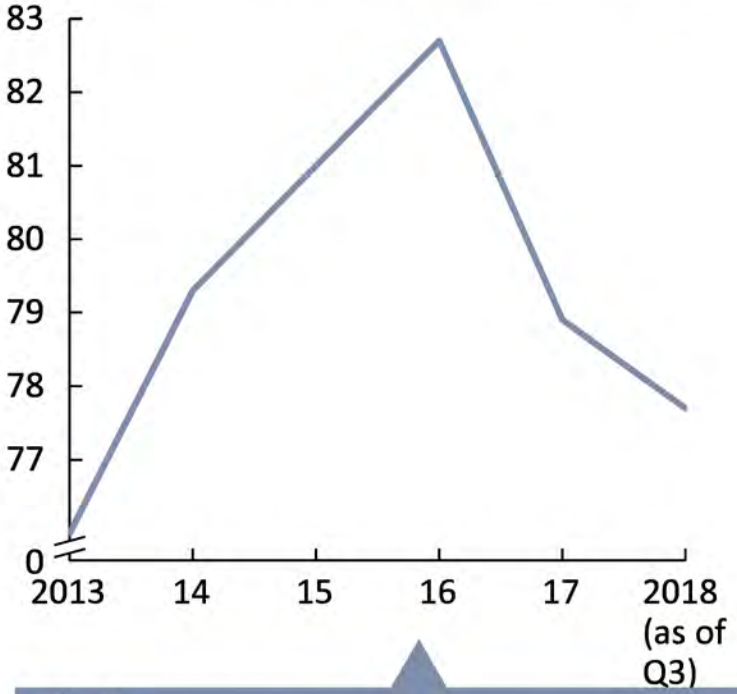
Interdictions and situational awareness varies and remains challenging

Illegal entrants apprehended or turned back have steadily fallen since 2016

Interdiction effectiveness rate, percentage



> Despite the information age, technology, and new tools, the job of a USBP agent is basically the same as it was 25 years ago [and it shouldn't be]
>
> *- Border Patrol Agent*

Situational awareness varies in level of certainty

2010 OpCon status

> Today our situational awareness of the Southwest border is less than 50%
>
> *- Border Patrol Agent*

SOURCE: CBP FY19 Congressional Justification; FY18 Q3 GPRAMA Measures, Holding the Line in the 21st Century; CBP interviews

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PRELIMINARY

Awareness and enforcement: Increase situational awareness to impede and respond to illicit cross-border traffic

Actions

- **Enhance situational awareness**: leverage technology to improve operational efficiency and effectiveness; integrate interagency information and all available inputs to establish a comprehensive operational picture that provides actionable information that enables decisionmakers and operators; increase zone of security away from physical borders
- **Strengthen impedance and denial**: invest in impedance and denial capability; work with partner agencies and components to maximize programs that discourage illegal entries; utilize foreign liaisons to disrupt special interest alien travel before they reach US borders
- **Enhance response and resolution**: invest in capabilities and policy revisions to increase tactical mobility; continue to expand operational mobility; utilize emerging technology; apply investments and programs to reduce operational response time; and support security at border through a layered approach

Outcome: The border is secure

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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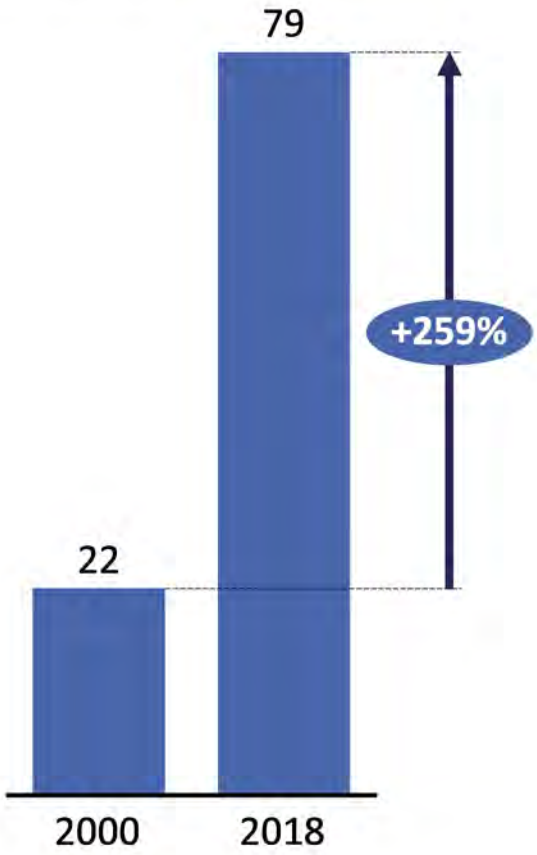
With the growth in E-commerce, the volume of trade and international mail continues to increase

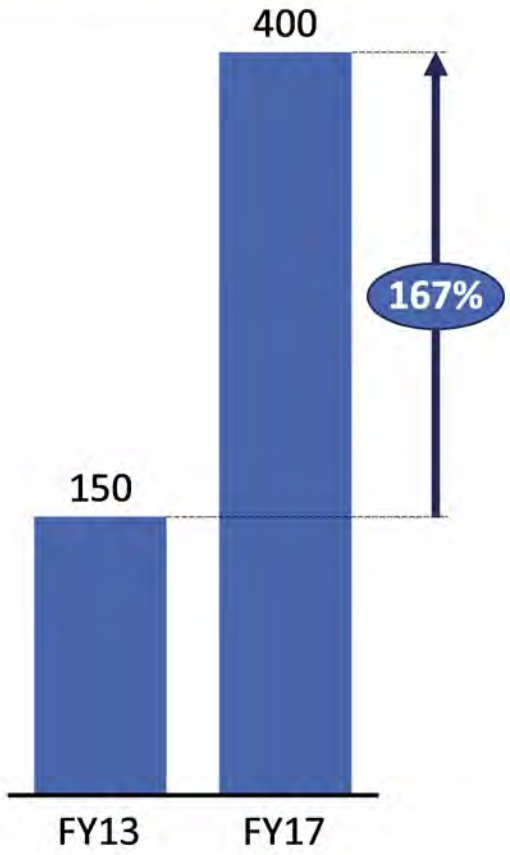
~80% of Americans shop online today

Percent of residents



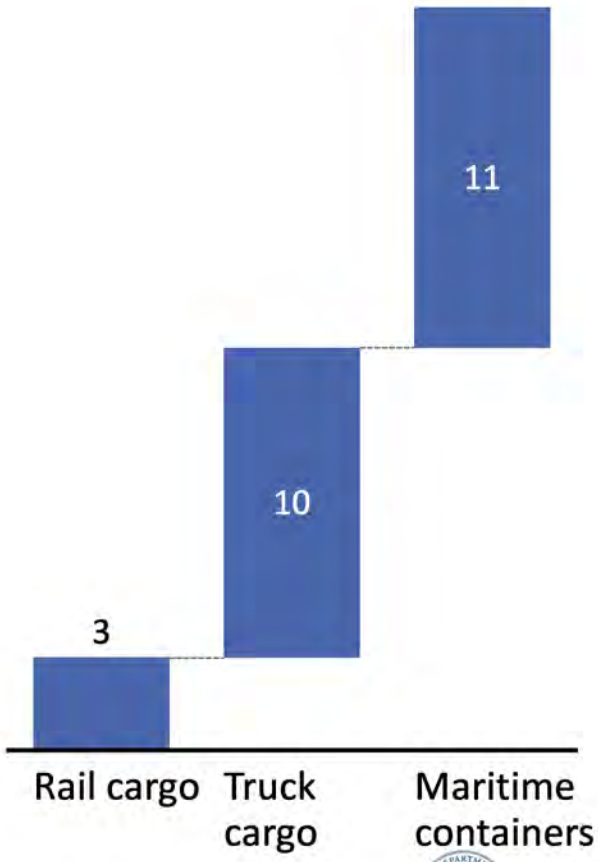
International mail more than doubled in the past few years

Pieces, millions



Millions of shipments arrive by land and sea

Shipments, millions, FY17



SOURCE: Pew Research Center; Senate testimony, "Trade and Commerce at U.S. Ports of Entry," July 18, 2018

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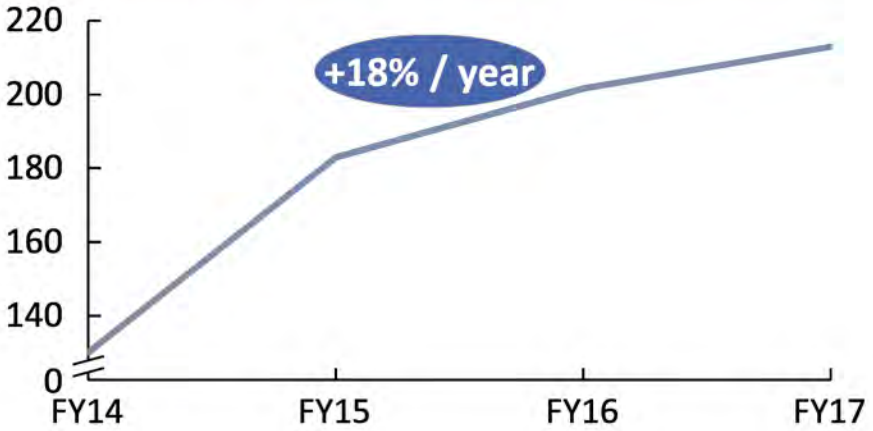
CBP is interrupting illicit trade activities, but system upgrades and automation could improve enforcement and consequence delivery

Value of shipments seized as a result of IPR violations grew 18% per year

USD, millions



> We need fully integrated scanning equipment in the mail environment [to cope with increasing volume]
>
> *- OFO Officer*

Some transactions remain cash-based with manual reconciliations and disparate electronic systems

- **$2.5B collected in cash and checks in more than 4M transactions**
- **$1.6B cash and checks in nearly 3.4M transactions collected at PoEs**
- **Manual reconciliation of collections, requiring resources and time**
- **Officers and field personnel perform daily or weekly bank deposits**
- **Employees use disparate, non-interfaced systems**

SOURCE: FY19 CBP CBJ; Senate testimony, GAO-18-271; CBP interviews; "Resource Optimization at Ports of Entry," FY17 Report to Congress, September 17, 2017

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Secure and compliant trade: Predict and identify threats to regulate cross-border commerce and deliver consequences

Actions

- Enhance and adapt all affected CBP operations to respond to emerging supply chain dynamics, including enhancing existing data collection, targeting, examinations, intelligence, and international engagement
- Enable risk-based enforcement to increase operational efficiency: expand risk management practices, increase operational efficiency and effectiveness by using data analytics; expand existing advance electronic data pilot in the international mail
- Determine highest risk e-commerce packages using a counter network approach including state-of-the-art techniques and technology; implement improved targeting solutions, strengthen interagency partnerships, and integrate data solutions to enhance current operational models and strategies
- Use technology and automation to increase ease and ability to enforce compliance and effectively apply punitive measures when needed

Outcome: Trade is secure, predictable and legal

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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Foreign governments are using biometric authentication

Australia & New Zealand

All passports are now biometric

The SmartGate (or eGate) system uses **facial recognition technology** to link visitors and returning residents to their visas and biometric passports (called ePassports)

India

Largest biometric database in the world

India's national ID program ("Aadhaar") uses a biometrics-based digital identity, instantly verifiable online at the point of service, that collects an **iris image, ten fingerprints, and a digital photograph**

AADHAAR

SOURCE: Press search

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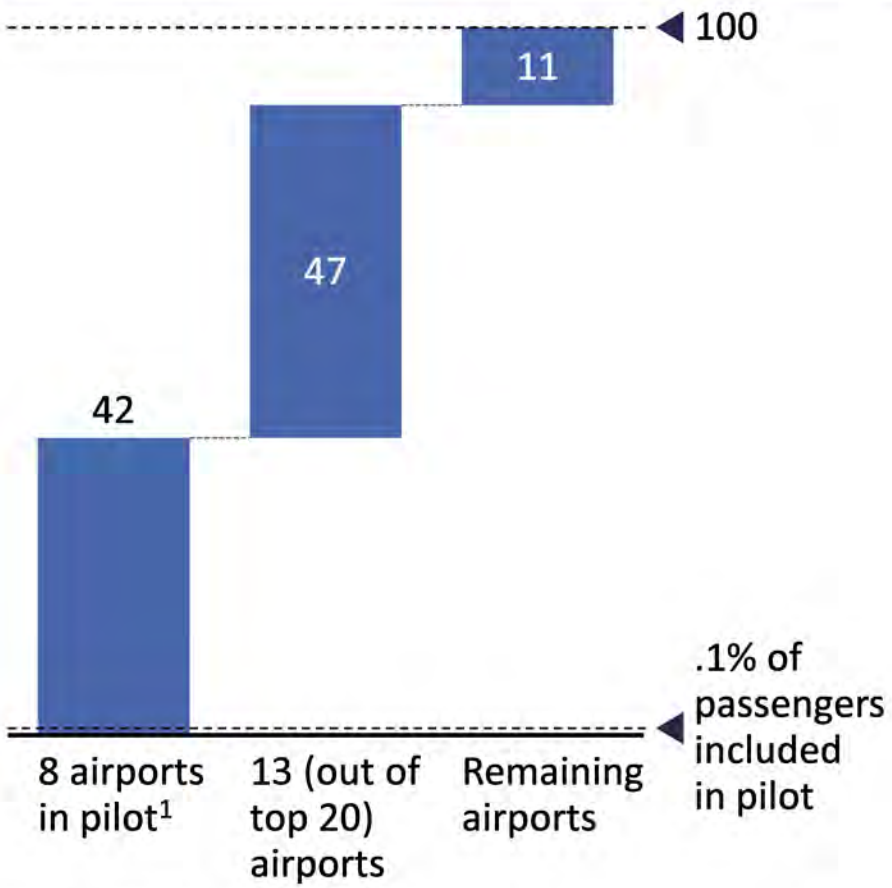
CBP biometric verification pilot reached most major airports and merited early results

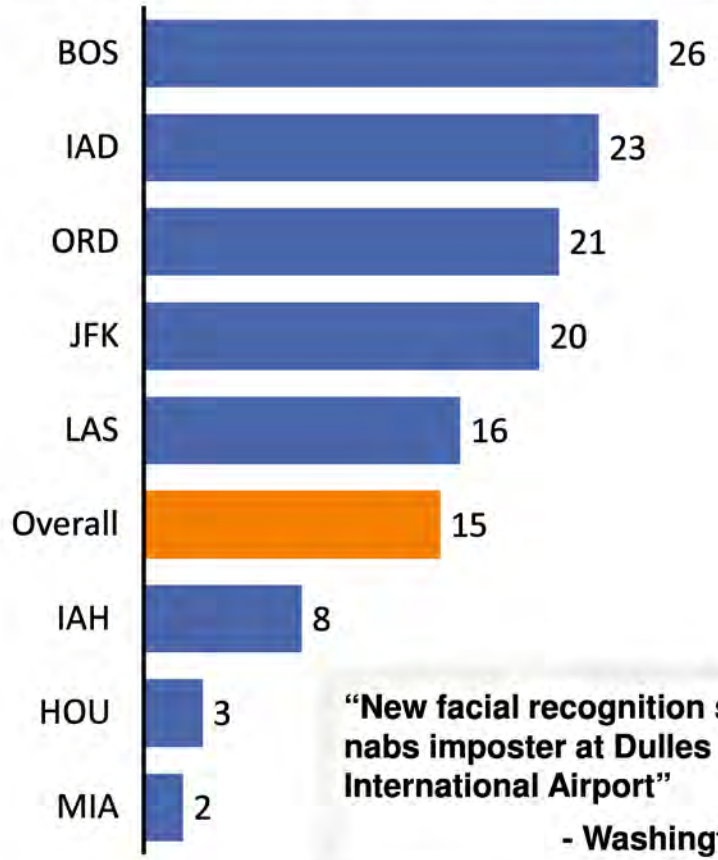
The biometric verification pilot reached airports with nearly half of inbound foreign passengers

Percentage, as of December 2017



Pilots are seeing results but have varied rates of consistency

Percentage of failed photos, December 2017



"New facial recognition system nabs imposter at Dulles International Airport"

- Washington Post

1 Seven were in the Top 20 airports

SOURCE: OIG-18-80; Transportation.gov, "International Report Passengers"

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PRELIMINARY

Traveler verification: Use cutting-edge technology to expedite traveler processing and identify fraud

Actions

- Expand implementation of Biometric Entry/Exit to increase accuracy of matching arrival and departure information for travelers
- Apply new technology to implement direct communication with travelers regarding their authorized period of admission into the U.S.

Outcome: Travelers are verified quickly and accurately

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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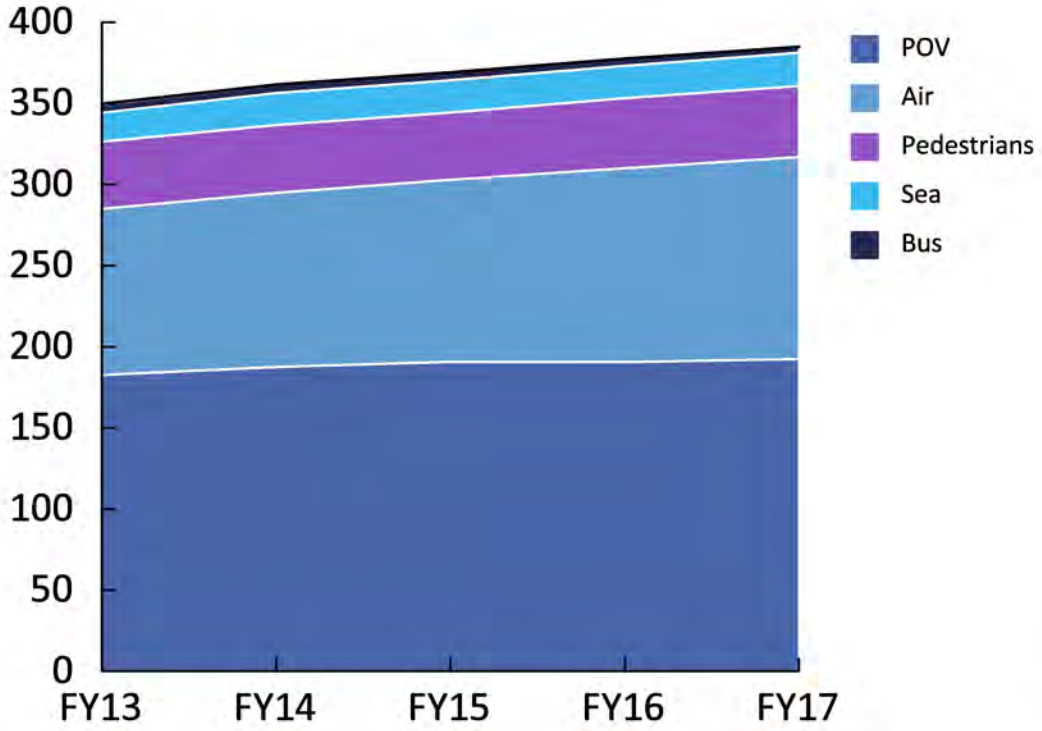
PRELIMINARY

Travelers to and from the U.S. have increased over the last 5 years with steady volumes of new foreign travelers

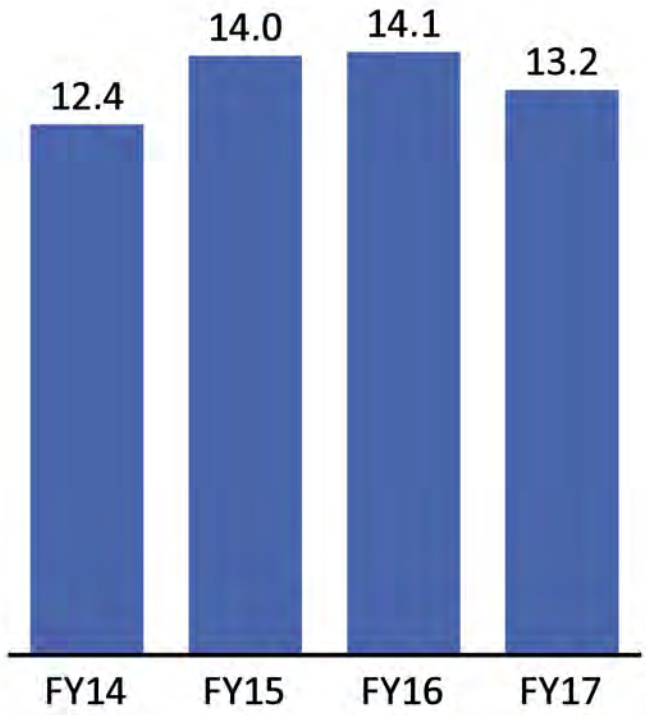
Cross border passenger flows are rising

People, millions



New foreign visitor volumes are steady

Non-immigrant visas, millions



SOURCE: US Department of Transportation, US Department of State

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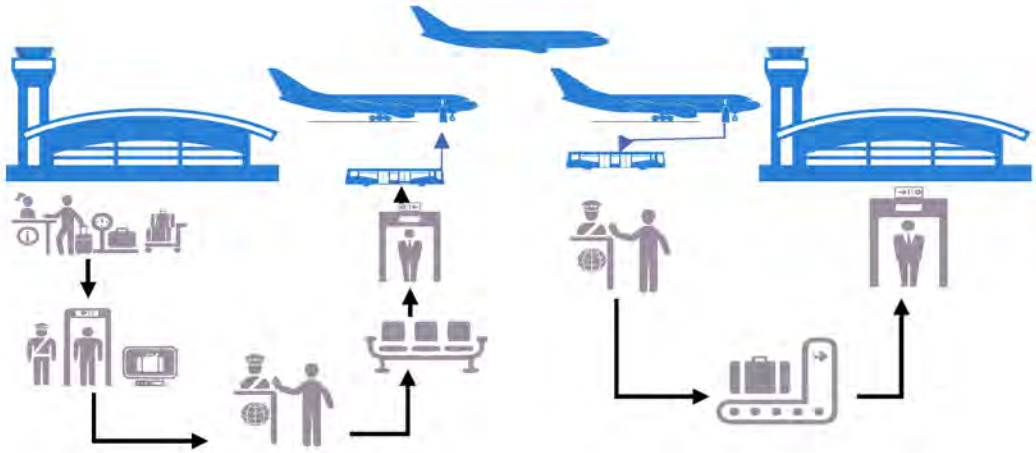
CBP sits at the center of coordinating the vetting of traveler and immigration data

NSPM 9

- *February 2018* – Ordered the creation of the National Vetting Center, positioned CBP at the center of the interagency to improve the use of Intelligence Community and Law Enforcement information in the national vetting enterprise

"…The National Vetting Center will support unprecedented work by DHS and the entire U.S. intelligence community to **keep terrorists, violent criminals, and other dangerous individuals from reaching our shores**."

- February 6, 2018 – Kirstjen M. Nielsen



"…federal agencies will have the ability to use the NVC's tools and analytic programs in a **consolidated, efficient, and streamlined fashion with greater accuracy and speed** than ever before."

— June 11, 2018 — Francis X. Taylor

1 The five categories of threat actors are: terrorism, foreign intelligence, transnational organized crime, cyber, and military threats

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PRELIMINARY

Vetting & authorization: Coordinate the vetting of traveler and immigration data to identify potential threats

Actions

- Coordinates vetting efforts to identify individuals who present a threat to national security, border security, homeland security, or public safety.
- Provides a capability, both in a shared physical presence and through virtual connectivity, to bring together Intelligence Community and Law Enforcement information in a manner that better informs vetting decisions.
- Consolidate relevant information into a unified technology interface for analysts who will provide recommendations to their respective agencies concerning the adjudications.
- NVC Growth Strategy
  - Scale: Increase the populations (vetting request sets) that receive classified vetting services
  - Scope: Enhance the types of vetting analytics applied to populations beyond biographics
  - Depth: Expand the mission areas supported beyond Counter-terrorism (CT) to cover NSPM threat vectors

Outcome: CBP identifies bad actors before arrival at PoEs

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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PRELIMINARY

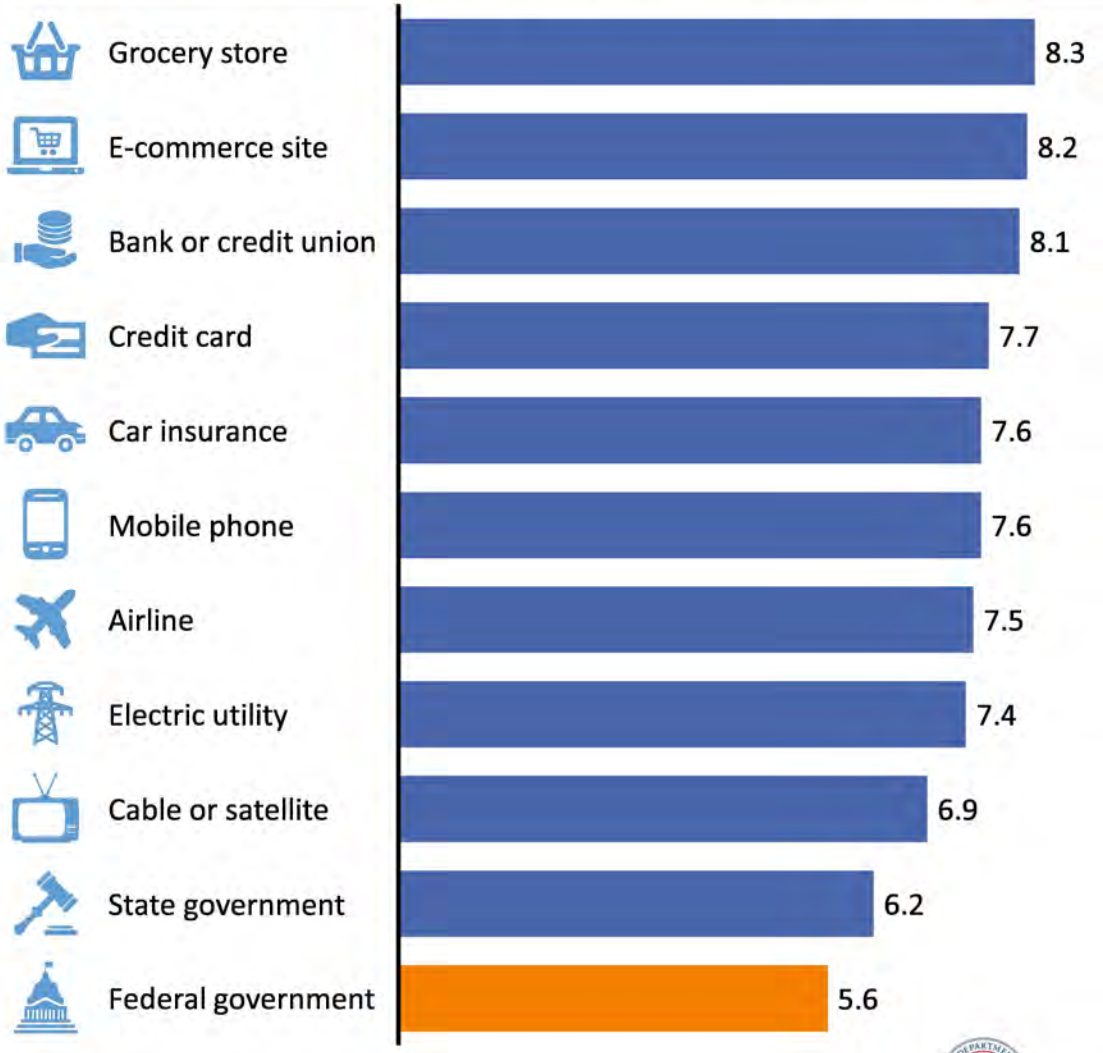
Stakeholder expectations are increasing as companies like Amazon influence customer demands—and government lags behind

"AMAZON EFFECT"

Of customers expect organizations to understand their individual needs

Of customers demand improved response time

Federal government is perceived to perform poorly in customer satisfaction compared to the private sector, Average industry score out of 10, 2016



SOURCE: IBM Institute for Business Value report; McKinsey Customer Experience Journey Pulse Survey, December 2016

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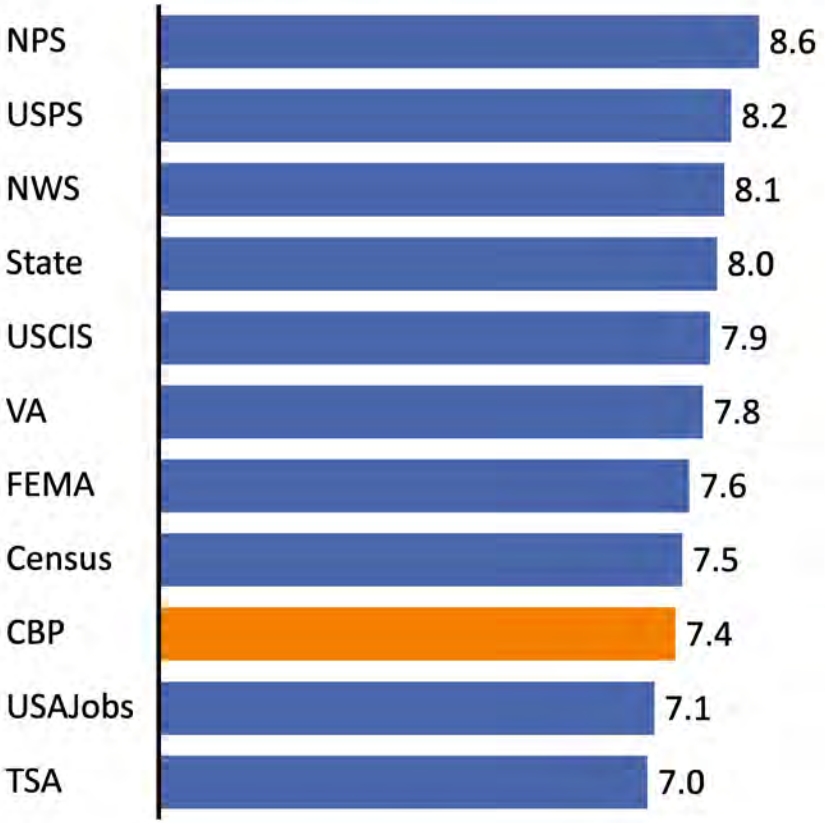
PRELIMINARY

Customer satisfaction with CBP services and systems allows opportunities for improvement

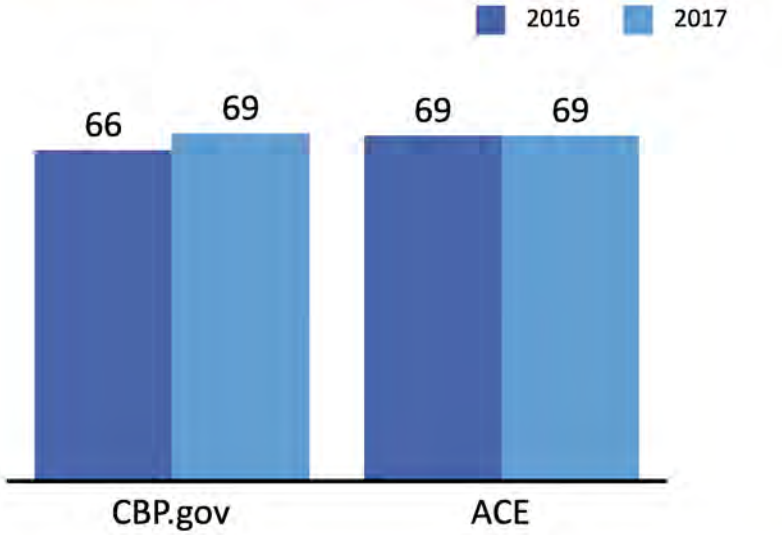
CBP customer satisfaction trails other USG agencies

Average score out of 10, 2016



Customer satisfaction with CBP systems is fairly stable

Overall score out of 100[1]



! Dissatisfied users cited concerns with navigation and functional limitations

1 CBP.gov scores are from September of that year

SOURCE: McKinsey Customer Experience Journey Pulse Survey, December 2016; CBP.gov; GAO-18-271

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PRELIMINARY

Stakeholder experience: Improve user interfaces and processes to facilitate travel and business

Actions

- Transform processes and technologies to meet customers needs (e.g., speed, ease, reliability)
- Implement public engagement efforts to educate stakeholders about CBP mission, requirements, and processes and to communicate new developments and pertinent guidance
- Develop standards and best practices to facilitate trade in support of small businesses and e-commerce; explore facilitation technology options; and educate the e-commerce community

Outcome: Travelers and businesses trust and respect CBP

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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PRELIMINARY

US societal factors directly affect qualified and interested law enforcement applicant pools, further squeezed by competition

US public opinion varies towards law enforcement. Approval ratings are at 64%, but vary by race and political affiliation

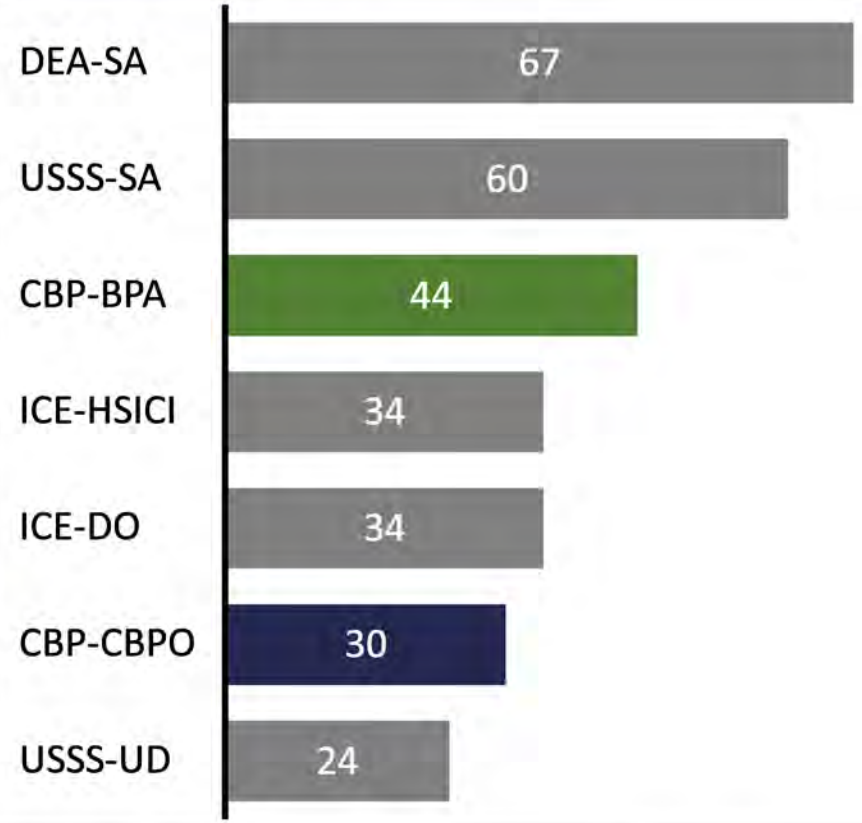
The US job market is strong. Current, seasonally-adjusted unemployment rate in the US is at 3.9%, the lowest since 1969

"Job seeker" market means that employers fight for candidates. Candidates tend to compare interview experience and time to hire; government time to hire averages lag industry by more than 4x

Unique qualifications complicate an already competitive landscape. Less than 13% of US 17 to 24 year-olds qualify for military or law enforcement service due to moral, mental, or physical fitness deficiencies

Law enforcement agencies are often competing for the same talent[1]

Applicants needed to yield 1 EOD



1 The following agencies and positions are listed: Customs and Border Protection-Border Patrol Agent, Drug Enforcement Agency-Special Agent, United States Secret Service-Special Agent, Customs and Border Patrol-Customs and Border Protection Officer, Immigration and Customs Enforcement-Homeland Security Investigations Criminal Investigator, Immigration and Customs Enforcement-Deportation Officer, United States Secret Service-Uniformed Division Officer

SOURCE: Time to Hire Study, EOY FY18 Updates from CBP Human Resources Management

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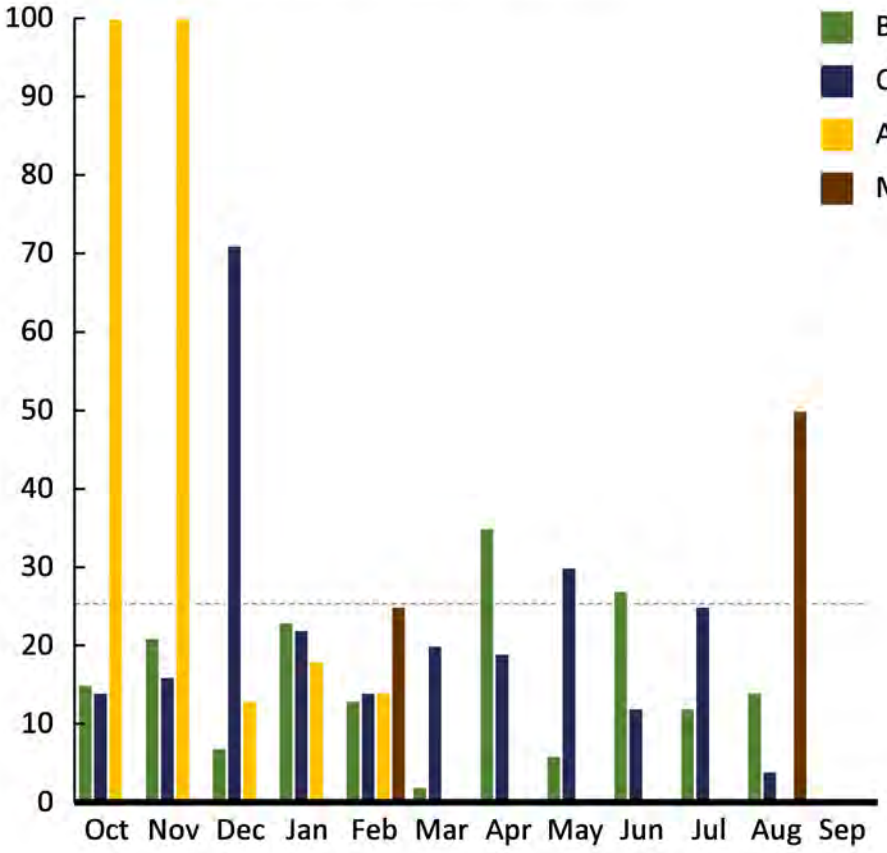
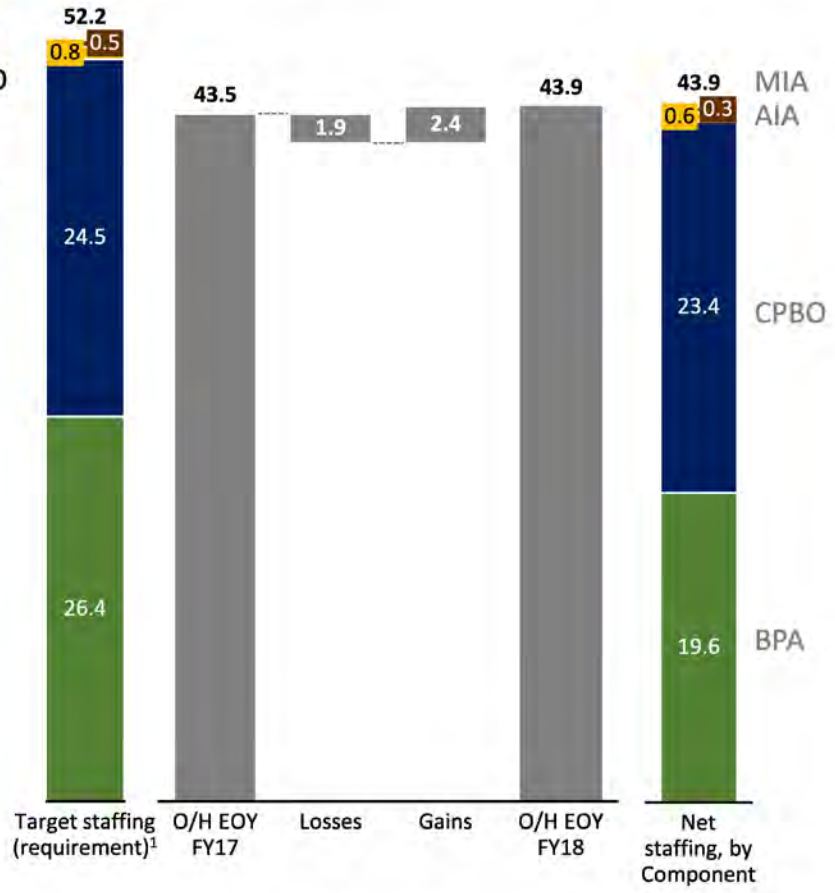
Frontline hiring processes have improved but time to hire and staffing levels remain below targets

A quarter of hires are within target time to hire of 192 days, % of hires per month, FY18



Frontline staffing is 8k below target levels

Employees, thousands



1 Target staffing requirement numbers are based on varied sources: CBPO Workforce Staffing Model, EAC Owens Memo, AIA and MIA appropriated FTE. As these numbers are a hybrid, they do not reflect in entirety the total force numbers, as appropriated annually by Congress.

SOURCE: EOY FY18 Updates from CBP Human Resources Management

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PRELIMINARY

Hiring: Attract, recruit and hire to bring on the most qualified applicants quickly

Actions

- Fully implement changes to recruiting and hiring efforts, to attract and bring on qualified applicants quickly
- Monitor total net hires against staffing requirements developed by Workforce Planning models, by region and by component
- Improve recruiting themes and messages that align with CBP's complex and crucial mission, to increase the propensity of candidates to apply

Outcome: Staffing levels meet mission needs

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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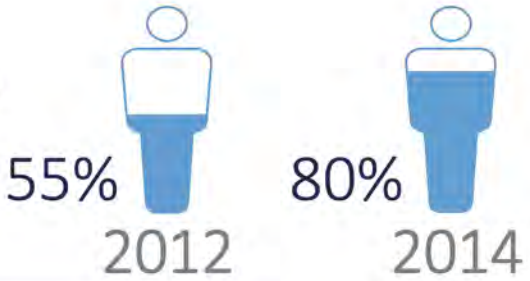
Workplace-related stress is on the rise—broader trends are particularly applicable to law enforcement roles and duties

25% of employees view their jobs as the **number one stressor** in their lives; Stress is the **"global health epidemic of the 21st century"**

Employee anxiety, stress, and depression account for the majority of all emotional health cases



The **psychological and physical problems of burned-out employees cost an estimated $125 billion to $190 billion a year** in healthcare spending in the US

Common law enforcement factors that tend to cause particular work stress/fatigue:

- Mission risks
- Remote locations
- Frequent rotating shifts

Source: Center for Disease Control, World Health Organization

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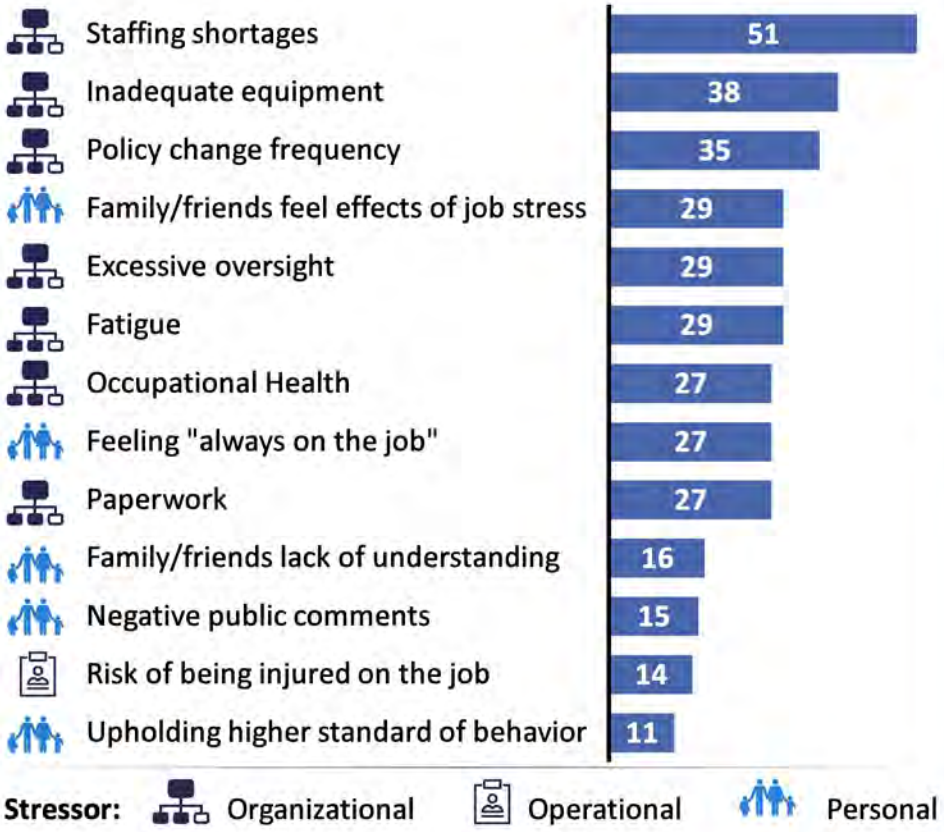
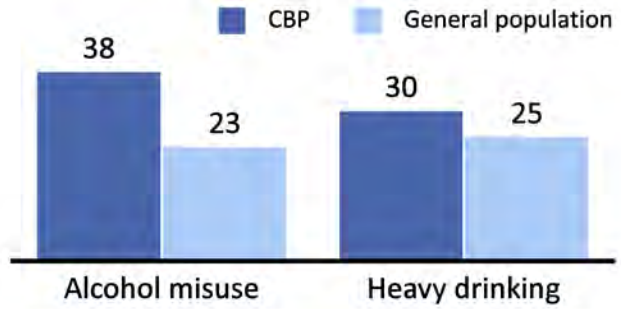
PRELIMINARY

The CBP workforce experiences greater levels of stress than the overall population

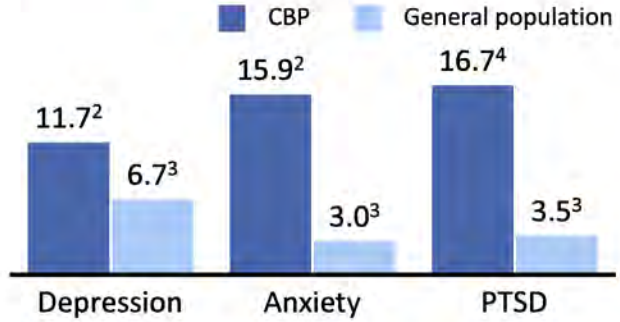
Ten different stressors affect at least a third of the workforce[1], % respondents



Alcohol abuse affects a third of the workforce
% respondents



CBP employees have higher rates of depression, anxiety, and PTSD than civilian counterparts, % respondents



1 Rank-ordered stressors that caused a "fair amount" or "a lot" of stress to employees, stressors that affected more than >10% of respondents; of note, 13 of 18 total stressors are listed. The data, and the categorization of the stressor is replicated directly from the RAND study
2 Past two weeks
3 Past year (National Comorbidity Survey-Replication (Kessler et. al., 2005)
4 Past 30 days

SOURCE: RAND CPB Resiliency study, November to January, 2017

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Resilience: Equip the workforce and their families to maintain physical and emotional health

Actions

- Ensure the workforce maintains physical, mental, and emotional health throughout the longevity of a career, recognizing that full-body agent/officer wellness is critical to the team and mission
- CBP fosters a fully engaged and resilient workforce that is supported by an open and trusting workplace culture that facilitates health-seeking behavior
- CBP employees and families can readily access information, resources, and support through a variety of networks that accommodates the geographic disbursement of the workforce
- CBP takes step to reduce the organizational stressors identified in the RAND survey, and CBP offices have regular discussions related to resiliency in the workplace

Outcome: The workforce is resilient

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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Other USG agencies have fundamentally shifted from traditional structures to more expansive views on resource-sharing

> The **Army, Navy, Air Force, and Marine Corps** have often fought ferociously **over roles and missions** in war fighting and over **budgets** and **posts of leadership**.

> The Goldwater-Nichols Act (1986)...among other things, mandated that promotion to high rank required **some period of duty** with a different service or with a joint (i.e., multiservice) command. This had strong and immediate effects, causing [senior officers] to **think more broadly** about the military establishment as a whole...

> ...a related development was a significant transfer of planning and command responsibilities from the service chiefs and their staffs to the **joint and unified commands outside of Washington**...
> ...the voices of [these] commanders...became as influential as those of the service chiefs.

SOURCE: 9/11 Commission Report

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"Storm conditions" test collaboration and teamwork – but without a mission need, CBP institutionally returns towards component silos

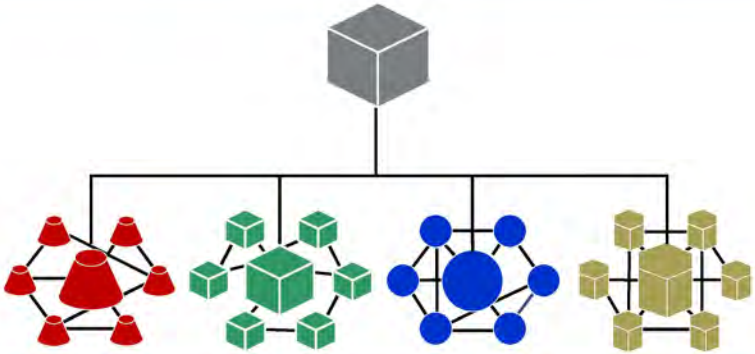
Over the last year, CBP components worked side-by-side on to ensure mission success:

Hurricane response, to Hurricanes Florence, Michael, Harvey

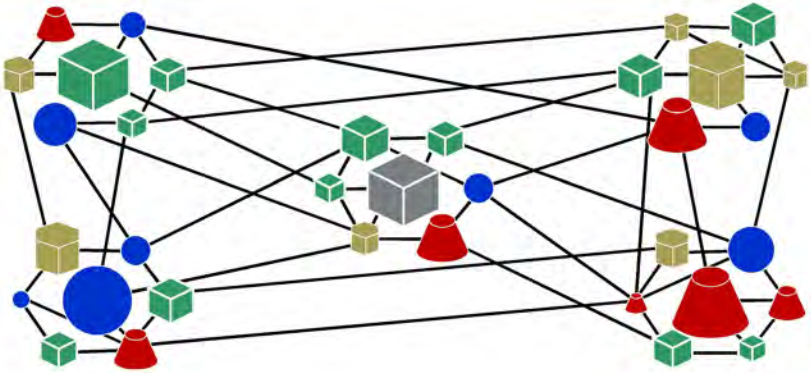
Front-line against the opioid epidemic, and working across agencies to ensure information sharing

Tackling the recruiting challenge, to ensure that CBP continues to hire great talent against mission needs

How many additional actions, planning, or resourcing, were conducted like this …



… instead of coordination across "One CBP"?



SOURCE: Team of Teams, GEN Stanley McCrystal, in Fast Company

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One CBP: Build a culture of trust, leadership and common purpose to work together across CBP

Actions

- Reward the sharing of space, dollars, and data – and constantly train and educate the workforce in CBP operations, planning, and training to increase the habitual relationships and professionalism needed to operate in a changing mission landscape
  - *Building habitual relationships:* occurs in specific space and time, operating "day to day" like the workforce would in "storm" conditions. The LOB structure is reinforced; the individual agent/officer is the "reason for the daily routine" and empowered fully by clarity of mission, technology, and instruction.
  - *Reinforcing continuous learning and mindset:* upon entry to CBP, the workforce must learn and appreciate a basic understanding of each component mission set, to be reinforced throughout an individual's advancement in the form of Joint Duty Assignments, SES rotations, reading lists and professional discussions, and the creation of additional capacity for the internal "think tank" of CBP

Outcome: People work across offices to deliver mission

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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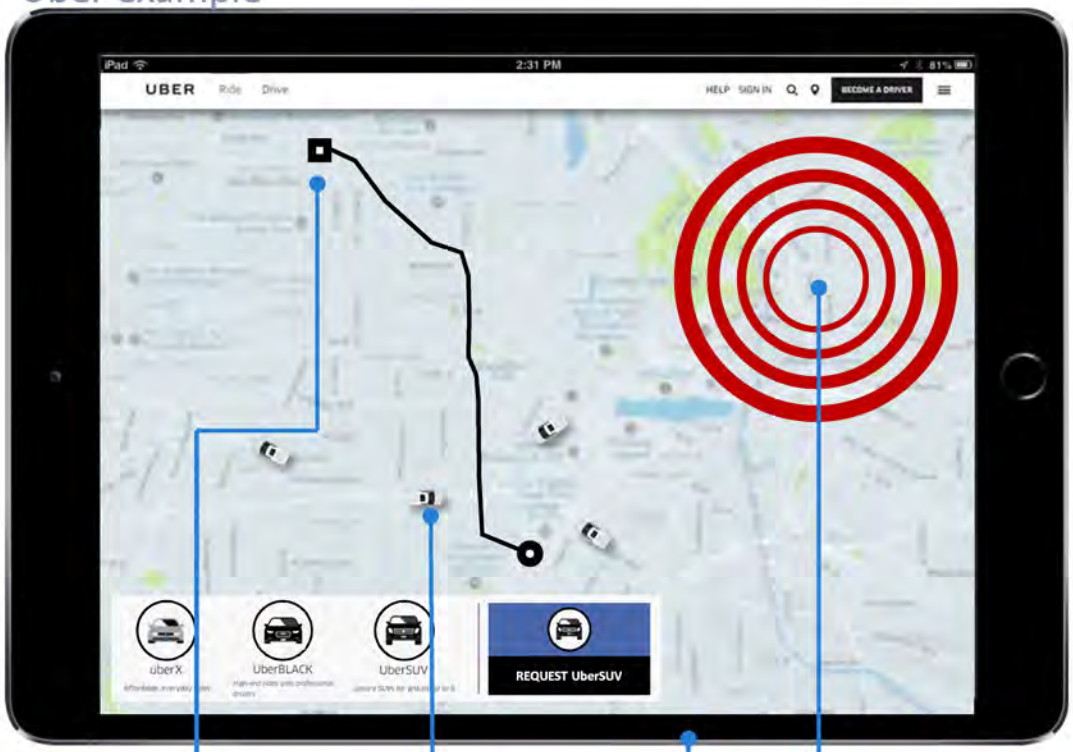
Organizations are leveraging data and analytics to put information in the hands of users

Organizations that successfully harness data and analytics have…

- Analytics tools and skills
- Domain expertise
- Access to broad sets of quality data
- Ability to operationalize insights
- Strong executive sponsorship

Apps integrate real-time data for users to make decisions

Uber example



All targets (e.g.., riders) geolocated

Varied assets (e.g., drivers) geolocated

A single portal for hand-held use

Analytics connects assets to targets

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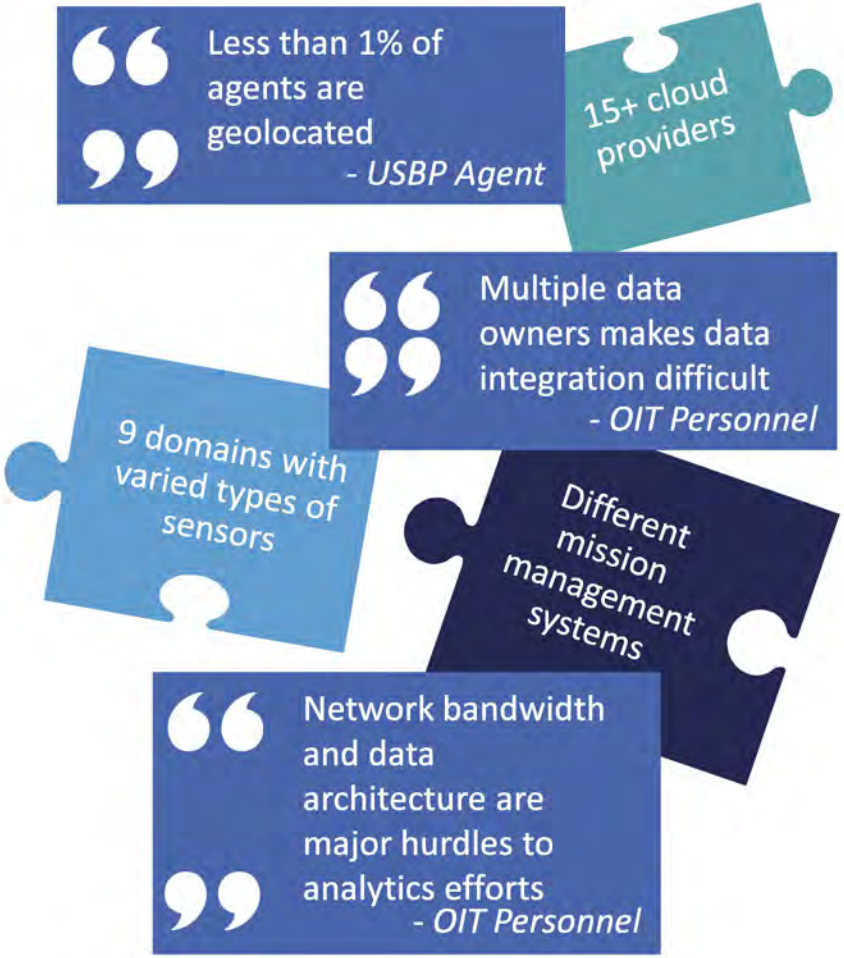
PRELIMINARY

Although there are a variety of challenges, there are endless opportunities from successfully pairing data and analytics

Data and systems are fragmented…

Example



But opportunity exists to advance mission

Flight hour ROI example

Mission outcome (e.g., cocaine seizures) / Costs (e.g., flight hours) = Return on investment

> We have a **return on investment of 30 lbs. of cocaine per flight hour** . . . but I don't know of anyone else at CBP doing these kinds of calculations on resource allocation
>
> *- Air and Marine Officer*

SOURCE: CBP interviews

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PRELIMINARY

Data and analytics: Use diverse data and advanced analytics to make decisions and take action

Actions

- Develop necessary data warehousing and infrastructure, acquire analytic tools and platforms, and develop capabilities for advanced analytic modelling
- Collect and integrate intelligence and risk assessment data to develop an actionable common operational picture that ensures agents and officers have the relevant information to conduct border enforcement activities
- Increase use of predictive analytics and intelligence to combine shipment data, biographical and biometric data, past importation and travel patterns, and enforcement action information to stay ahead of emerging threats and drive consequence delivery
- Support enhanced data analytics to understand ROI, identify trends within applicant pools, and present data-driven information for decisions

Outcome: Personnel make decisions based on real-time information informed by data and analytics

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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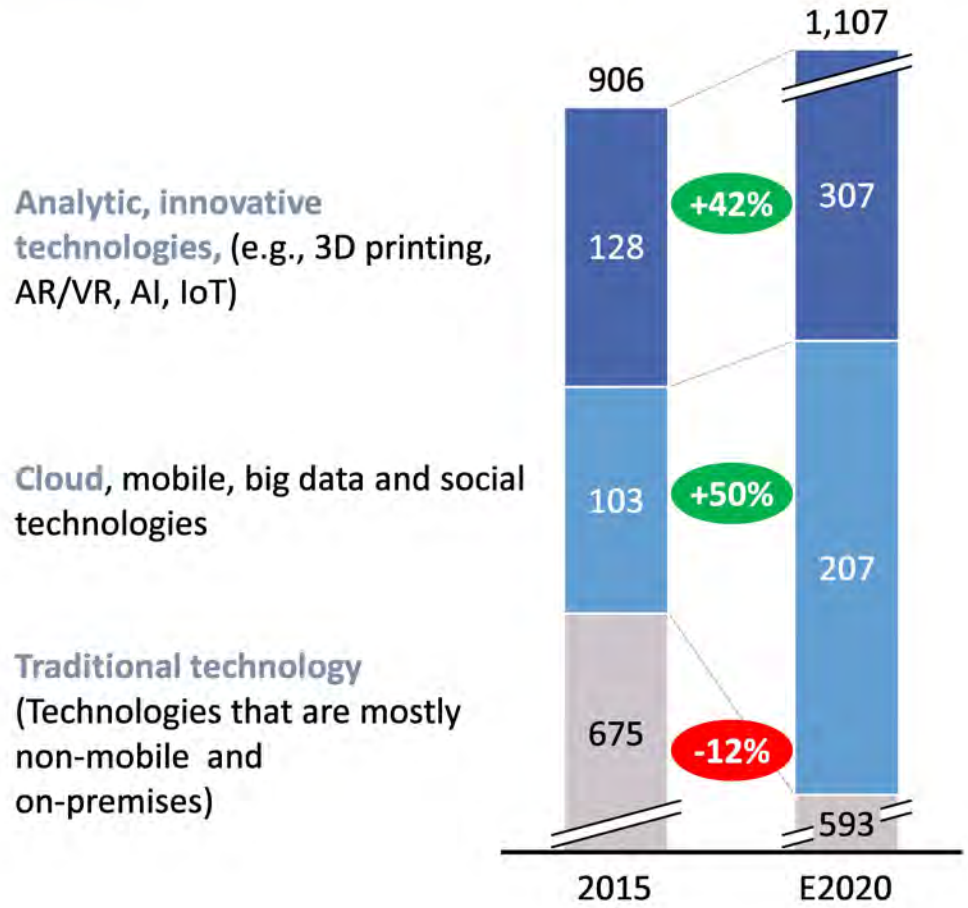
PRELIMINARY

Leading companies are investing in the cloud, mobile and big data while customer expectations of reliability are increasing

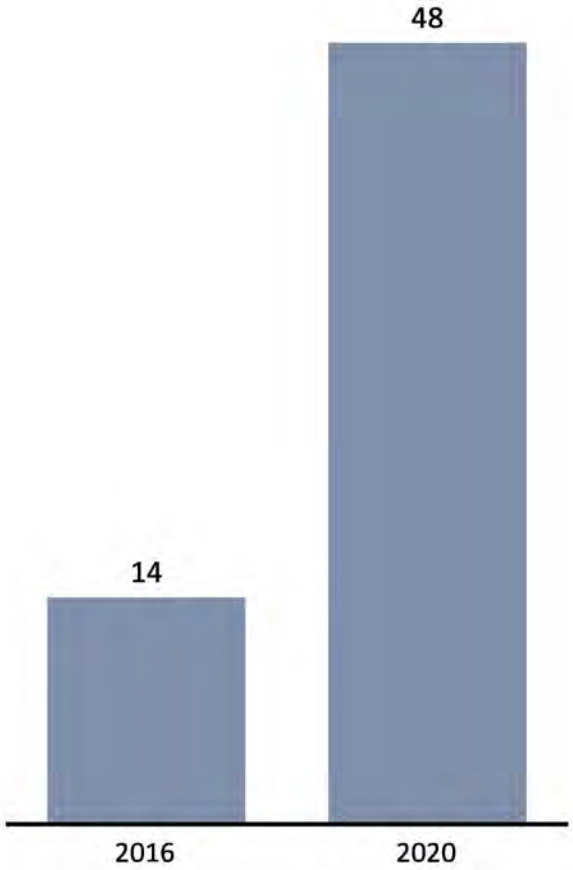
Global IT services spending is increasing, with cloud, mobile, and big data technologies growing fastest

USD, billions



Personal cloud storage traffic expected to grow at ~36% compound annual growth

Exabytes



SOURCE: IDC, Worldwide Black Book: 3rd Platform Edition (May 2017); IDC FutureScape: Worldwide IT Industry 2017 Predictions; WDC Investor Day presentation

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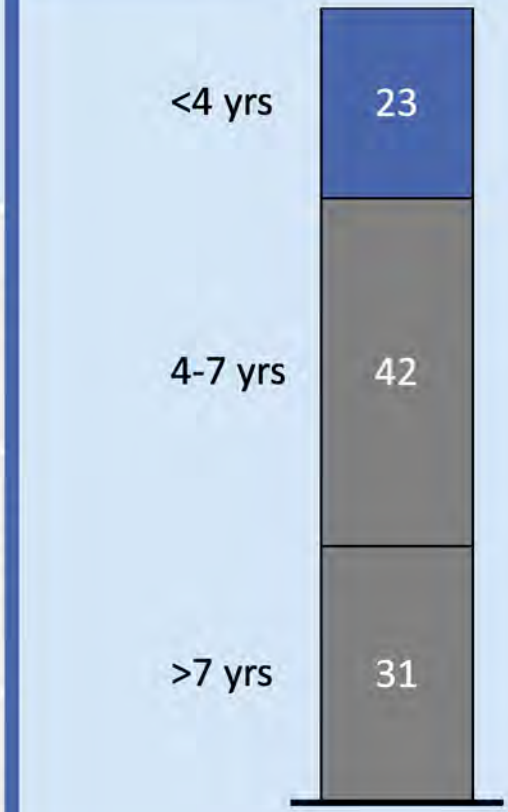
PRELIMINARY

Out of date computers and unplanned outages remain challenges, while a key data center closure can precipitate cloud migration

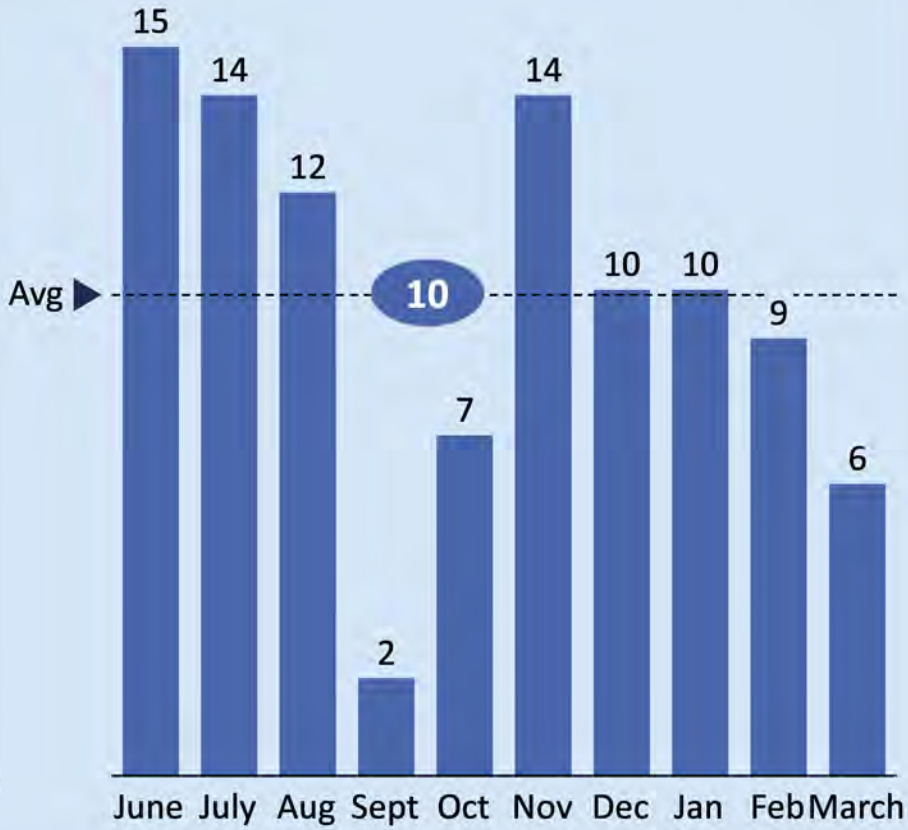
Most workstations and laptops are >4 years old[1]

Percentage, January 2018



Passenger screening systems have averaged 10 unplanned outages per month

Outages of passenger screening systems, 2016-17



Current

Migration from Springfield data center begins — 2019

Software as a service offered by application — 2020-2021

Springfield **data center closure complete** — 2022

1 OIT assesses end-of-life for hardware and devices as more than five years old (OIG-17-114) 2 (TPAC, APC, GE)
SOURCE: OIT; OIG-17-114; CBP interviews

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IT infrastructure: Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work

Actions

- Create a holistic data governance and architecture across CBP to establish basis for cross-functional at scale analytics and eliminate organization data silos
- Increase resilience and performance end-to-end: accelerate technology refresh programs; continue maturing tools, tests, and exercises that validate existing resilience measures; and incorporate concepts to proactively address emerging threats
- Manage integrated cloud migration and infrastructure modernization for all mission essential systems and mission relevant systems delivering modernized capabilities and improved user interfaces with no interruption in service
- Enhance cybersecurity posture in support of cloud migration and increased edge-device use without impacting system effectiveness

Outcome: Personnel can access the best technology to do their jobs

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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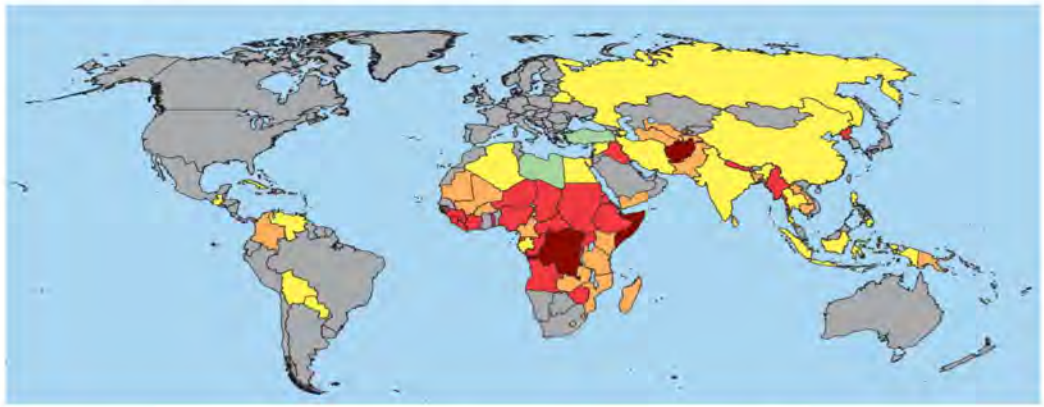
Weak nation states, transnational crime and economic instability are challenges that require partnership to address

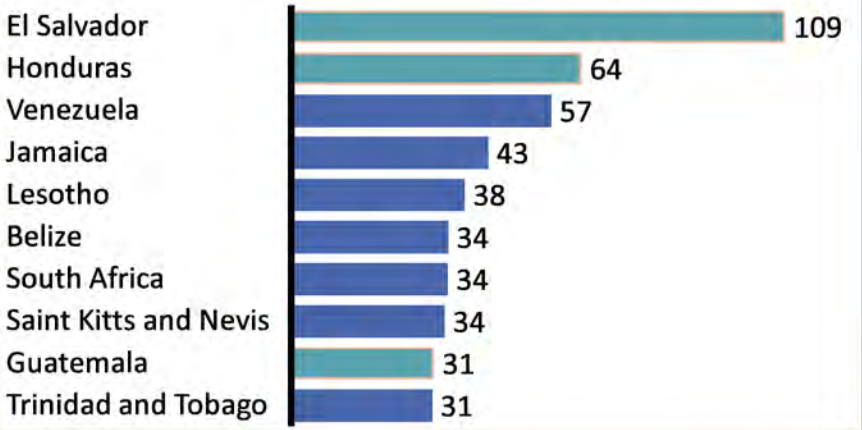
Weak or failed states allow for instability

Nation state stability, colored by quintile



Transnational criminal networks have increased violence

Homicide rate, per 100K inhabitants



Economic challenges limit opportunities

Prominent news and events, Central America

SOURCE: Terrorism incidents - Global Terrorism Database, Brookings Institute, Reuters, Council on Foreign Relations

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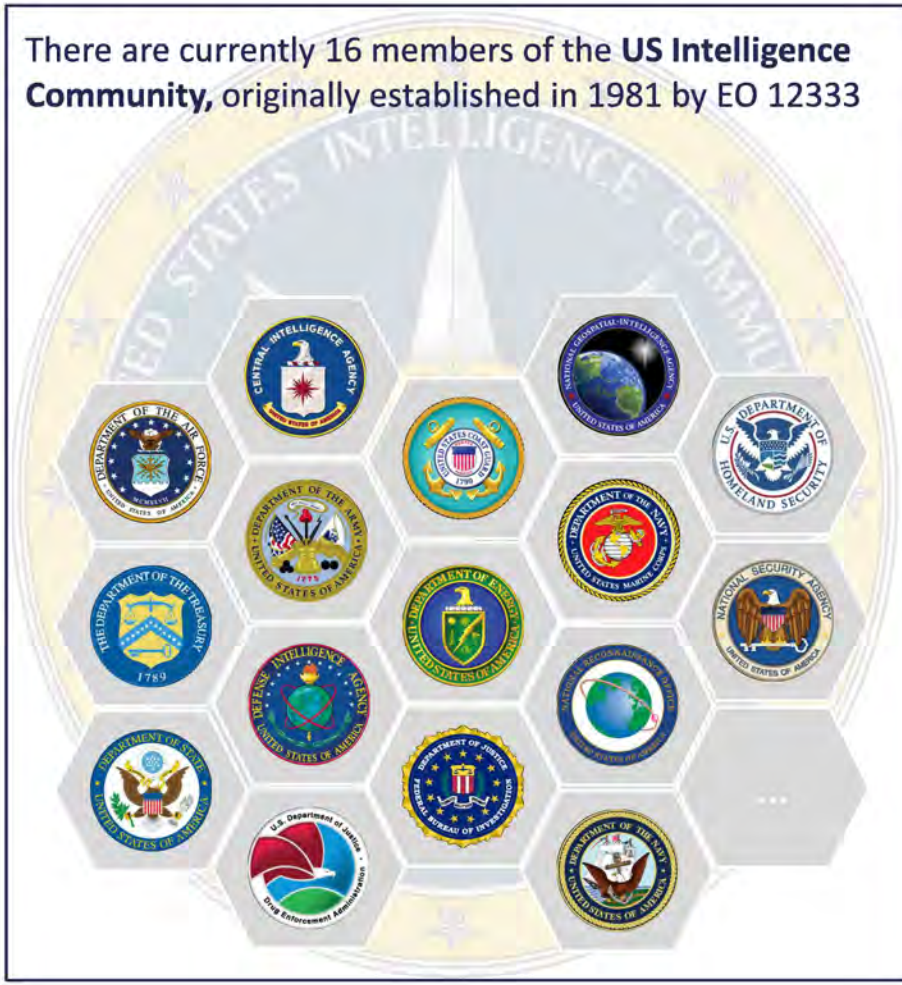
PRELIMINARY

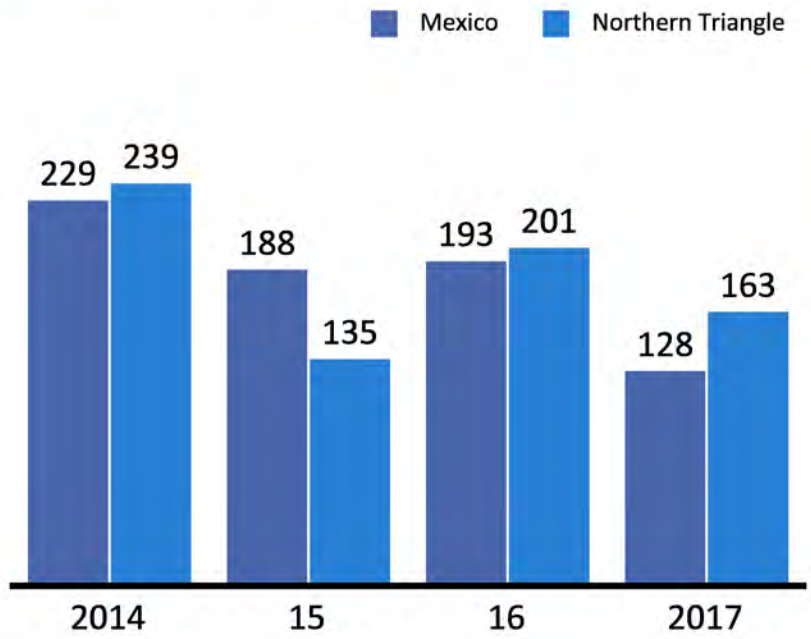
Building capability with critical partners provides the opportunity to access information and improve delivery on mission

There are currently 16 members of the **US Intelligence Community,** originally established in 1981 by EO 12333



Apprehensions at the US-Mexico border from **Northern Triangle countries** have exceeded those from **Mexico** in most recent fiscal years

Apprehensions at US-Mexico border,[1] thousands



1 Northern Triangle countries include El Salvador, Guatemala and Honduras. Data refer to number of reported apprehensions, not the number of unique individuals apprehended.

SOURCE: Pew Research Center, Customs and Border Protection

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PRELIMINARY

Partnerships: Develop international and intelligence partnerships to extend influence beyond CBP capabilities

Actions

- Sustain needed relationships with state and local law enforcement agencies, and in particular, those at critical nodes relevant to CBP's missions to secure the border, facilitate trade and travel, counter terrorism and transnational crime
- With the interagency, build international partnerships and strategic alliances with Northern Triangle countries that facilitate information sharing, training, joint and integrated operations, and stability strategies
- Advance a cohesive and comprehensive CBP IE that will enable proactive enforcement opportunities and improve the timeliness of warnings and trends of potential threats through formal partnerships and a highly skilled intelligence workforce
- Take planning, process, coordination, and support legislative steps for CBP to join the IC

Outcome: Strong partnerships with other organizations advance priority mission

Measures	Baseline	Target
To be decided on October 22		

Owner: *To be decided on October 22*

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Decision

#3 Owners for 12 strategic initiatives

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Strategic initiatives require owners to be successful

		Description	Desired outcome	Owner
MISSION	Counter network	Leverage data and intelligence to identify and disrupt organized threats to the homeland	**Terrorists and TCOs identified and disrupted**	...
	Awareness & enforcement	Increase situational awareness to impede and respond to illicit cross-border traffic	**The border is secure**	...
	Secure & compliant trade	Predict and identify threats to regulate cross-border commerce and deliver consequences	**Trade is secure, predictable and legal**	...
	Traveler verification	Use cutting-edge technology to expedite traveler processing and identify fraud	**Travelers are verified quickly and accurately**	...
	Vetting & authorization	Coordinate the vetting of traveler and immigration data to identify potential threats	**CBP identifies bad actors before arrival at PoEs**	...
	Stakeholder experience	Improve user interfaces and procedures to facilitate travel and business	**Travelers and businesses trust and respect CBP**	...
TEAM	Hiring	Attract, recruit and hire to bring on the most qualified applicants quickly	**Staffing levels meet mission needs**	...
	Resilience	Equip the workforce and their families to maintain physical and emotional health	**The workforce is resilient**	...
	One CBP	Build a culture of trust, leadership and common purpose to work together across CBP	**People work across offices to deliver mission**	...
FUTURE	Data & analytics	Use diverse data and advanced analytics to make decisions and take action	**Personnel make decisions based on real-time information informed by data and analytics**	...
	IT infrastructure	Provide access to cloud-based services and resilient, secure infrastructure to streamline CBP work	**Personnel can access the best technology to do their jobs**	...
	Partnerships	Develop international and intelligence partnerships to extend influence beyond CBP capabilities	**Strong partnerships with other organizations advance priority mission**	...

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