

PIL YEARBOOK FY 2021

MISSION:POSSIBLE

Using Results to Improve Culture



★★★★★
*"Most fun I ever had
in acquisitions!"*



U.S. DEPARTMENT OF HOMELAND SECURITY PRESENTS A PROCUREMENT INNOVATION LAB PRODUCTION
STARRING: CUSTOMS AND BORDER PROTECTION • FEDERAL EMERGENCY MANAGEMENT AGENCY • FEDERAL LAW ENFORCEMENT TRAINING CENTERS
IMMIGRATION AND CUSTOMS ENFORCEMENT • OFFICE OF PROCUREMENT OPERATIONS • OFFICE OF SELECTIVE ACQUISITIONS • TRANSPORTATION
SECURITY ADMINISTRATION • U.S. COAST GUARD • U.S. CITIZENSHIP AND IMMIGRATION SERVICES • U.S. SECRET SERVICE



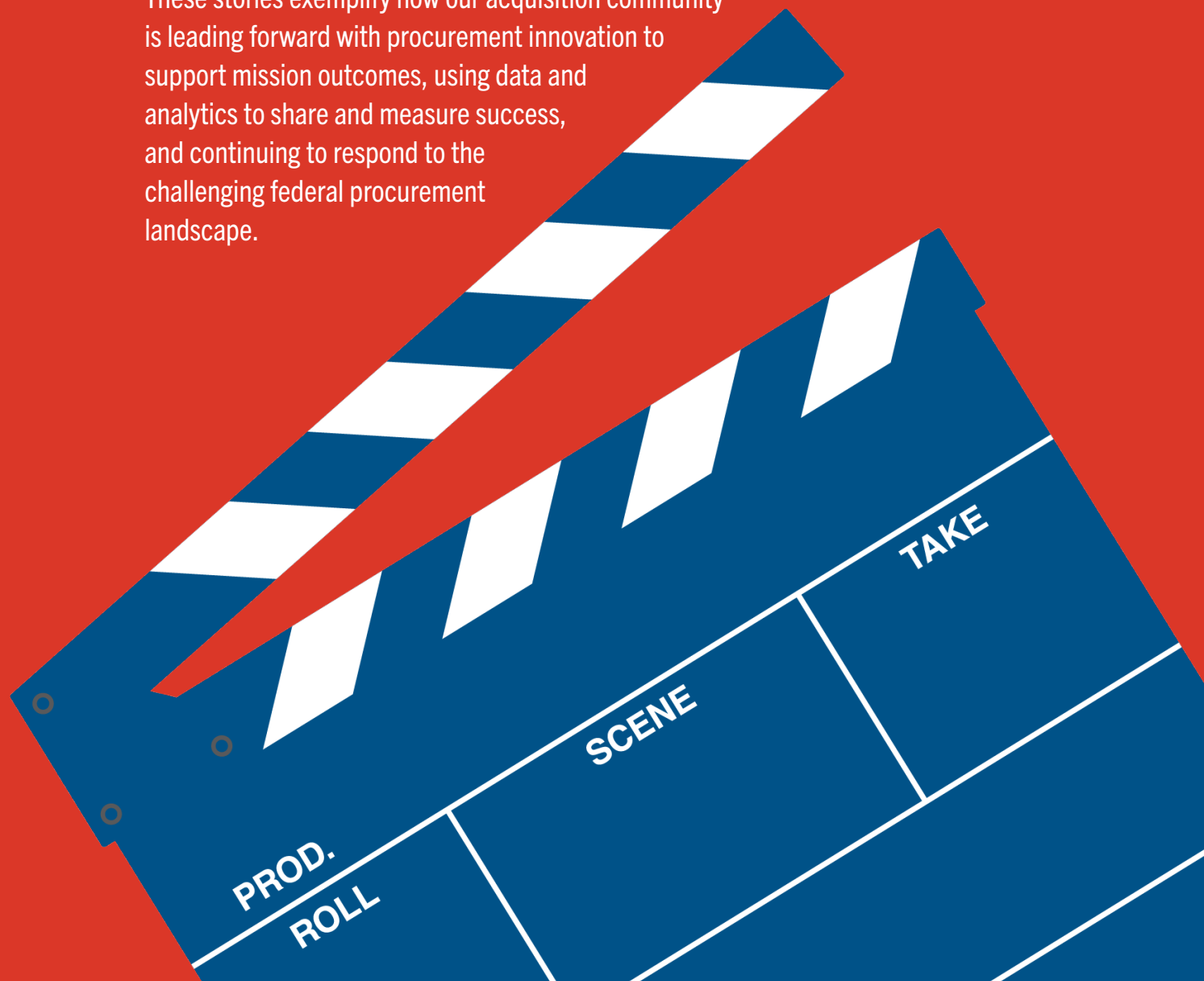
Homeland
Security

The PIL Mission

Foster a culture of procurement excellence where smart risk-taking and innovation assure DHS mission success

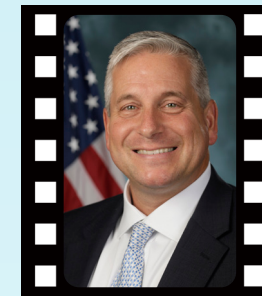
At the U.S. Department of Homeland Security (DHS) Office of the Chief Procurement Officer (OCPO), we believe successful DHS acquisition professionals serve as innovative and flexible business advisors, delivering the right solutions to enable the DHS mission in an ever-changing threat environment. Fostering this success is the idea behind the DHS Procurement Innovation Lab (PIL), which was launched in March 2015 as a platform for continuous learning and sharing across the procurement community.

This Yearbook highlights the PIL's stories from Fiscal Year (FY) 2021. These stories exemplify how our acquisition community is leading forward with procurement innovation to support mission outcomes, using data and analytics to share and measure success, and continuing to respond to the challenging federal procurement landscape.



Giving the Green Light to Procurement Innovation

Thoughts from the DHS Chief Procurement Officer



Recently, we premiered our Office of the Chief Procurement Officer (OCPO) Strategic Plan for FY 2022 – FY 2025, featuring four strategic priorities that guide our work:

- Prepare and empower our people to excel
- Energize partnerships through collaboration
- Inspire innovation to enhance mission capability; and
- Enrich the DHS procurement experience.



The continued enthusiasm of our DHS procurement community to bring their creativity and innovative ideas forward in support of enhanced mission capability was strongly evidenced in FY 2021. This groundswell of commitment to an enriched DHS procurement experience drives the supportive framework of the Procurement Innovation Lab, which has resulted in positive impacts both across DHS and within the broader federal acquisition community.

Part of what enables our ability to move forward with these four strategic priorities is the foundation built in FY 2021 to strengthen the data that OCPO utilizes to inform decisions. Using a new Knowledge Management System as well as more targeted outcome measures, the PIL has improved the use of data analytics to support more informed decision making and better insight into the impacts of procurement innovation. Data-driven decision making also informs our broader policies and practices across the DHS procurement function.

The PIL framework, backed by data-driven outcomes, builds stronger comfort in taking smart risks across our DHS procurement community. As the complexity of our mission requirements and associated procurements continues to evolve and grow, this risk-tolerant, mission-focused mindset is a must have within our procurement culture. The stories embedded in this *FY 2021 PIL Yearbook* highlight the mission possible when acquisition teams come together, apply their creativity, and take on the challenge of artful acquisition strategy and mission-oriented procurement.

These are powerful stories, of actual mission met, and honestly, I cannot wait to see the sequel!

Paul Courtney
DHS Chief Procurement Officer

TABLE OF CONTENTS

The Screenplay for Innovation	3
The Year of the Living Data	4
Box Office Highlights	6
The Concession Stand	8
Innovation Action Stars	10
Successfully Tested Techniques	12
Roll Camera!	14
<i>PIL Procurement Projects:</i>	
• COVID-19 Vaccination Campaign	16
• Law Enforcement Investigative Database Subscription	17
• Enterprise Cyber Security Services (ECSS)	18
• Quality and IV&V Services for Delivery (QISD)	19
• Data Center Cloud Optimization (DCCO)	20
• Acceptance and Inspection Support Services	21
• Manufactured Housing Units (MHU)	22
• Bureau of Safety and Environmental Enforcement	23
• Grants Management (G5) Modernization & Integration Services	24
• Tobacco Inspection Management Program	25
<i>PIL Process Improvements:</i>	
• PIL Acquisition Workshops (PAWS)	25
• PIL Idea Competition	26
• Knowledge Management System	26
• One-Year Post-Award Interviews	27
Infotainment	28
<i>PIL Webinars:</i>	
• Efficient Procurement Models that Meet the Mission	30
• Driving a New Culture of Acquisition Innovation: Our Missions Rely on It	31
• Stay in Your Lane	32
• A Brief Explanation of Brief Explanations: Policy and Practice in Action	33
Rolling Out the Red Carpet	34
Coming Attractions	36
Who Knows the FAR?	38

The Screenplay for Innovation

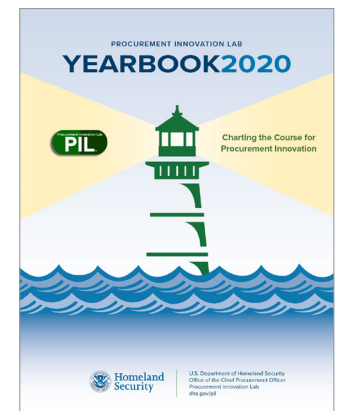
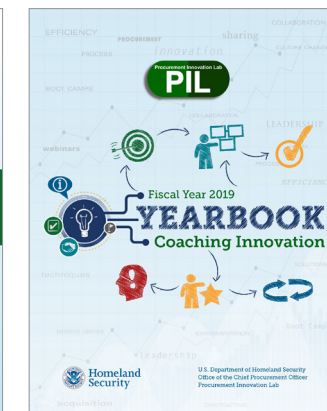
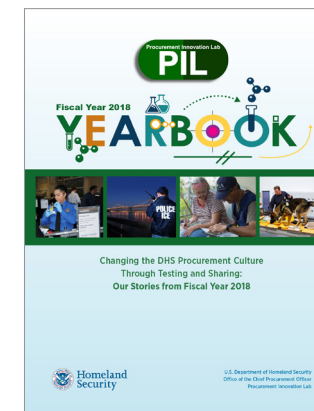
Since 2015, DHS acquisition professionals have used the PIL to safely test new procurement techniques and ideas. PIL coaches help procurement teams create their own innovation storyboard, laying out techniques to match the customer’s unique needs, marketplace trends, and potential challenges. Then, PIL coaches work with teams to evaluate the results – especially the impact on lowering entry barriers for small and non-traditional businesses, encouraging competition, shortening the time to award, and increasing the likelihood of successful outcomes during contract performance – and share what was learned with the procurement community at large.

This testing-and-sharing model has been an catalyst for culture change and learning, built on the anecdotal experiences and observations of procurement teams. The PIL had been searching for a tool or system to better collect, analyze, and share more in-depth data about trends and techniques.

With the Knowledge Management System (KMS) fully configured and launched in FY 2021, the organization now has the capability to collect and analyze data to visualize trends and ensure data is driving decision making at all levels. These new insights are informing the way the PIL coaches and trains.



The PIL screenplay for innovation relies on a continuous loop of testing and sharing to promote new procurement ideas.



For more background on the PIL and its operating model, re-watch some classics: the FY17 Yearbook covered the first three years of the PIL; the FY18 Yearbook provided a behind-the-scenes look at how the PIL conducts its trainings; the FY19 Yearbook focused on coaching; and the FY20 Yearbook looked at charting the course for innovation while responding to the new virtual working world.

The Year of the Living Data

Fostering a culture of procurement excellence and innovation requires the PIL to become a more data-driven organization. In FY 2021, a Knowledge Management System (KMS) was acquired, configured, and launched to provide a holistic solution to managing the day-to-day workload of the PIL team. The KMS solution simultaneously captures data without the time-consuming administration of data entry in disparate spreadsheets and files.

Connecting with Innovators, Sharing New Insights

For every project coached, training event taught, process improvement tracked, interview conducted, and Digi-Badge issued, the PIL team captures data in KMS. Like the Internet Movie Database (IMDb) for cinema, KMS tracks all the salient data elements from a project or training event, as DHS's "Procurement Innovation Database!"

Data input for each project includes project number, status, total value, independent government cost estimate (IGCE), set-aside or unrestricted, spend category, PIL coach, FAR section, various dates (first engagement, solicitation release, due dates in both phases, completed evaluations, award, etc.), all vendors and vendor POCs, all government POCs, innovations used, documents, and more.

DHS OCPO strives to be a more data-driven organization, so the investment in KMS was not just to support the PIL. Other OCPO divisions are building out KMS modules, with the goal of achieving stronger data insights across the organization.

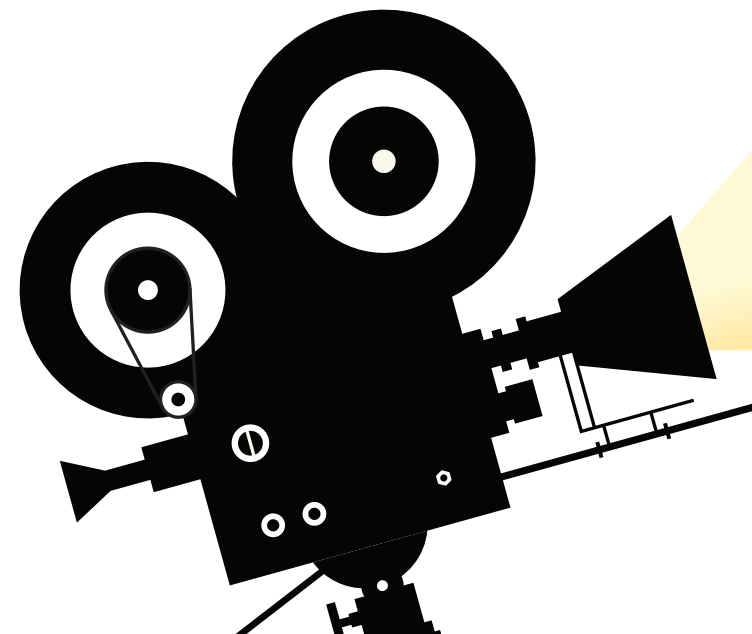
KMS was built once, for all. The code can be shared with other organizations, and the PIL is available to share lessons learned about the KMS development and use journey to date.

Driving Decisions with Data

With all those data points, what are some insights KMS can provide?

First, KMS has significantly automated the PIL's workload related to its training events: from coaching requests, to continuous learning, to Digi-Badge issuances. This automation decreases manual workloads for both customers and the PIL team, allowing the team to focus more on direct coaching and training.

The graphic below illustrates another significant benefit: the ability to evaluate and visualize trends. The KMS suite of software tools allows for an infinite number of unique analytical reports generated from the data. For example, the PIL team created a dynamic report to visualize and analyze the PIL projects in which small businesses competed as prime vendors. Of the 125 projects coached by the PIL since 2015, the report shows how many procurements were set-aside vs. unrestricted competitions. With a mouse click on the pie chart, the report dynamically adjusts to show which innovative techniques were used when small businesses secured an unrestricted award. That's powerful when determining whether a technique attracts small business representation! All this data is used to better inform the PIL's testing and sharing model.



Box Office Highlights

DHS uses the data collected from all PIL projects to better inform measures of success, results, and trends. The Knowledge Management System (KMS) was built to input and track many data points for all PIL projects and more, resulting in a better handle on the PIL “box office” than ever before!

Breakout for FY 2021 Awards

The table below highlights key statistics for all 34 PIL projects in FY 2021. Blanket purchase agreements (BPAs) and indefinite-delivery, indefinite-quantity (IDIQ) contracts often take longer to award than task orders/contracts. The table distinguishes between projects that resulted in BPAs/IDIQs and task orders/contracts.

With a cumulative total of \$12.36B, FY 2021 PIL procurement projects ranged in value from \$4.2M to \$3.2B and achieved a cumulative cost savings of \$306M. The time to award for all projects ranged from 31 days to over 673 days, with most awards being made within four months.

Key Statistics for FY 2021 PIL Project Awards

STATISTIC	ALL PROJECTS	BPAS/IDIQS	ORDERS/CONTRACTS
Projects	34	20	14
Cumulative Value	\$12.36B	\$11.84B	\$501M
Cumulative Savings	\$306M	\$114M	\$192M
Avg. Days to Award*	138	165	99
Longest to Award*	673	673	186
Shortest to Award*	31	54	31
Highest \$\$	\$3.2B	\$3.2B	\$118M
Lowest \$\$	\$4.2M	\$10M	\$4.2M

*From release of solicitation to award.

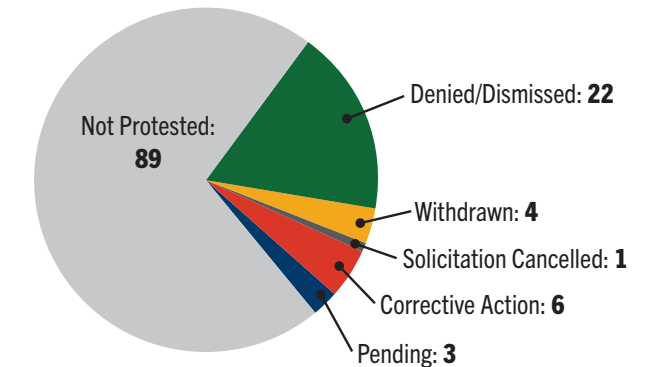
Strong Protest Results

The risk of a protest makes acquisition professionals hesitant to innovate. However, in analyzing the data from PIL procurement projects since FY 2015, the results tell a different story. Protests of PIL procurement projects are not uncommon — yet when they do happen, the innovation techniques regularly hold up “in court.”

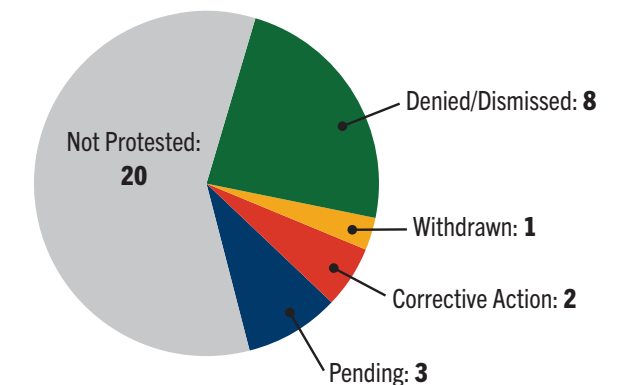
The record of zero sustained protests, combined with the benefits of reduced time to award, cost savings, and successful mission outcomes, support smart risk-taking, creativity, and innovation in the procurement process.

Resolution of PIL Project Protests

TOTALS SINCE FY15

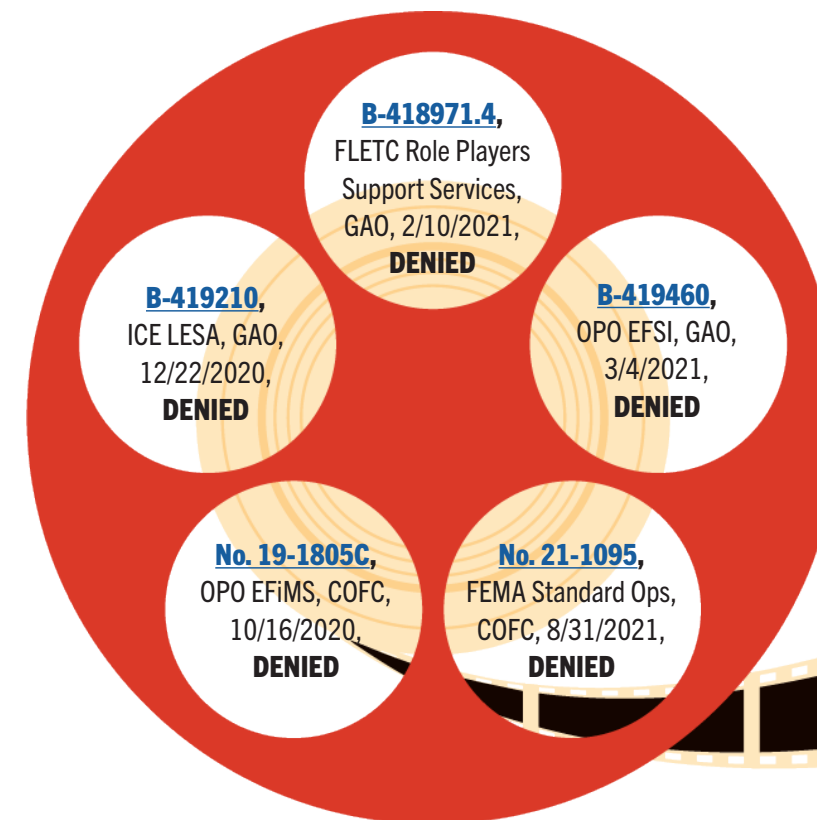


FY21



Snapshots of Protest Decisions

Looking at selected bid protests decided in FY21 (which may include FY20 projects) can be illuminating. Click on the docket number to link to the full decision.



THE CONCESSION STAND

Enjoying a favorite movie or series to the max takes snacks! Grab a snack and a drink to fuel you through to the thrilling conclusion!



As the PIL enters its seventh blockbuster season, what could be a better time for a nostalgic look back (complete with popcorn and soda)? Trace some of the PIL’s major achievements and milestones below, starting with its inception in FY 2015.

While there were many firsts in FY 2021, the most exciting was the first PIL webinar and PIL Boot Camp provided to a joint government and industry audience. The joint audience PIL webinar is profiled on pg. 31.



Congratulations to the team from ICE — Contracting Officer Tracy Riley, Program Lead Stacey Bivians, and Procurement Attorney Javier Farfan — for the tremendous award of the 100th PIL project, featured on pg. 21.



FY15

- ★ 2 PIL projects
- ★ PIL established (March 2015)
- ★ First webinar held (May 2015)
- ★ First procurement project awarded (September 2015)



FY16

- ★ 4 PIL projects
- ★ OMB announces initiatives to create federal “acquisition innovation labs” (March 2016)
- ★ 15th webinar held (April 2016)
- ★ DHS AIA Council created (May 2016)



FY17

- ★ 12 PIL projects
- ★ First Digi-Badge issued (October 2016)
- ★ 30th Digi-Badge issued (June 2017)
- ★ 30th webinar held (June 2017)



FY18

- ★ 17 PIL projects
- ★ 35th webinar held (December 2017)
- ★ Boot Camps launched (May 2018)
- ★ 9 PIL Boot Camps
- ★ 100th Digi-Badge issued (May 2018)



FY19

- ★ 17 PIL projects
- ★ 22 PIL Boot Camps
- ★ 40th webinar held (November 2018)
- ★ 1,000th Digi-Badge issued (May 2019)



FY20

- ★ 37 PIL projects
- ★ 14 PIL Boot Camps
- ★ PIL celebrates 5 years (March 2020)
- ★ Boot Camps go virtual (July 2020)
- ★ 1,300th Digi-Badge issued (July 2020)
- ★ 49th webinar held (July 2020)



FY21

- ★ 34 PIL projects
- ★ 23 PIL Boot Camps (virtual)
- ★ 100th PIL project awarded (February 2021)
- ★ First Government/Industry wide webinar held (March 2021)
- ★ First Government/Industry Boot Camp (June 2021)
- ★ First PILCast (August 2021)
- ★ 1,999th Digi-Badge issued (September 2021)

Innovation Action Stars

For the first year ever, each Component awarded at least one PIL procurement project in FY 2021. Much credit for this strong participation goes to the Component Acquisition Innovation Advocates (AIAs) shown on the next page. As AIAs continuously increase understanding of procurement innovation at their Components, the results show in many ways, including the significant growth of the Digi-Badge micro-credentialing program.

Infusing innovation into the DHS procurement culture is the PIL's end game – and AIAs are center stage in making it happen! The FY 2020 Yearbook highlighted the great work of the Procurement Innovation Team at CBP, led by their AIA team of Peter Giambone and David Seay. This team has increasingly made innovation foundational at CBP, independent of PIL coaching.

This year, congratulations go to James Abyad from ICE on being the first AIA to complete a coach-the-coach project with the PIL (see pg. 11 for more). In the coach-the-coach framework, the AIA or a Contracting Officer serves as a direct coach to a procurement project, with a PIL coach acting as a mentor. This framework supports a key strategy for growing innovation coaches throughout DHS and in the federal landscape.

EXTERNAL AGENCY SUPPORT

In FY21, the PIL received additional funding from the Office of Management and Budget to expand the PIL's coach-the-coach training framework across the federal government. The list below accounts for all external PIL projects completed through FY21. Several more are planned for FY22.

- Department of the Interior, Bureau of Safety and Environmental Enforcement, **Enterprise Information Technology Core Services** (pg. 24)
- Department of Education, **Grants Management** (pg. 25)
- Department of Health and Human Services
 - Centers for Disease Control and Prevention, **Comprehensive Cost Avoidance, Coordination of Benefits, and Recovery Program** (FY20 Yearbook, pg. 33)
 - Food and Drug Administration, **Tobacco Inspection Management Program** (pg. 25)
- Department of Commerce, US Patent and Trademark Office, **Patent Examination Data System** (FY20 Yearbook, pg. 33)

Please email PIL@hq.dhs.gov if you are interested in coaching services.

Another promising avenue for growing innovation is expanding the PIL's model to other federal agencies.

DHS Acquisition Innovation Advocates

In FY 2021, James Abyad, the ICE AIA, coached the Cyber Defense and Intelligence Support Services (CDISS) procurement team through applying advisory down-selects, confidence ratings, oral presentations, and on-the-spot consensus evaluation procurement innovation techniques. The result was a \$57 million FAR 16.505 task order awarded only 76 days after solicitation, with \$26 million in cost savings from the IGCE. Successful completion of this coach-the-coach opportunity earned James his Level 2 "Innovation Coach" Digi-Badge!

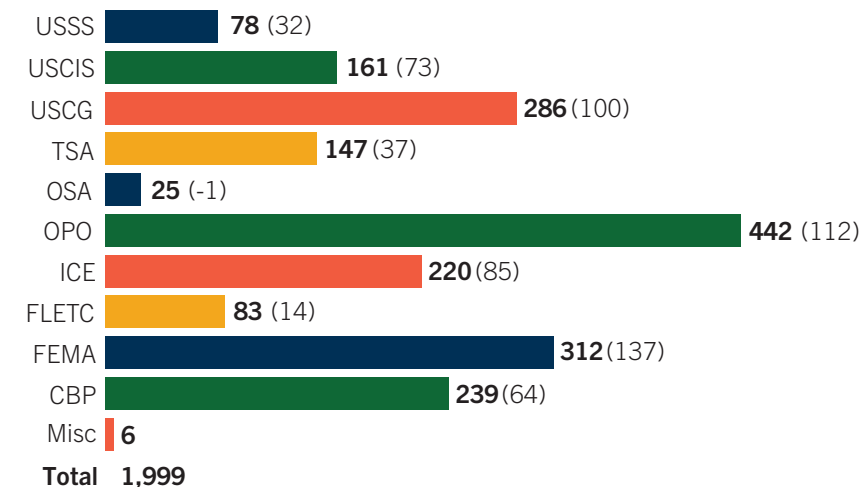


Peter Giambone Customs and Border Protection	Spenser Sams Federal Emergency Management Agency	James Frye Federal Law Enforcement Training Centers	James E. Abyad Immigration and Customs Enforcement	Brenda Peterson Office of Procurement Operations
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Cathy Smith Office of Selective Acquisitions	Stacey Huther Transportation Security Administration	Chad Parker U.S. Citizenship and Immigration Services	Maria L. Kersey U.S. Coast Guard	Garnel Palin U.S. Secret Service
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Cumulative Digi-Badges Awarded



Digi-Badges awarded in FY21 are shown in parentheses and include employees who have left DHS.

The Digi-Badge micro-credential program continues to grow, with 659 new Digi-Badges issued in FY21! Congratulations to USCIS for having the largest growth of Digi-Badges by percentage at 83%. FEMA, which has the highest total number of FY21 Digi-Badges, was the runner-up in growth at 78%.

Successfully Tested Techniques

LOWERING ENTRY BARRIERS

Follow-on Production Authority Clause — If using competitive procedures to award a contract using Other Transaction or Commercial Solutions Opening Pilot Program Authority, consider a clause that allows for possible follow-on production without further competition.

Leveraging Use of Prototypes — Prototypes provide access to innovative technologies and solutions for the mission's most challenging problems.

Find New Technologies That Strengthen National Security — Consider challenges, prizes, or Other Transactions to attract firms that are not familiar with the traditional acquisition process.

Multi-Phased Evaluations — Narrow the number of offerors to evaluate. The PIL suggests two to three offers for every anticipated award to maximize each offeror's Probability of Win.

Advisory Down-Select — Notify low-rated offerors that they have little chance to receive an award before they submit detailed technical and price proposals. If those low-rated offerors self-select out, they have no standing to file a protest.

Discovery — Help prospective offerors to fully understand requirements before submitting full proposals (think site visits or reading rooms before technical bids). Let the offerors ask questions about the requirements and the "as-is" operational landscape during a discovery session.

Leveraging Procurement Flexibilities — In addition to the flexibilities in the FAR and the Small Business Innovation Research (SBIR) Program, DHS has other procurement flexibilities to ensure access to the right companies in order to meet mission needs: Other Transactions, Commercial Solutions Opening Pilot Program, and Prizes and Challenges.

ENCOURAGING COMPETITION

Evaluate Innovation — Ask questions relevant to innovation during proposal submission and include innovation in the evaluation factors so offerors know they will receive credit for their ideas.

Qualified Bidders List/Qualified Products List — Tired of receiving unqualified proposals? Use this FAR subpart 9.2 technique.

Draft Solicitation Shared with Industry — Release draft solicitations with requirements and evaluation criteria (Sections B, C, L, and M) to get early feedback and maintain communication throughout the acquisition.

Group Oral Debriefing(s) — Too many offerors to give oral debriefings? Consider group oral debriefings in addition to individual written debriefings. OMB's "[Myth-busting 3](#)" memo highlights this DHS approach.

Mission-Focused Evaluation Criteria — Focus evaluation criteria on mission outcomes and challenging areas of performance such as "usability" or "mission alignment" to differentiate among offerors.

Interview-Style Questions — Make "experience as a technical evaluation factor" meaningful by asking targeted questions! For example, "Describe your experience working with large quantities of data from a variety of sources."

Affordability — Give vendors a target price or range to reduce gamesmanship in bidding. The government can select a vendor with a price under, in between, or over the target or range.

Rates Only Pricing — Ask vendors to submit their best hourly rates, then apply the rates to a government developed estimate, in hours, for each labor category.

Highest Technically Rated Offeror with Fair and Reasonable Price [NEW] — Only evaluate price as fair and reasonable while focusing on the technical factors. This evaluation model, first tested by the General Services Administration (GSA) under the OASIS GWAC, does not follow the rules of a best-value tradeoff.

SHORTENING TIME TO AWARD

Phased Prototyping — Use modular contracts/options to prototype/test solutions. If the solution proves successful, exercise options for low rate of initial production, or for full rate of production. User feedback during prototyping/testing with vendors is crucial.

Video Proposals — Offerors use smartphones or laptops to record 10-minute videos detailing technical factor(s) and upload them to YouTube for evaluation. Also consider a brief phone call in lieu of a video proposal.

Comparative Evaluation — After documenting observations, streamline the evaluations by skipping adjectival ratings and compare the quotes directly to one another.

Risk-Based Contract Administration — Prioritize resources to high-risk activities and explore ways to manage low-risk activities.

Confidence Ratings — Replace traditional adjectival ratings with confidence ratings to provide technical evaluators more flexibility, ensuring the best companies receive the best ratings.

On-the-Spot Consensus — Don't wait days or weeks to document evaluation. Skip individual evaluation reports and do it right away — "on-the-spot"!

Streamlined Documentation — Reduce the length and formality of documentation. Use brief, bulleted statements in consensus evaluation reports.

Brief Proposal Submission — Minimize the burden on industry and government by reducing proposal submissions. Consider minimal page counts for all factors, e.g., how about 5 in Phase 1?

Interviews — Use interviews to ask questions related to an evaluation factor such as the company's prior experience or an overview of its proposed solution.

Fusion Procurements [NEW] — For closely related requirements, consider a single solicitation that allows for stand-alone awards to multiple vendors against multiple scopes.

INCREASING SUCCESSFUL OUTCOMES

Interactive Dialogue — The FAR states that "oral presentations provide an opportunity for dialogue among the parties." Interactive dialogue between an offeror and the government that is relevant to/part of the oral presentation itself does not constitute discussions.

Select Best-Suited, Then Negotiate — After evaluations, negotiate solely with the apparent awardee on issues, e.g., technical and price matters, to finalize the award. (This technique does not apply to source selections under FAR 15.3.)

Technical Demonstrations — Let an offeror prove its product by having evaluators see and test the product.

Technical Challenges — Evaluate how an offeror powers through a real-world exercise.

Enhanced Contract Type Conversion — Build flexibility into your solicitation to allow conversion from one contract type to another (e.g., from time-and-materials to firm-fixed-price).

Oral Presentations — Substitute for all or portions of a written proposal. Try on-the-spot questions. Can be performed in person, by video conference, or by phone.

Involve End-Users — Structure the solicitation and evaluation factors based on what is most important to end-users. Include them throughout the process.

Betterment — Invite offerors to propose solutions exceeding the requirement in a meaningful way. The offeror should explain the betterment and its value to the government.

Sample Products — Include a project-related deliverable as an evaluated element of the proposal submission process.

Case Studies [NEW] — A focused way for vendors to elaborate on specific projects. Vendor responses are provided through a case-study format detailing methods, metrics, and outcomes/results from specific project-based experiences.

Roll Camera!

When it comes to innovation, each PIL project is action packed. PIL coaches support DHS acquisition teams as they develop their strategy, apply innovation techniques that fit their objectives, and assess outcomes and share what is learned. Some of the learning translates into process improvements that impact how the PIL does business.

PIL Procurement Projects

The FY 2021 PIL procurement projects are listed below by DHS Component. The 10 projects, indicated by the movie camera symbol 🎥, are featured on pages 16–25.

Customs and Border Protection (CBP)

- Independent Systems Verification, Validation, and Testing (IVV&T)

Federal Emergency Management Agency (FEMA)

- Community Engagement and Risk Communication (CERC)
- Course Review Project
- COVID-19 Vaccination Campaign – National Medical Staffing Services 🎥
- Customer Experience (CX)
- Enterprise Strategy & Operations Development (ES&OD)
- Manufactured Housing Units (MHU) 🎥
- National Incident Management System (NIMS)
- National Public Warning System (NPWS)
- Planning, Programming, Budgeting, and Execution (PPBE) System
- Recovery Technology Programs Division (RTPD) Support
- Turnkey Call Center Services

Federal Law Enforcement Training Centers (FLETC)

- Facility Operations Support Services (FOSS) Artesia

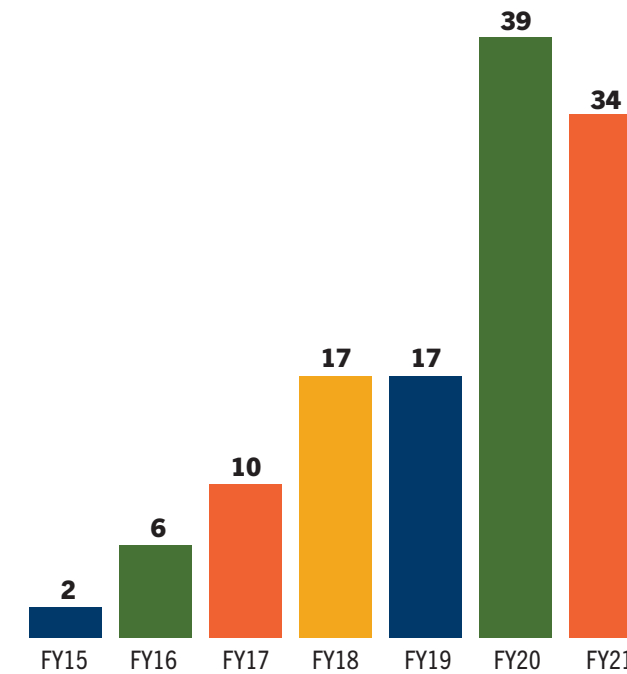
Immigration and Customs Enforcement (ICE)

- Cyber Defense and Intelligence Support Services (CDISS)
- DHS-Wide Background Investigations
- Law Enforcement Investigative Database Subscription (LEIDS) Task 1 🎥
- Law Enforcement Investigative Database Subscription (LEIDS) Task 2
- Personal Assistance Services (PAS) for Employees with Severe Disabilities
- Student and Exchange Visitor Program (SEVIS)

Office of Procurement Operations (OPO)

- Data Center and Cloud Optimization (DCCO) Support Services 🎥
- Enterprise Financial Management Systems (EFIMS)
- Enterprise Financial Systems Integration (EFSI) Services
- Federal Protective Services (FPS) Information Technology Support Services (ITSS) for Information Systems Security Officer (ISSO)
- OCFO Planning, Programming, Budgeting, and Execution (PPBE)

PIL Projects Across All FYs



The PIL's vision is for the number of PIL project teams to decline over time, and for procurement innovation to become engrained in the very fabric of the DHS procurement culture. The number of PIL projects grew each fiscal year until FY21, when the number declined from 39 projects in FY20 to 34 in FY21. Is that culture change happening here? The short answer is, "We don't know yet," but it is helpful to look at the data and monitor trends over time.

The 39 projects in FY20 accounted for \$2.9 billion in total value. The 34 projects in FY21 accounted for \$12.4 billion (five fewer projects with a 400% increase in value).

Office of Selective Acquisitions (OSA)

- Digital Forensics and Investigative Sciences [DFIS]

Transportation Security Administration (TSA)

- Acceptance and Inspection Testing Support Services (ATSS/ITSS) 🎥
- Specialized Security Training

U.S Coast Guard (USCG)

- Search and Rescue Optimal Planning System (SAROPS)

U.S Citizen and Immigration Services (USCIS)

- Quality and IV&V Services for Delivery (QISD) 🎥
- Tech Ops Center (TOC)

U.S. Secret Service (USSS)

- Enterprise Cyber Security Services (ECSS) 🎥

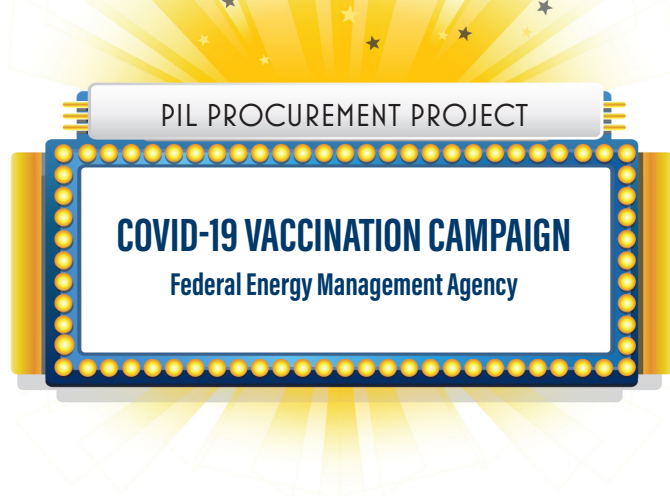
External Agency Support

- Department of Education – Grants Management (G5) 🎥
- Department of Interior (DOI), Bureau of Safety and Environmental Enforcement (BSEE) - Enterprise Information Technology Core Services (EITCS) 🎥
- Health and Human Services (HHS), Food and Drug Administration (FDA), Center for Tobacco Products (CTP), Tobacco Inspection Management Program (TIMP) 🎥

PIL Process Improvements

FY 2021 PIL process improvements are featured on pages 25–27.

- PIL Acquisition Workshops (PAWs)
- PIL Idea Competition
- Knowledge Management System (KMS)
- One-Year Post-Award Interviews



CHALLENGE

After the success of Operation Warp Speed, when the FDA approved COVID-19 vaccines for the American public, the Federal Emergency Management Agency (FEMA) took the lead in rapidly providing COVID-19 vaccinations to the nation by establishing and staffing Community Vaccination Clinics. The FEMA procurement team had a short timeline to award contracts to fully staff these clinics with capable medical personnel and meet the goals established by the President and DHS and FEMA leadership.

INNOVATION

FEMA divided the nation into East and West to create two single-award contracts to provide vaccination staffing for these clinics. Using a phased approach, FEMA asked Phase 1 vendors to answer targeted questions about their experience providing medical staff capable of issuing a vaccine. Phase 2, Staffing and Management Approach, had a short, written submission and a two-hour oral presentation with challenge questions. The evaluation team used on-spot-consensus and confidence ratings to evaluate each phase.

FEMA received 54 proposals in Phase 1. Working long hours and weekends, the team evaluated all in just six days and released advisory notices two days later. Although they advised six vendors to proceed to Phase 2, 18 vendors indicated their intention to proceed. After FEMA sent out instructions with additional information, five vendors rescinded their intention. When Phase 2 proposals were due, FEMA received only 11 submissions. The team evaluated written submissions, then held two oral presentations per day, performing an on-the-spot consensus after each.

RESULTS

Using these techniques, FEMA was able to award two \$3.2 billion IDIQ contracts 79 days after solicitation release. Within six months, FEMA had awarded over 100 task orders, with an obligated value of almost \$100 million, which supported deploying over 10,000 federal and contractor staff at Community Vaccine Clinics across the United States. Click here to watch the [story](#).



“The technical evaluation team had over 50 proposals to evaluate within a very short amount of time for the National COVID-19 Vaccination effort. It was necessary for the team to utilize various PIL innovative techniques. Not only did the techniques save time, but they also helped with our objectivity and rationality to stay the course with the evaluations.”

— MONIQUE PARK, Program Manager



PIL Techniques Used

- Advisory Down-Select
- Brief Proposal Submission
- Confidence Ratings
- Draft Solicitation Shared with Industry
- Interview-Style Questions
- Involve End Users
- Mission-Focused Evaluation Criteria
- On-the-Spot Consensus
- Oral Presentations w/ Interactive Dialogue
- Streamlined Evaluation Documentation



CHALLENGE

ICE required an online research tool to enable agents to identify criminal suspects, businesses, and assets of targets of investigations for potential arrest, seizure, and forfeiture (Task 1). Another task included license plate reader data access (Task 2). Vendors raised concerns, as combining the two tasks could potentially create a de facto sole source environment. The tasks had been sole sourced for the last 10 years! The team did not have time or bandwidth to conduct two separate procurements and they needed the award in place to meet the mission.

INNOVATION

A single solicitation structure infused many procurement innovations while allowing for a contract award to Task 1, Task 2, or both. Vendors had the flexibility to choose which task(s) they proposed to. Phase I consisted of an oral presentation/technical demonstration covering the task requirements in the performance work statement. An advisory down-select followed, focusing on Factor 2 – Trial Test Period for Subject Matter Experts, allowing end users to sample the product for a period of five days.

RESULTS

Six vendors participated in Phase 1 oral presentations for Task 1 while only one vendor, the incumbent, submitted an offer for Task 2. However, the approach incorporated two related but independent tasks into a single solicitation, which saved effort and time for both government and industry. While Task 2 remained with the incumbent, Task 1 was awarded to a new vendor, supporting the procurement team’s objective of promoting stronger competition. Further, the Task 1 award was made just 80 days from the release of the solicitation and resulted in a 44 percent cost savings against the IGCE!



PIL Techniques Used

- Advisory Down-Select
- Brief Proposal Submission
- Confidence Ratings
- Draft Solicitation Shared with Industry
- Fusion Procurements
- Innovation as a Factor
- Involve End Users
- Mission-Focused Evaluation Criteria
- On-the-Spot Consensus
- Oral Presentations w/ Interactive Dialogue
- Sample Products
- Streamlined Evaluation Documentation
- Technical Demonstrations



“Participating early in the PIL process provides me with the opportunity to give legal advice on applicable PIL techniques. For example, our success using oral presentations is the result of early involvement and guidance on the proper use of interactive dialogue during oral presentations, which ensures only authorized exchanges take place during the evaluations.”

— JAVIER FARFAN, Attorney Advisor



CHALLENGE

The U.S. Secret Service (USSS) had a requirement for Enterprise Cyber Security Services (ECSS), with task areas including Chief Information Officer (CIO) Support, IT Operations and Maintenance, Integration Services, Critical Infrastructure Protection, and Information Assurance. Having already put a bridge contract in place due to delays caused by the pandemic, the team wanted to streamline the proposal evaluation process and make an award quickly while ensuring an award was made to a high-performing vendor.

INNOVATION

Using FAR 16.505 procedures to solicit small businesses on the CIO-SP3 strategic sourcing vehicle, USSS structured a two-phased proposal process. Phase 1 consisted of a six-page written proposal addressing each vendor’s experience from the previous five years in three specific technical areas. An advisory down-select process was used to down-select from four vendors to three. Phase 2 proposal submissions consisted of a five-page technical approach, key personnel resumes, a two-page staffing approach, and a 90-minute virtual oral presentation with interactive dialogue, where vendors answered two scenario-based questions. The team also used on-the-spot consensus, confidence ratings, and streamlined evaluation documentation.

RESULTS

Solicitation release to award was only 56 days, with the award, valued at \$29 million, going to a new vendor. The incumbent vendor filed a protest with GAO, raising numerous challenges with the agency's evaluation of proposals and award decision. None of the challenges specifically addressed an innovative procurement technique and the protest ([B-420174](#)) was denied.



PIL Techniques Used

- Advisory Down-Select
- Brief Proposal Submission
- Confidence Ratings
- Interview-Style Questions
- On-the-Spot Consensus
- Oral Presentations w/ Interactive Dialogue
- Select Best-Suited, Then Negotiate
- Streamlined Evaluation Documentation



“The focus on innovation and streamlining helped to hone the Source Selection Authority’s and Source Selection Evaluation Board’s combined efforts to achieve a win-win situation.”

— ELIANA YORK, Contracting Officer and GARNEL PALIN, USSS AIA



CHALLENGE

U.S. Citizenship and Immigration Services (USCIS) planned to use FAR 16.505 to award a small business set-aside CIO-SP3 task order for Quality and Independent Verification and Validation Services for Delivery (QISD) in support of its Office of Information Technology. QISD services include assessing conformance to USCIS Agile and DevSecOps practices and pipelines, requiring highly technical design, tools, code, and test review activities. The team wanted to streamline the proposal process to increase competition, lower barriers to non-traditional vendors, and ensure reasonable prices for something relatively new to the agency.

INNOVATION

The team structured a two-phased, firm down-select using streamlined evaluation documentation and on-the-spot consensus evaluations to reduce administrative and cost burdens. The team even included an affordability statement to ensure pricing was realistic.

After evaluating Phase 1 submissions (Factor 1 - Five Experience Questions at 500 words each, Factor 2 - Past Performance), the team down-selected from 15 vendors to five, with no protests. Phase 2, also in a written format, consisted of Factor 3 - Performance Work Statement (PWS) and Factor 4 - Price. After evaluating technical and price tradeoffs, the contracting officer applied the “select best-suited, then negotiate” technique. Robust negotiations with the best-suited vendor made the PWS even better and secured a discount of \$2.4 million.

RESULTS

Solicitation release to award was 186 days for this award valued at \$45.5 million. While the contracting officer was hesitant to use the “select best-suited, then negotiate” technique, he now intends to include the language in all his future procurements where the FAR allows. He also plans to seek a PWS only from the best-suited vendor, since the team found that including it as an evaluation factor was not a relevant discriminator.



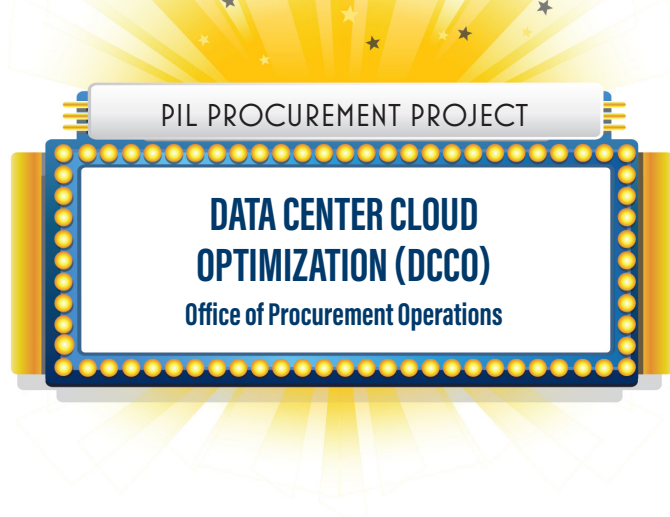
PIL Techniques Used

- Affordability
- Brief Proposal Submission
- Draft Solicitation Shared with Industry
- Firm Down-Select
- Interview-Style Questions
- Involve End Users
- On-the-Spot Consensus
- Select Best-Suited, Then Negotiate
- Streamlined Evaluation Documentation



“The PIL really helped us focus on ways to streamline the acquisition process and to better align buying practices with how the private sector sells its services and wants to compete for high-impact agency procurements. The “select best-suited, then negotiate” technique resulted in an even better technical solution at a reduced price.”

— TONY PELLEGRINO, Contracting Officer



PIL PROCUREMENT PROJECT

DATA CENTER CLOUD OPTIMIZATION (DCCO)

Office of Procurement Operations

CHALLENGE

In recompeting its IDIQ contract for Data Center 1 support, the DHS Office of the Chief Information Officer (OCIO) sought to advance DHS's strategic posture by including cloud optimization within the contract requirements. Market research indicated that only a few vendors could meet this complex and nuanced requirement. The team was worried that vendors would not have the understanding or experience to run one of DHS's most important data centers. The team needed to award on time to avoid another bridge contract.

INNOVATION

Working together, the team blended firm and advisory down-selects through the three phases. Phase 1 was firm, evaluating vendors' Facility Clearance and Level of Safeguarding. Between Phase 1 and Phase 2, the team established a virtual reading room and held a pre-proposal conference to provide vendors a better picture of the requirement. Phase 2 was advisory, including a factor on Corporate Technical Experience with just six mission-focused evaluation questions, using confidence ratings in lieu of traditional adjectival ratings.

Along with price, Phase 3 set out three technical evaluation factors, including Oral Presentations. Each oral presentation included prepared responses to scenario-based questions, time to respond to two on-the-spot challenge questions, and interactive dialogue for each response. Oral presentations were deemed to provide "a lot of clarity about the proposals."

Brief proposal submissions also helped; the team received seven proposals in Phase 1, with four moving to Phase 2, and three being advised to proceed to Phase 3.

RESULTS

Using these techniques, the team was able to make award less than nine months after the solicitation was released for a \$2.7 billion FAR 12/15.3 single-award IDIQ. After debriefings, the team received a GAO bid protest ([B-420282](#); [B-420282.2](#)).



"The DHS Data Center and Cloud Optimization Support Services IDIQ contract for the procurement was a high priority/visibility mission-critical effort for the Department. The DCCO contract was designed to replace the current DHS Data Center 1 and Data Center 2 contracts with a DHS Hybrid Computing Environment."

— PETER HARTMAN, Attorney Advisor



PIL Techniques Used

- Advisory Down-Select
- Confidence Ratings
- Firm Down-Select
- On-the-Spot Consensus
- Oral Presentations w/ Interactive Dialogue



PIL PROCUREMENT PROJECT

ACCEPTANCE AND INSPECTION SUPPORT SERVICES (ATSS/ITSS)

Transportation Security Administration

CHALLENGE

To support development and placement of scanning machines at airports across the country, the Transportation Security Administration (TSA) needed to re compete three single-award BPAs: ATSS (\$110 million BPA estimate), ITSS (\$81 million BPA estimate), and Operational Test and Evaluation Support Services (OTSS). Expecting roughly the same pool of vendors to respond to the requirements, TSA sought ways to streamline the procurement process.

INNOVATION

The team combined the ATSS and ITSS requirements into a single solicitation by using the same overall evaluation approach, providing the two requirements document as separate attachments. In Phase 1, vendors submitting quotes to ATSS responded to one set of Corporate Experience questions, while those responding to ITSS responded to a different set of questions. For Phase 1, TSA evaluated quotes on a Pass/Fail basis.

Phase 2 included two technical factors: Management, Planning and Technical Execution; and Personnel and Staffing Approach, as well as price. Similar to Phase 1, ATSS and ITSS vendors responded to different questions for the Management, Planning and Technical factor, which were only provided to vendors as part of the advisory down-select notification. TSA used confidence ratings in Phase 2 and on-the-spot consensus evaluations.

RESULTS

Leveraging the streamlined process of Fusion Procurements, TSA was able to award not one, but two single-award BPAs just 133 days after solicitation release. The team received four quotes for ATSS and seven for ITSS in Phase 1. All four ATSS vendors received a Pass and were advised to proceed to Phase 2, while only five of the seven ITSS vendors did. Spoiler alert, the ATSS and ITSS awards each received a GAO bid protest ([B-420253](#); [B-420253.4](#); [B-420253.5](#)).



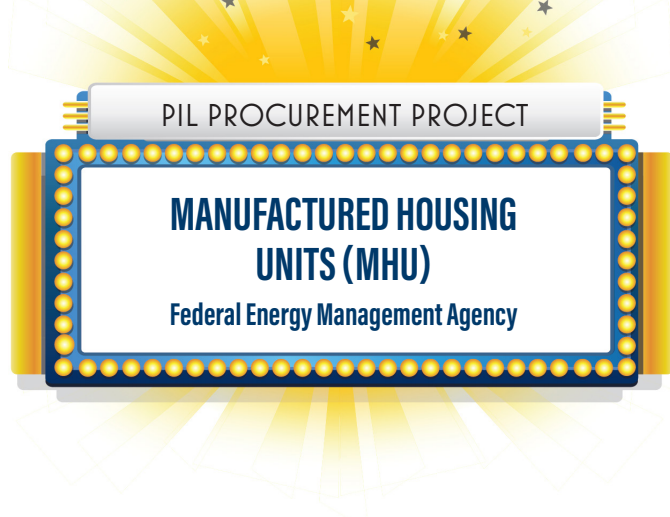
PIL Techniques Used

- Advisory Down-Select
- Brief Proposal Submission
- Confidence Ratings
- Fusion Procurements
- Interview-Style Questions
- Mission-Focused Evaluation Criteria
- On-the-Spot Consensus



"The use of the PIL techniques helped to streamline our requirement and shortened the award process, more than we anticipated. Although we met some resistance from senior leadership, having the PIL coach for outside guidance was very beneficial. We look forward to continuing to use these innovative methods for future procurements."

— SIOBHAN LAWSON, Contracts Specialist; JOE FURTEK, Contracting Officer



PIL PROCUREMENT PROJECT

MANUFACTURED HOUSING UNITS (MHU)

Federal Energy Management Agency

CHALLENGE

The Federal Emergency Management Agency (FEMA) needed to establish a readiness contract to purchase Manufactured Housing Units (MHU), a transportable temporary housing unit solution for individuals in need. To ensure they chose the right companies and products to meet the mission, the FEMA team incorporated many innovative procurement techniques into a two-phased process, including advisory down-select, confidence ratings, streamlined documentation, and virtual oral presentations.

INNOVATION

Phase 1 required vendors to provide plant production information to ensure they were HUD- and FEMA-compliant, and had facilities in place to meet the demands. FEMA included a checklist for each factor to assist in submitting and evaluating Phase 1 offers. After narrowing the field, FEMA conducted virtual oral presentations in Phase 2 that included interactive dialogue.

Given the virtual work environment necessitated by the COVID-19 pandemic, the team was unable to conduct its customary on-site visits to vendors' primary production facilities during Phase 2. Instead, the team carefully crafted the evaluation factors and oral presentations to investigate each vendor's actual production capabilities. The team used confidence ratings, on-the-spot consensus evaluations, and streamlined documentation for all factors.

RESULTS

The Phase I factors focused on the plant production gave the team confidence that the vendors were viable and could actually produce MHUs. The virtual oral presentations provided further confidence that the vendors could help FEMA meet its MHU mission. FEMA awarded seven IDIQs at \$800M each in just under four months after the release of the solicitation. The requirement was a partial small business set-aside, with five of the seven awardees going to small businesses.



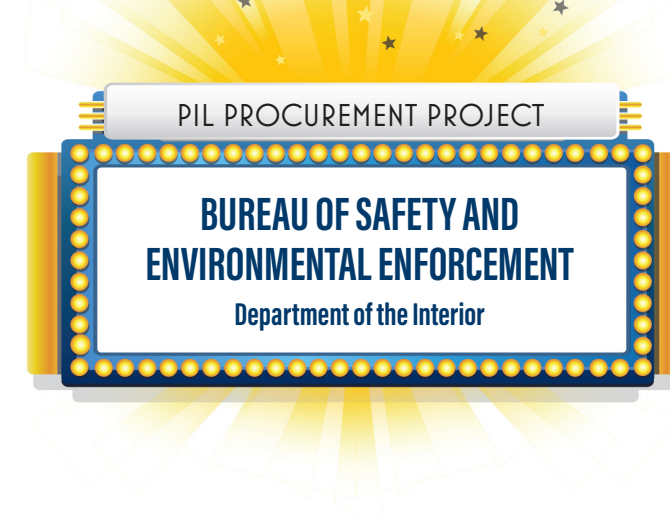
PIL Techniques Used

- Advisory Down-Select
- Brief Proposal Submission
- Confidence Ratings
- Draft Solicitation Shared with Industry
- Involve End Users
- Mission-Focused Evaluation Criteria
- On-the-Spot Consensus
- Oral Presentations w/ Interactive Dialogue
- Streamlined Evaluation Documentation



“Using multiple techniques developed by the PIL, we were able to award a multi-hundred million IDIQ contract in less than four months from sending the package to the Contracting Officer.”

— MATTHEW RABKIN, Program Manager



PIL PROCUREMENT PROJECT

BUREAU OF SAFETY AND ENVIRONMENTAL ENFORCEMENT

Department of the Interior

CHALLENGE

The Department of the Interior (DOI) needed to recompile a FAR 8.4 requirement for [Enterprise Information Technology Core Services \(EITCS\)](#). Since the services support the IT infrastructure for the Bureau of Safety and Environmental Enforcement (BSEE) as well as the Bureau of Ocean Energy Management (BOEM) and the Office of Natural Resources Revenue (ONRR), it was vital that the contractor perform successfully to support the bureaus' missions.

When the requirement was last competed, over 900 pages of submissions had to be reviewed, which took months. This time, the team wanted to streamline the evaluation process and reduce the burden on the evaluators.

INNOVATION

The team used a two-phased approach with an advisory down-select. Phase 1 was a brief written description of prior experience. After evaluating submissions from six vendors, the government advised four to proceed to Phase 2, which included discovery sessions, written submissions, and oral presentations addressing advance scenarios and on-the-spot scenarios.

For each phase, the evaluation team used on-the-spot consensus and confidence ratings. The team used the “select best-suited, then negotiate” technique to incorporate points from the vendor's oral presentation into the final performance work statement.

RESULTS

The team spent only six days in evaluations, two for Phase 1, and four for Phase 2 following each oral presentation. The oral presentations replaced the majority of the written technical submissions from when it was last competed, with the on-the-spot scenarios serving as the major discriminator. The process culminated in a \$70M task order being awarded quicker than previous awards and based on better information for a more informed award decision.



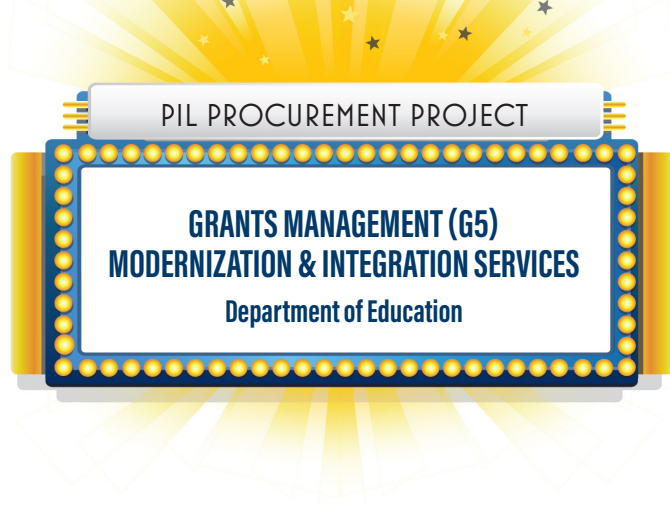
PIL Techniques Used

- Advisory Down-Select
- Affordability
- Brief Proposal Submission
- Confidence Ratings
- Discovery
- Draft Solicitation Shared with Industry
- Interview-Style Questions
- Involve End-Users
- Mission-Focused Evaluation Criteria
- On-the-Spot Consensus
- Oral Presentations w/ Interactive Dialogue
- Select Best-Suited, Then Negotiate



“The PIL's innovative and flexible approaches to oral presentations and evaluation techniques were perfect for awarding an IT support contract while being remote. We were able to conduct virtual oral presentations with each vendor, which streamlined the evaluation model and enabled us to get back to our day jobs. The process resulted in the right vendor being selected for award, determined unanimously by the team.”

— PAUL MORGAN, Program Manager



CHALLENGE


The Department of Education's Office of Finance and Operations (OFO) planned to establish a single-award BPA, FAR 8.405-3, titled [Grants Management \(G5\) Modernization & Integration Services](#). The BPA would be used to procure IT services to meet the Department's G5 needs, specifically to establish the Education Grants Platform (EGP) and implement the modernized G5 on the EGP. Market research indicated the team would receive over 40 quotes for the small business set-aside!

INNOVATION

In order to streamline the process to evaluate 40 quotes, the team implemented a three-phase advisory down-select approach. Phase 1 focused on Demonstrated Prior Experience, limited to five pages. Phase 2 focused on oral presentations with interactive dialogue. The first 25 minutes covered Key Personnel qualifications and the technical/implementation approach. The last 20 minutes focused on demonstrating three mandatory scenarios and two optional scenarios, followed by a 15-minute Q&A session. Phase 3 consisted of a technical approach for the BPA, a 10-minute video describing key aspects of its PWS, and the price quote. Confidence ratings were used for all factors.

RESULTS

The phased advisory down-select was effective at streamlining the evaluation of quotes. The three-phased approach reduced the pool of vendors from 16 in Phase 1 to four in Phase 3, which meant that only four vendors were required to submit full technical and price quotes. The team established a \$50M BPA in just 71 days from the release of the solicitation, effectively reducing the timeline to award and the burden of the procurement process for both government and industry.



PIL Techniques Used

- Advisory Down-Select
- Brief Proposal Submission
- Confidence Ratings
- Involve End-Users
- Mission-Focused Evaluation Criteria
- On-the-Spot Consensus
- Oral Presentations w/ Interactive Dialogue
- Streamlined Evaluation Documentation
- Technical Demonstrations
- Video Proposals

“The Department of Education (ED) awarded a complex IT modernization BPA using multiple PIL techniques, streamlining the overall process and equipping the evaluation team to confidently select an awardee. This effort marked ED's first foray into acquisition innovation. We had a DHS PIL coach available to us throughout the process; their input was invaluable! Our experiences with the PIL will go a long way towards expanding use of innovative approaches at ED.”

— DAVID GEARY, Contracting Officer, RENE RICHARDS, AIA



CHALLENGE

After recently awarding a BPA with seven vendors, the Center for Tobacco Products (CTP) planned to issue a task order to support the TIMP program. The team wanted to innovate to save FDA time, resources, and money, while also ensuring that they got the best vendor for the task at a reasonable cost. The team was concerned with using techniques outside how the FDA did business.

INNOVATION

Even before first meeting with the PIL, the team decided to utilize oral presentations, on-the-spot consensus, streamlined documentation, and confidence ratings to efficiently identify the best vendor for their requirement.

RESULTS

The technical quotes consisted solely of oral presentations with interactive dialogue covering two factors: Technical Approach and Staffing Approach. The model successfully discriminated the quotes received. The task order was awarded just 63 days after release of the solicitation, saving money and substantial time in evaluations and reviews.



PIL Techniques Used

- Confidence Ratings
- Interview-Style Questions
- On-the-Spot Consensus
- Oral Presentations w/ Interactive Dialogue
- Select Best-Suited, Then Negotiate
- Streamlined Evaluation Documentation



PIL ACQUISITION WORKSHOPS (PAWs)



DESCRIPTION

Built around a specific requirement, PAWs are facilitated by a PIL coach who walks the integrated project team through performance-based acquisition processes from beginning to end. PAWs — which may be as short as one day or as long as a week — are workshops dedicated to discussing and finalizing the market research and requirements development, and formulating procurement strategies.

INNOVATION

Modeled after the Civilian Service Acquisition Workshops launched by the Defense Acquisition University and adapted by GSA in 2018, PAWs can be in-person or virtual and can consist of segments such as procurement strategy, SOO/SOW/PWS development, market research, or evaluation criteria. In only a few dedicated sessions, with the full team making decisions and led by a PIL coach, the process is streamlined considerably.

OUTCOME

The PIL conducted its first PAW with the USCG National Multiple Award Construction Contract III IDIQ Contracting Team in Norfolk, Virginia, on June 9, 2021. At the all-day meeting, the team discussed the NMACC II current state and reviewed historical information from NMACC I and NMACC II, then addressed how to streamline the award and ordering process and improve industry participation.



PIL IDEA COMPETITION

DESCRIPTION

The PIL mission is to drive cultural change throughout DHS. The PIL works to empower members of the acquisition workforce to drive this change, by identifying solutions to improve the efficiency, economy, or effectiveness of DHS procurement processes. Yet workforce members may hesitate to make suggestions. The PIL is pursuing a creative way to remove these barriers: Idea Competitions.



INNOVATION

In FY 2021, the PIL configured a crowdsourcing platform and the process framework for the competitions, with the intent to launch PIL Idea Competitions in FY 2022. Idea Competitions use the power of crowdsourcing to tap the collective intelligence of the DHS acquisition workforce. The PIL will support competitions by discussing opportunities with the workforce, planning the competition with senior leader sponsors, refining competition parameters, and facilitating prize awards.

OUTCOME

PIL Idea Competitions ensure that the creativity and innovation of the DHS acquisition community are brought to bear on business process improvements that extend beyond a specific procurement. The PIL team will soon launch the first Idea Competition. DHS employees can find the competition portal by typing "PIL Idea Competition" in the DHS Connect search tool.

KNOWLEDGE MANAGEMENT SYSTEM (KMS)

DESCRIPTION

The PIL strives to become a more data-driven organization. In FY 2021, the team collaborated with the OCPO Acquisition Systems Branch (ASB) to build a product that would institutionalize the knowledge, practices, and lessons of all PIL procurement project teams. April 2021 saw the delivery of a Knowledge Management System (KMS). KMS provides a holistic solution to managing the day-to-day workload of the PIL team while simultaneously capturing data with minimal burdens. Most importantly, KMS can automate data visualization, supporting identification of trends and optimization of resources.

INNOVATION

The configuration of the KMS system used an Agile approach consisting of two-week sprints over nine months. A total of 227 user stories were used to configure Dynamics365, PowerBI, Sharepoint, and Azure into the KMS workload management and data management system.

OUTCOME

KMS allows the PIL team to easily manage assignments, track all training events (webinars, Boot Camps, and coaching clinics), and analyze trends between innovations and procurement outcomes. It has automated the issuance of PIL Digi-Badges as well as ready scripts for post-award interviews. Other OCPO divisions will soon be configuring their own KMS modules, with the objective of having an organization-wide KMS.

ONE-YEAR POST-AWARD INTERVIEWS

DESCRIPTION

The PIL measures success using quantitative and qualitative metrics along with the DHS Competing Values Framework (CVF) Assessment.* The goal is to ensure that desired outcome measures are valid, reliable, and align with the PIL's testing and sharing framework. Since FY 2018, the PIL has been supported in this goal by the DHS Science and Technology Directorate Center for Accelerating Operational Efficiency (CAOE), an Academic Program Center of Excellence managed by Arizona State University (ASU).

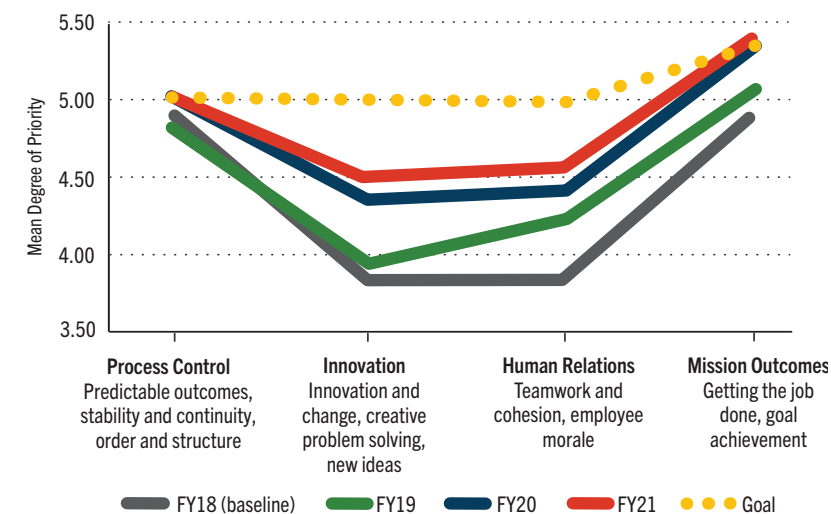
INNOVATION

In FY 2021, the CAOE research team provided training and protocols for the PIL to lead the interviews moving forward. Conducted one year after performance has started, the interviews obtain feedback from the government program office and successful vendor with a focus on the PIL's involvement, seeking to understand differences noticed in the solicitation process and gauging whether the process resulted in selection of the most qualified vendor. Over time, the goal is that procurement teams view their job as not only awarding contracts efficiently, but that they feel empowered to try innovative techniques and engage with their customer to achieve mission success.

OUTCOME

In FY 2021, the PIL led the way conducting one-year post-award feedback interviews with 11 interviewees, including members of the integrated project teams from DHS Components and the awarded vendors, representing 16 percent of the potential pool of relevant interviewees. In FY 2021, the PIL also conducted its fourth annual CVF assessment, measuring how DHS culture is changing to become more innovation-friendly and supportive of efficient, effective processes that enable the DHS mission. After analyzing the one-year post-award interviews and the CVF assessment, the results indicate that more DHS acquisition professionals (57 percent) are testing procurement innovation techniques without any PIL support, rather than testing these techniques with formal or informal PIL support. This is considered to be a positive trend, indicative of diffusion of an innovation-friendly procurement culture across DHS.

Competing Values Framework (CVF) Assessment*



Factors motivating the DHS acquisition workforce include four values: process control, innovation, human relations, and mission outcomes. While all four are vital to procurement work, a dominant focus on process control competes with the other values. The PIL measures trends in the procurement culture across the DHS acquisition workforce for these four values. Over time, the goal is to increase the value placed on collaboration and innovation related to the DHS procurement organization, as DHS acquisition workforce members serve as innovative and flexible business advisors.












* Quinn, R. E. & Rohrbaugh, J. (1983). A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. Management Science, 29, 363-377.

Infotainment

As DHS teams test out procurement innovation, the PIL brings their stories to the DHS procurement community at large through a host of channels, including PIL Boot Camps, Webinars, Coaching Clinics, and PILCasts (transitioned from in-person or hybrid training sessions to all virtual in FY 2021). Infotainment means “broadcast material that is intended both to entertain and to inform.” The PIL seeks to educate, but also to have the attendees enjoy learning!

The PIL has continued to adapt its teaching and sharing style to meet the demands of the future of work, pausing PIL Open Labs and focusing on the launch of PILCasts, described on the next page. Through FY 2021, PIL Webinars have eclipsed 16,000 attendees and over 4,000 have graduated PIL Boot Camps, all while keeping participant satisfaction consistently strong. The 23 Boot Camps in FY 2021 represent a record number, up from 14 in FY 2020, and featuring the first government and industry combined Boot Camp!

Sharing at a Glance

	FY21	CUMULATIVE
 Webinars Conducted	9	58
 Webinar Attendees	3,629	16,876
 Average Number of Webinar Attendees	404	290
 Average Webinar Satisfaction	4.4	4.4
 Boot Camps Conducted	23	68
 Boot Camp Attendees	1,652	4,099
 Average Boot Camp Satisfaction	4.6	4.7
 Coaching Clinics Conducted	1	3
 Coaching Clinic Attendees	58	76
 Average Coaching Clinic Satisfaction	5	4.8
 PILCasts	2	2

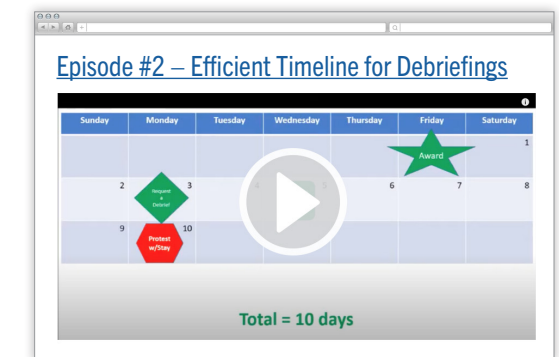
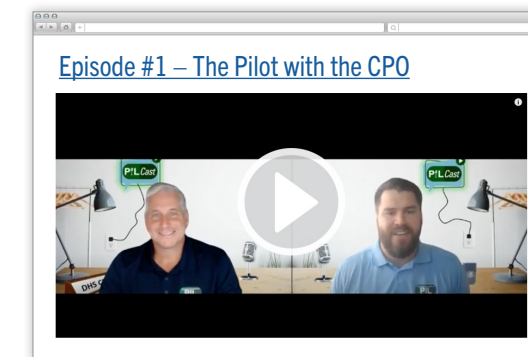
Innovation Conversations for Acquisition Professionals

The DHS acquisition workforce is BUSY enabling the mission of the Department. Sometimes daily work priorities impede their ability to attend an all-day, half-day, 90-minute, or even 60-minute training. The PILCast series, launched in August 2021, provides yet another opportunity for members of the DHS acquisition workforce to learn from their colleagues’ experiences with procurement innovation in 10 minutes or less – guaranteed!



PILCasts, housed on the PIL’s [YouTube](#) channel, deliver bite-sized information and dialogue on narrow procurement innovation topics. The PIL team envisions releasing about 20 episodes in FY 2022 – the two launched in FY 2021 are included below.

Episode #1 features the DHS CPO Paul Courtney discussing the need for PILCasts. Episode #2 - Efficient Timeline for Debriefings, shares a detailed process to conduct timely debriefings, providing a better experience to the vendor community while also not increasing the window for an automatic stay of performance should a protest arise. Click the icon below to access each PILCast.



Teams Tell Their Innovation Stories

The following pages highlight four PIL webinars, including the first webinar open to both government and industry! Click the monitor image on each page to access the webinar.

- [#52 – Efficient Procurement Models that Meet the Mission – A FEMA Story](#)
- [#53 – Driving a New Culture of Acquisition Innovation: Our Missions Rely on It](#)
- [#56 – Stay in Your Lane](#)
- [#58 – A Brief Explanation of Brief Explanations: Policy and Practice in Action](#)



Efficient Procurement Models that Meet the Mission – A FEMA Story

Webinar #52, Produced 2/18/2021

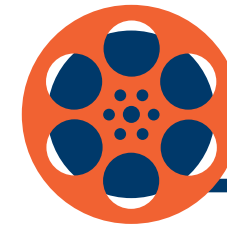
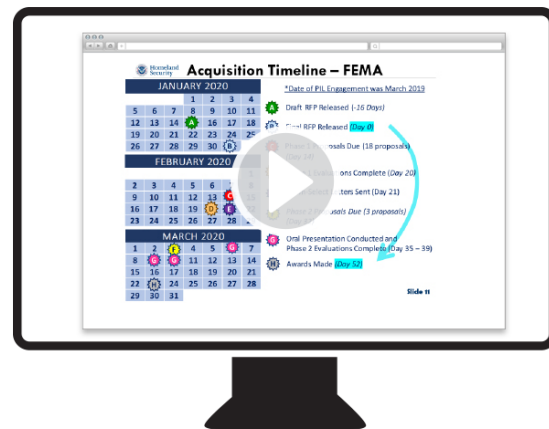
How long do FAR 15.3 procurements take from release of the solicitation to award? Now, consider a situation where 20 offers are expected for a \$20M single-award IDIQ contract. Does this process take six or twelve months, or even longer? A team at FEMA had an upcoming recompile for doctrine services where the prior effort took 308 days to award. For the recompile, this procurement team needed to streamline the time to award while ensuring that the award went to the most highly qualified offeror. The team was able to efficiently evaluate 18 Phase 1 proposals and successfully down-select to the three most highly rated offerors. With only three offerors in Phase 2, the team efficiently conducted in-depth oral presentations. Through these streamlined methods, the procurement team awarded the IDIQ just 52 days after release of the solicitation. Evaluators spent six total days sequestered in consensus evaluations and got right back to their day jobs. In this webinar, two contracting officers guided attendees step-by-step through their procurement timeline.

PRESENTERS	Isaac Chapple, FEMA LaShawn Smith, FEMA Trevor Wagner, PIL Ben Mendelsohn, PIL
TONE FROM THE TOP	Soraya Correa, DHS CPO
ATTENDEES	322
AVERAGE CUSTOMER SATISFACTION RATING	4.5 out of 5.0



“This HUBZone recompile was my first PIL project. Our prior effort took 308 days from solicitation to award, but this process took just 52 days and quickly got our technical evaluators back to their mission-oriented jobs!”

— ISAAC CHAPPLE, FEMA, Contracting Officer



Driving a New Culture of Acquisition Innovation: Our Missions Rely on It

Webinar #53, Produced 3/30/2021 with the National Contract Management Association (NCMA)

Innovation in acquisition has shifted from a “nice to have” buzzword to an imperative to delivering current and future missions. Lasting innovation relies on contracting leaders and professionals to actively drive a meaningful culture shift toward new solutions. But where to start? This webinar was built on an article in the March 2021 issue of NCMA’s *Contract Management Magazine* that discussed the ongoing journey of the federal acquisition community to empower professionals to infuse creativity in the procurement process to better support the mission. Three federal procurement teams — from DHS, Commerce, and Interior — shared their innovation success stories: Bureau of Safety and Environmental Enforcement (BSEE), United States Patent and Trademark Office (USPTO), and FEMA. The presenters focused on the requirements, objectives, and strategies they used to incorporate innovative approaches. The session explored how to adapt, leverage lessons learned, and promote similar innovations in future procurements.

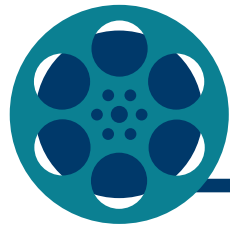
PRESENTERS	Emalee Gawrelski, CO - DOC USPTO David Jablonski, CO - DOI, BSEE Chance Caione, CO - FEMA Trevor Wagner, PIL Scott Simpson, PIL
TONE FROM THE TOP	Soraya Correa, DHS CPO Lesley Field, Acting Administrator, OFPP
ATTENDEES	563
AVERAGE CUSTOMER SATISFACTION RATING	4.1 out of 5.0



“Sharing examples of flexible business practices encourages the acquisition workforce to try new ways of doing business. Agencies can contribute to the culture of innovation by sharing their success stories.”

— LESLEY FIELD, Acting Administrator, Office of Federal Procurement Policy, Office of Management and Budget, Executive Office of the President





Stay In Your Lane

Webinar #56, Produced 6/17/2021

How well does anyone really know the Federal Acquisition Regulation (FAR)? All the PIL’s innovative procurement techniques are either expressly permitted in the FAR or the specific FAR section is silent on the technique. Some may have been told to do something a certain way “because the FAR says so!” But, how often do they look at what the FAR actually says? This PIL webinar used a game show format to test

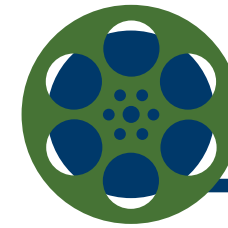
special guest contestants from across the DHS acquisition community on their FAR knowledge. Together, the participants busted some myths, learned a lot, and had a ton of fun! The PIL encourages contract specialists, program managers, evaluators, procurement attorneys, analysts, and other procurement professionals to watch this recorded webinar. It may be surprising to hear just how streamlined the FAR envisions procurements to be!

PRESENTERS	Brittany Tobias, CO - ICE Nilesh Nayak, CO - FEMA Trevor Wagner, PIL Scott Simpson, PIL David Jablonski, PIL
TONE FROM THE TOP	Sarah Todd, DHS, Executive Director, Acquisition Policy and Legislation
ATTENDEES	528
AVERAGE CUSTOMER SATISFACTION RATING	4.5 out of 5.0



“This webinar was tons of fun and a good reminder that you don’t have to know all the answers — you just need to know where to find them!”

— SARAH TODD, DHS, Executive Director, Acquisition Policy and Legislation



A Brief Explanation of Brief Explanations: Policy and Practice in Action

Webinar #58, Produced 8/31/2021

While post-award debriefing procedures and rules are prescribed in detail in the FAR (15.506), the FAR does not prescribe procedures regarding the conduct of brief explanations (in FAR 8.405 and 13). In fact, all the FAR states is, “a brief explanation of the basis for the award decision shall be provided.”

Consequently, teams often conduct brief explanations as they would formal debriefings — even labeling them as debriefings! Neither the FAR or DHS Policy provide rules for how to conduct brief explanations — there is a lot of discretion and flexibility! Knowing what is required, and what is not, provides the team the opportunity to tailor each brief explanation’s timing, content, and format in a manner most appropriate to the size, complexity, industry base, and litigation history. This one-hour webinar showcased a CBP team’s approach for a highly litigated requirement, highlighted the DHS OCPO Debriefing Guide, and illustrated why brief explanations are NOT debriefings.

PRESENTERS	Kenneth Hill, DHS OCPO Policy Nick Martinelli, CBP David Jablonski, PIL Trevor Wagner, PIL
TONE FROM THE TOP	Nina Ferraro, DHS DCPO
ATTENDEES	532
AVERAGE CUSTOMER SATISFACTION RATING	4.4 out of 5.0

“The webinar provided valuable insight to the DHS acquisition workforce in understanding the requirements of brief explanations of award decisions in comparison to the more structured FAR Part 15 debriefings, thereby adding qualitative measures to the decision making process. Both the format and content provided listeners with clarity and perspective to assist in determining the appropriate type of vendor notification!”

— KENNETH HILL, Senior Procurement Analyst, DHS OCPO Acquisition Policy and Legislation



Rolling Out the Red Carpet

With the Knowledge Management System (KMS), the PIL can now capture important data about its projects, uncovering trends and identifying the “best of the best” in certain categories.

Presented below are the PIL-cademy awards from among the FY 2021 PIL projects by category. Projects referenced in this Yearbook include page number citations. To learn more about the other projects, contact the PIL at PIL@hq.dhs.gov.

PIL-cademy Awards

 <p>MOST PIL INNOVATIVE TECHNIQUES USED ICE LEIDS Task 1 (pg. 21)</p> <p>★ 13 Innovations ★</p>	 <p>HIGHEST DOLLAR VALUE (BPA/IDIQ) FEMA COVID-19 Vaccination Campaign – National Medical Staffing Services (pg. 20)</p> <p>★ \$3.2B ★</p>	 <p>HIGHEST DOLLAR VALUE (NON-BPA/IDIQ) CBP - IVV&T</p> <p>★ \$118M ★</p>
 <p>LOWEST DOLLAR VALUE (NON-BPA/IDIQ) FEMA NIMS</p> <p>★ \$4.2M ★</p>	 <p>FASTEST SOLICITATION TO AWARD FEMA Course Review</p> <p>★ 31 Days ★</p>	 <p>MOST OFFERS/ QUOTES RECEIVED FEMA COVID-19 Vaccination Campaign – National Medical Staffing Services (pg. 20)</p> <p>★ 54 Offers ★</p>
 <p>MOST SAVED % FROM IGCE TO AWARD (NON-BPA/IDIQ) USCIS QISD (pg. 19)</p> <p>★ 45.8% ★</p>	 <p>MOST SAVED % FROM IGCE TO AWARD (BPA/IDIQ) TSA Specialized Security Training</p> <p>★ 56.5% ★</p>	 <p>MOST POPULAR FAR SECTION 8.405-3</p> <p>★ 11 Projects ★</p>
 <p>MOST POPULAR TECHNIQUE On-the-Spot Consensus Evaluations and Confidence Ratings (Tied)</p> <p>★ 30 ★</p>	 <p>HIGHEST \$\$ AWARDED TO SMALL BUSINESS (NON-BPA/IDIQ) DOI BSEE EITCS (pg. 23)</p> <p>★ \$70M ★</p>	

CHIEF PROCUREMENT OFFICER Excellence Awards

The annual DHS Chief Procurement Officer (CPO) Excellence Awards recognize DHS employees and teams that have furthered the DHS mission through procurements or related achievements. While proud of the accomplishments of all award recipients, the PIL wants to highlight the known innovators from among the CPO Excellence Award recipients for FY 2020.



FY 2020 CONTRACT SPECIALIST OF THE YEAR
Charlene Bunting, CBP, Investment Analysis Office Integrated Consulting and Business Program Support Services



FY 2020 EXCELLENCE IN INNOVATION
Aga Frys, Veva Cousins, Tenise Jenkins, Anna Elizabeth Nichols, Sharon Hallinan, Gary Orr, Fang-Ting Manson, CBP, Targeting and Analysis Systems Program Directorate



FY 2020 EXCELLENCE IN INNOVATION
Stacey Santhuff, TSA, Information System Security Officer Support



FY 2020 EXCELLENCE IN INNOVATION
Hayley Osmon, Angela M. Mizelle-Griffin, Allen Lotz, USCG, Information Systems Division



FY 2020 AIA OF THE YEAR
James Abyad, ICE

Celebrating the PIL Crew

The PIL prefers the spotlight to be on innovative DHS procurement teams. However, the PIL team also was honored to receive recognition in FY 2021.

The PIL received the [2021 W. Edwards Deming Outstanding Training Award](#)



on September 21, 2021, which recognized its innovative use of technology and data in workforce training and in furthering the mission of changing the DHS procurement culture during the pandemic year.

[Trevor Wagner](#) of the PIL was recognized on February 21, 2021, as a [Federal 100 winner](#). The Federal 100 Award, given by FCW, is one of the most prestigious awards in federal IT, both for industry and government.

[Scott Simpson](#) of the PIL and [Phorsha Peel](#), DHS Office of Procurement Operations, received the [2020 FedScoop 50 award, Innovation of the Year - Artificial Intelligence for Past Performance – Modernizing Federal Acquisition](#) on December 1, 2020.



Phorsha Peel

The PIL received the National Contract Management Association’s prestigious Innovation in Contracting Award in June 2021.

Coming Attractions!

Ready for the next chapter? A preview of coming attractions for FY 2022 includes the launch of the PIL Idea Competition and PIL Boot Camp – The Next Level. In addition, the PIL team plans to:

- Develop a concise executive briefing, summarizing all 19 innovation techniques and ensuring senior leaders have appropriate level insight into the value impact of each innovation;
- Launch OCPO Process Transformation Projects, working with the CPO to empower and support leaders and practitioners throughout DHS to improve selected business processes; and
- Provide detail opportunities to DHS employees and to external agencies for short or project-based details. These may be for months, weeks, days, or hours!

The PIL also anticipates heightened federal focus on procurement innovation stemming from the PRICE Act – the [Promoting Rigorous and Innovative Cost Efficiencies for Federal Procurement and Acquisitions Act of 2021](#).

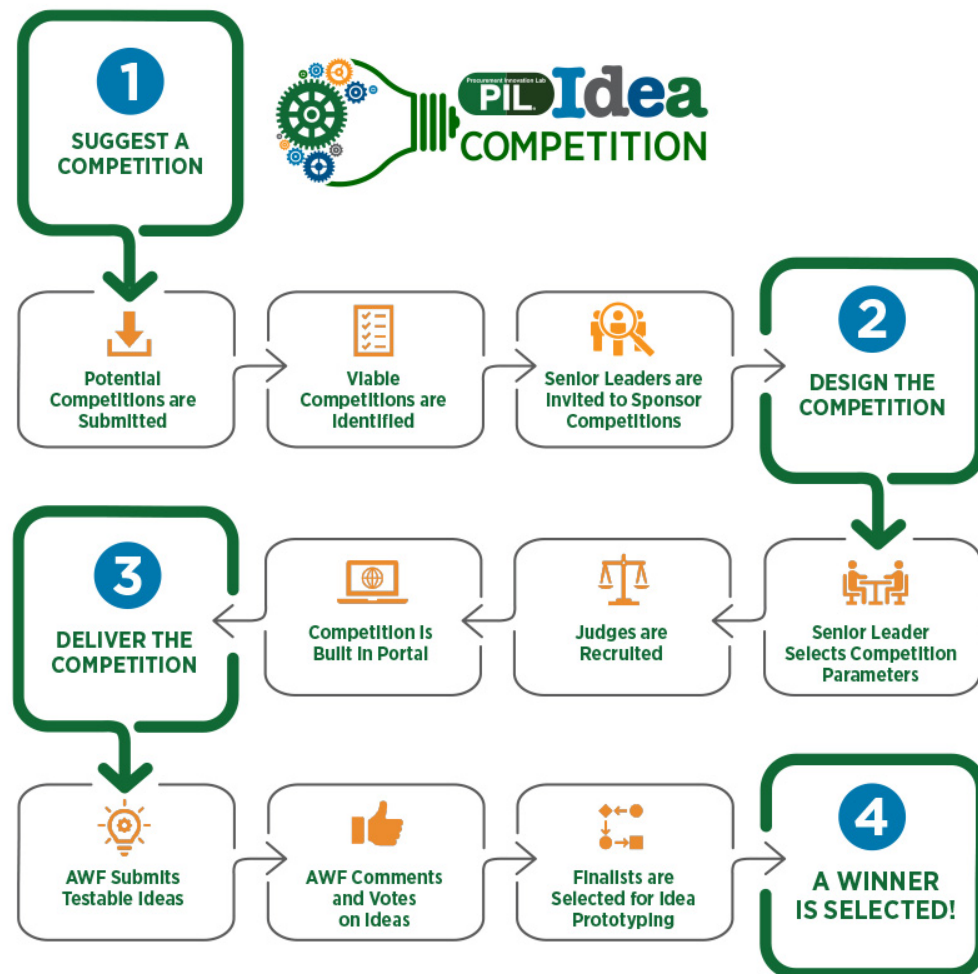
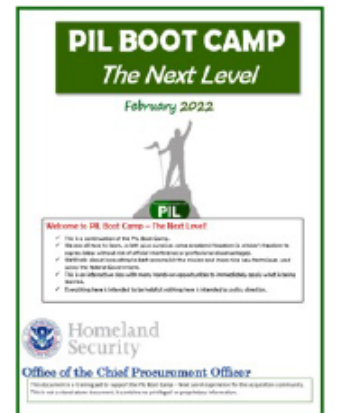
PIL Boot Camp — The Next Level

To date, the PIL Boot Camp has shared 10 foundational procurement innovations with more than 4,000 graduates – yet there are so many more innovations to learn about! Hearing from the federal acquisition workforce that they wanted more, the PIL team got to work in FY 2021 on the next iteration of the PIL Boot Camp. In FY 2022, The Next Level training will be piloted for DHS employees who are PIL Boot Camp graduates, with a further goal of a government-wide launch in FY 2023.

Some of the techniques to be covered in PIL Boot Camp – The Next Level, include:

- Betterment
- Affordability
- Mission-Focused Evaluation Criteria

Betterment is one of nine innovation techniques spotlighted in the PIL Boot Camp – The Next Level. In response to a solicitation, vendors can propose solutions that exceed the government’s requirement in a meaningful way. The government separately evaluates that solution as a promise, includes it in the tradeoff and award decision, and updates the requirements document to reflect the new and better promise offered by that vendor. Including betterment as a factor provides an opportunity for the vendors to provide a solution that exceeds the government’s stated requirements.

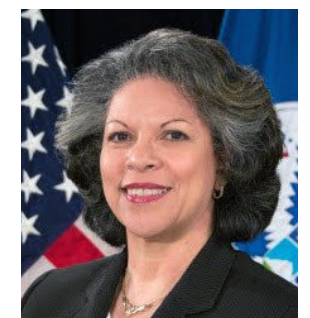


Launching the PIL Idea Competition
The countdown is on for the first PIL Idea Competition. Look for competitions on exciting topics like incorporating emerging technology in procurement and streamlining procurement policy. The workflow map lays out the intended process of the PIL Idea Competition.



LIFETIME ACHIEVEMENT AWARD

The PIL is proud to announce the inaugural PIL Lifetime Achievement Award winner: Soraya Correa. Soraya, who retired as DHS’s Chief Procurement Officer on July 31, 2021, launched the PIL in March 2015 as one of her first initiatives in the position. She continually championed taking smart risks to ensure positive mission outcomes through the procurement process not only at DHS, but across the federal government.



During her 40+ years of federal service, Soraya received many accolades – including the 2018 Presidential Rank Award for Distinguished Service. Yet it was equally important to her to ensure that her staff and members of the DHS procurement community were submitted for awards and recognized. Soraya is honored for all that she did in leading culture change and fostering the growth of the PIL.

Who Knows the FAR?

Take this Quiz to Stay in Your FAR Lane!



FAR 8.405

Ordering Procedures for Federal Supply Schedules

1. When providing the brief explanation of the basis for the award decision to an unsuccessful quoter, you must provide:

- The awardee's price
- The awardee's overall technical rating
- The unsuccessful quoters' significant weaknesses or deficiencies
- A summary of the rationale for award
- All of the above
- None of the above

2. When soliciting BPA holders for orders over the SAT, you may rotate BPA orders to holders of the BPA as long as you have included this process in the BPA ordering guide.

- TRUE
- FALSE

3. A single-award BPA shall not exceed:

- One year
- Two years
- Five years
- Ten years

4. The Contracting Officer must conduct the procurement as a set-aside if two or more small business MAS (multiple-award schedule) holders can perform the requirement.

- TRUE
- FALSE

5. You can ask for price reductions before placing an order or BPA, but these exchanges must be conducted as:

- Clarifications
- Discussions
- Either a or b
- None of the above

FAR 13 and 13.5

Simplified Acquisition Procedures

1. Contracting officers shall use _____ approaches, to the maximum extent practicable, in awarding contracts using simplified acquisition procedures.

- Formal
- Informal
- Negotiated
- Innovative

2. Stating the relative importance of each factor in the solicitation is required.

- TRUE
- FALSE

3. A BPA established using FAR 13.5 procedures must not, by statute, exceed:

- \$7.5M per order and \$15M total
- \$7.5M total
- \$7.5M per order and \$75M total
- None of the above

4. Formal evaluation plans, establishing a competitive range, and conducting discussions are not required.

- TRUE
- FALSE

5. When using FAR 13.5 procedures, the contract file must include:

- A copy of the solicitation
- A copy of the quotes received
- The number of offers received
- The consensus technical evaluation report
- All of the above

FAR 15.3

Contracting by Negotiation - Source Selection

1. The source selection authority shall approve the source selection _____ before solicitation release.

- Plan
- Strategy
- Evaluation board
- Approach

2. The rating method must be disclosed in the solicitation.

- TRUE
- FALSE

3. The solicitation shall state whether all evaluation factors, other than cost, when combined are:

- More important than cost or price
- Less important than cost or price
- Either a or b
- None of the above

4. Although any rating method may be used, the strengths, deficiencies, significant weaknesses and risks shall be documented in the contract file.

- TRUE
- FALSE

5. The source selection decision shall include the rationale for any tradeoffs made by the source selection authority (SSA), and that documentation:

- Must quantify the tradeoffs that led to the decision
- Needs to be tailored to the size and complexity of the acquisition
- Need not quantify the tradeoffs that led to the decision
- Both a and b
- None of the above

FAR 16.505

Ordering under Multiple-Award IDIQ Contracts

1. The contracting officer must synopsise orders under indefinite-delivery contracts.

- TRUE
- FALSE

2. The contracting officer should keep submission requirements to a _____.

- Reasonable amount tailored to the size and complexity of the acquisition
- Minimum
- Limited amount compared to the policies in FAR 15.3
- None of the above

3. It is permissible to ask for a subcontracting plan in response to a task order competition.

- TRUE
- FALSE

4. The policies in _____ do not apply to the ordering process.

- FAR 8.405
- FAR 13
- FAR 15.3
- FAR Part 19.502-2 (Rule of Two)
- All of the above

5. Formal evaluation plans are:

- Required
- Recommended
- Not required
- None of the above

★ ★ [CLICK HERE FOR THE ANSWER KEY!](#) ★ ★