

EFFICIENCY

COLLABORATION

PROCUREMENT

sharing

CULTURE CHANGE

PROCESS

innovation

Procurement Innovation Lab

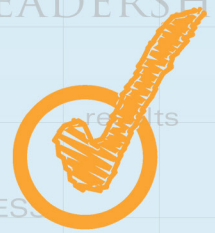
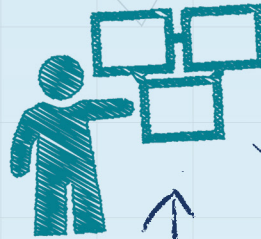
PIL

BOOT CAMPS

COLLABORATION

LEADERSHIP

webinars



PROCES

EFFICIENCY

Fiscal Year 2019

YEARBOOK

Coaching Innovation



techniques



SOLUTIONS

Boot Camps

MISSION-DRIVEN

EXPERIMENTATION

Leadership



Homeland Security

U.S. Department of Homeland Security
Office of the Chief Procurement Officer
Procurement Innovation Lab

acquisition

CONTRACTING

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 a demanding and ever-changing threat environment.

Fostering this success is the idea behind the DHS Procurement Innovation Lab (PIL), launched by the DHS Chief Procurement Officer (CPO) in March 2015. This Yearbook highlights our stories from Fiscal Year (FY) 2019.

Coaching Procurement Innovation: Reflections from DHS Chief Procurement Officer Soraya Correa

The Department of Homeland Security was born of the belief that we must be relentlessly resilient and innovative in fighting threats to our nation's safety, security, and prosperity. That belief drives everything we do in the Office of the Chief Procurement Officer. As acquisition professionals, our job is to get the best possible solutions to the people in the field as quickly as possible, while being good stewards of taxpayer dollars.



CPO Soraya Correa (left) and PIL Director Polly Hall

Since FY 2015, the PIL has provided DHS procurement teams access to a safe environment for testing new ideas and meeting new challenges. Today, we continue to apply principles of agility to foster procurement innovations, accept calculated risks, and encourage adoption of successful business practices. At the senior leadership level, our responsibility is to continue to set the tone, maintain consistent support, and provide trust that creates a learning culture where our procurement teams feel more comfortable taking smart risks to improve outcomes for the DHS mission.

- If an innovative approach fails, I own the failure and make sure lessons learned are widely shared.
- When innovative projects succeed, I have the great pleasure of recognizing the achievements of the teams who make it all possible.



PIL Team Members, left to right: Ross Wakeman, Polly Hall, Sandra Oliver Schmidt, John Inman, Trevor Wagner

There is so much to celebrate about FY 2019! In fact, at the inaugural CPO Excellence Awards, we recognized the Acquisition Innovation Advocate of the Year and exceptional, innovative procurement projects. I am excited by the evidence supporting the hypothesis that when procurement teams collaborate consistently throughout the acquisition process, they (and their customers and industry participants) are very satisfied with the outcomes.

This Yearbook highlights how procurement teams across DHS, supported by their leadership, Acquisition Innovation Advocates, and PIL coaches, are building on procurement innovation successes and iterating based on lessons learned from their colleagues. It also illustrates the accomplishments of our acquisition community in putting innovation to work and delivering effective solutions for our customers and end-users. Finally, it focuses on how the "testing and sharing" framework continues to scale across DHS and the entire federal acquisition community.

I invite you to consider how procurement innovation techniques can be a game-changer in your acquisitions. Leadership and coaches are here to support your goals, encourage you to think differently, and support taking informed risks. PIL coaches act as your trusted business partners in advancing our DHS missions. Those on the front line, and the American people, merit our very best.

SORAYA CORREA
DHS Chief Procurement Officer

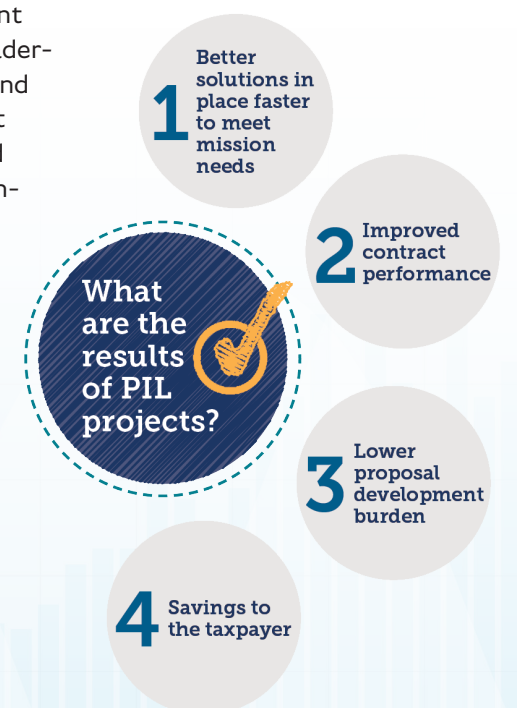


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Sharing Successful Strategies

Since launching in 2015, the PIL has accelerated adoption of procurement innovation techniques across the DHS enterprise. In the process, DHS has increasingly gained recognition as a model for stimulating change across the entire federal acquisition community. FY 2019 was a breakthrough year in important ways, marked by continued growth in awareness and use of procurement innovation techniques.

What drives our progress in scaling up the PIL model? In a word: **coaching**. In fact, a core PIL strategy is to coach the coaches, with the goal of cultivating broad culture change and adoption of new business processes.

Improving Our Techniques

It all starts with a small core of PIL coaches, who act as business advisors to DHS procurement teams interested in testing out procurement innovation techniques.

The work of PIL coaches is leveraged by an influential group of Acquisition Innovation Advocates (AIAs) who are instrumental in expanding use of procurement innovation techniques across DHS. The PIL also reaches outward to an even broader network through the government-wide Acquisition Innovation Associate Council, created in March 2016 by the Office of Procurement Policy (OFPP) within the Office of Management and Budget (OMB).

This report highlights the work of PIL coaches and AIAs and the far-reaching impacts they have made in FY 2019.

Crafting a Winning Game Plan

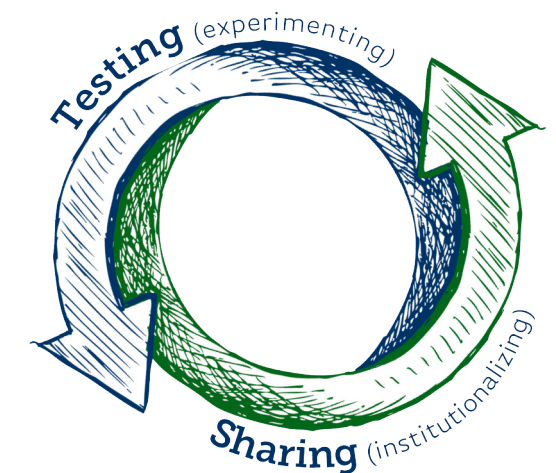
Every DHS procurement is unique—in the customer needs being addressed, the characteristics of the marketplace, and the challenges to be overcome. That is why a PIL procurement project is never about applying a “template” or predetermining a solution.

Instead, the PIL puts the procurement team in the driver’s seat. PIL coaches serve as business advisers, helping each DHS team map a strategy that tests out a combination of innovation techniques designed to meet their procurement goals, encompassing mission needs as well as opportunities to improve business processes.

Ultimately, the success of innovation techniques is gauged by the value delivered to DHS. That’s why the PIL continually tracks how well projects perform in meeting overarching objectives established for procurement innovation at DHS:

- Lowering barriers to entry for small businesses and non-traditional vendors
- Encouraging competition
- Shortening time to award
- Increasing the likelihood of successful outcomes under contract performance

THE PIL FRAMEWORK



As a safe space to test and share new ideas, the PIL fosters cultural change, promoting innovation and managed risk-taking through a continuous feedback cycle.

Leading the Charge

The PIL is engaged in strategies to foster broader change in the DHS procurement culture and to scale up the use of the “testing and sharing” model. PIL coaches and DHS AIAs (pictured below) are the support network for this culture change, leading the charge to replicate, adapt, and drive continuous innovation. They not only support DHS in testing and sharing procurement innovation, but also encourage scaling through outreach to counterparts throughout the federal acquisition community and industry.

Ultimately, cultural change comes down to people embracing new ways of doing business. The learning model supports people who crave personal and professional growth, regardless of the stage of their career. Procurement innovation techniques create opportunities for acquisition professionals to cooperate, collaborate, and communicate, to enhance their cross-functional understanding, and to have a hand in creating new levels of efficiencies in the procurement process. As a result, people are experiencing their jobs differently and are welcoming the change.

DHS Acquisition Innovation Advocates (AIAs)

In support of our procurement innovation objectives, these nine Component-based AIAs champion change across the DHS operational contracting activities where innovation meets mission.



Dwight D. Deneal
U.S. Coast Guard (USCG)



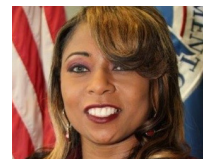
Denise Morales
Federal Emergency Management Agency (FEMA)



Milton Slade, Jr.
Customs and Border Protection (CBP)



Brenda Peterson
Office of Procurement Operations (OPO)



Cathy Smith
Office of Selective Acquisitions (OSA)



Miriam Harris
U.S. Secret Service (USSS)



LeeAnn Conway
Federal Law Enforcement Training Centers (FLETC)



Evelyn Tyndell
Transportation Security Administration (TSA)



James E. Abyad
Immigration and Customs Enforcement (ICE)

Coaching a Procurement Team

PIL coaches help procurement teams craft their procurement strategy, evaluate results, and share what they have learned.*

Approaching the PIL

- **WHO:** Any member of the procurement team can approach the PIL via email or phone! A procurement team consists of the contracting officer, program office customer, and procurement attorney.
- **WHEN:** Anytime! Usually when a requirements package has been developed or is close to being completed.

Brainstorming Session

- Two PIL coaches hold a brainstorming session with the entire procurement team to:
 - Understand the requirement and the market.
 - Learn what good mission outcomes look like to the team.
 - Select the most suitable PIL technique(s) or develop a new technique!

Step into the Lab

- The procurement team submits a PIL 1-pager and receives a PIL coach assignment.
- The team commits to biweekly, 15-minute “sprint chats” over the phone with the assigned PIL coach. They discuss what was accomplished in the last two weeks, what the goals are for the next two weeks, and any challenges/concerns.

Stay the Course

- The team commits time to pre-solicitation planning, leading to faster and better mission outcomes!
- The PIL coach:
 - Provides in-depth coaching sessions on innovations as needed.
 - Provides resources, documents, references, and encouragement to the team.
 - Is as involved or uninvolved as the team desires.

Post-Award Learning

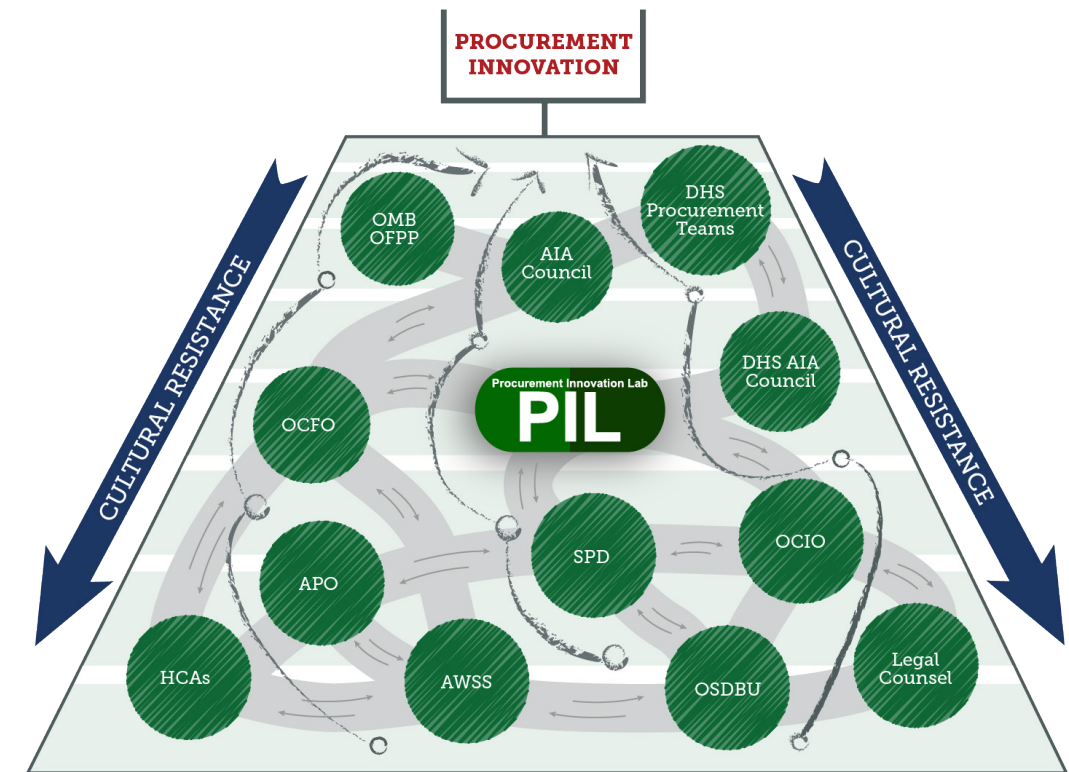
- After contract award, the PIL interviews all successful and unsuccessful vendors and the program office customer.
- The PIL provides aggregated interview feedback to the contracting officer so that all may learn going forward.

Sharing

- **PIL WEBINARS:** In a live webinar to the DHS acquisition workforce, the procurement team shares its story and makes its documents available.
- **PIL BOOT CAMPS:** PIL coaches share techniques, stories, and lessons learned with government and industry.
- **PIL COACHING CLINICS:** DHS contracting officers/specialists who have been leading procurement innovation across DHS are trained to become PIL coaches.

*In some cases, a team decides it doesn't really need a formal relationship with the PIL. That's okay. We're happy to help through informal consulting as well as by coaching a project!

PROCUREMENT INNOVATION GRIDIRON



Scoring any procurement innovation means overcoming a fierce opponent: cultural resistance! By creating and sustaining the PIL, through turnovers as well as touchdowns, DHS has led the drive for culture change across the federal procurement community. Strong teammates include both the government-wide and DHS AIA Councils; OCFO colleagues from Acquisition Policy and Oversight (APO), Acquisition Workforce and Systems Support (AWSS), the Strategic Programs Division (SPD), and the Office of Small and Disadvantaged Business Utilization (OSDBU); and the DHS HCAs. Teammates also include legal counsel and DHS lines of business such as the Office of the Chief Financial Officer (OCFO) and the Office of the Chief Information Officer (OCIO).

PIL Stats at a Glance

How We Measure Success

The PIL was designed to provide a safe space to experiment, model, and test new procurement techniques, take smart risks, and broadly share lessons learned. Yet, when launched in March 2015, the PIL itself was an experiment. Would the PIL framework be accepted and utilized by the acquisition community? And would the model be replicated and have significant impact?

Less than five years later, the evidence is clear: the acquisition community across DHS increasingly values the PIL as a resource for evaluating and applying procurement innovations. Since the inception of the PIL, every DHS Component has awarded multiple PIL projects. Some DHS contracting activities are even forming their own procurement innovation labs or teams.

In this Yearbook, we look at measures of success in three categories:

- **Quantitative:** Metrics around PIL procurement projects, training offerings, and micro-credentialing, which are indications of the PIL's growing acceptance across the DHS acquisition community.
- **Qualitative:** We capture the results of each PIL procurement project, which tell the story of mission outcomes and the experiences of DHS operational procurement teams and industry participants.
- **Organizational Culture Assessment:** The hardest to measure but perhaps the most impactful, this signals how the PIL framework is affecting the attitudes and values of the acquisition community, including the willingness to take smart risks in the pursuit of procurement innovation.

Growth in PIL Projects, Training, and Micro-Credentialing

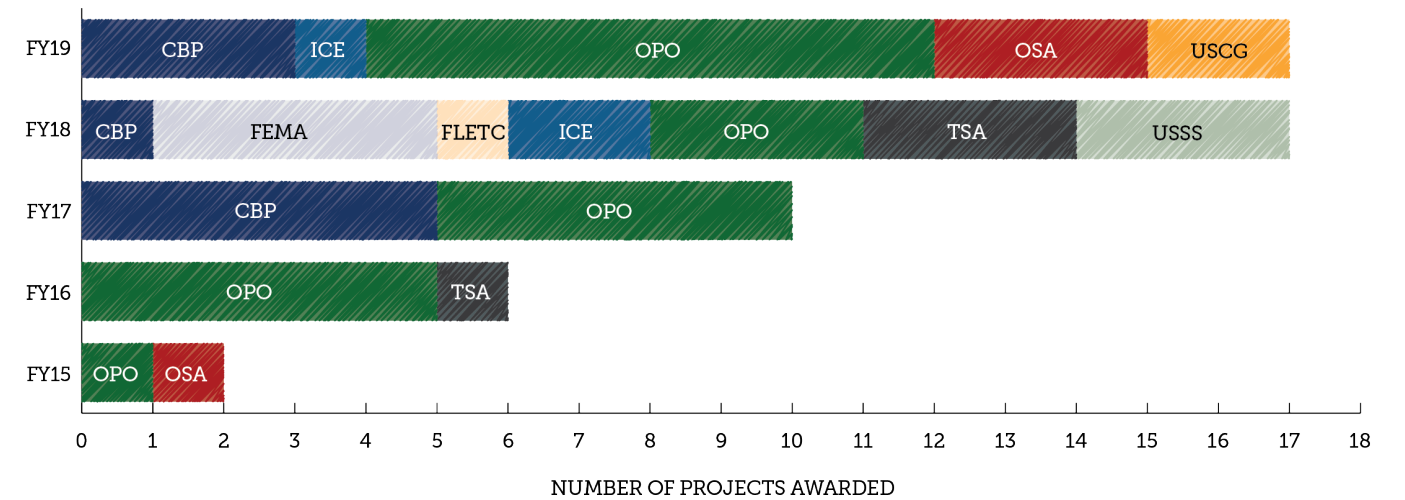
The PIL framework is a continuous cycle of testing and sharing what we learn. At the heart of testing are the PIL procurement projects, which provide opportunities for DHS procurement teams to experiment with new ideas. In FY 2019, the 52nd PIL procurement project was awarded, surpassing our cumulative goal of 47 by year-end.

We share what is learned about procurement innovation techniques through three primary methods:

- **PIL Webinars** have engaged more than 10,000 participants since FY 2015. These webinars rated high in customer satisfaction (4.4 on a scale of 5.0) in FY 2019.
- **PIL Boot Camps** were first offered in FY 2018 and surged in popularity in FY 2019. Of the 1,675 attendees to date, 561 were DHS contracting officers/specialists (or 38 percent of the DHS 1102 Contract Specialist job series workforce).
- **PIL Coaching Clinics** were piloted in June 2019, and we collected valuable feedback to inform a formal launch of these clinics in FY 2020.

An additional measure of how DHS acquisition professionals embrace innovative procurement techniques is the rate of PIL micro-credentialing. By the end of FY 2019, 43 percent (cumulative) of the DHS 1102 Contract Specialist job series workforce had earned a PIL Digi-Badge micro-credential (triple last year's number). Each PIL Digi-Badge is awarded for demonstrating practical application of innovative procurement techniques.

PIL PROCUREMENT PROJECTS AWARDED BY FISCAL YEAR



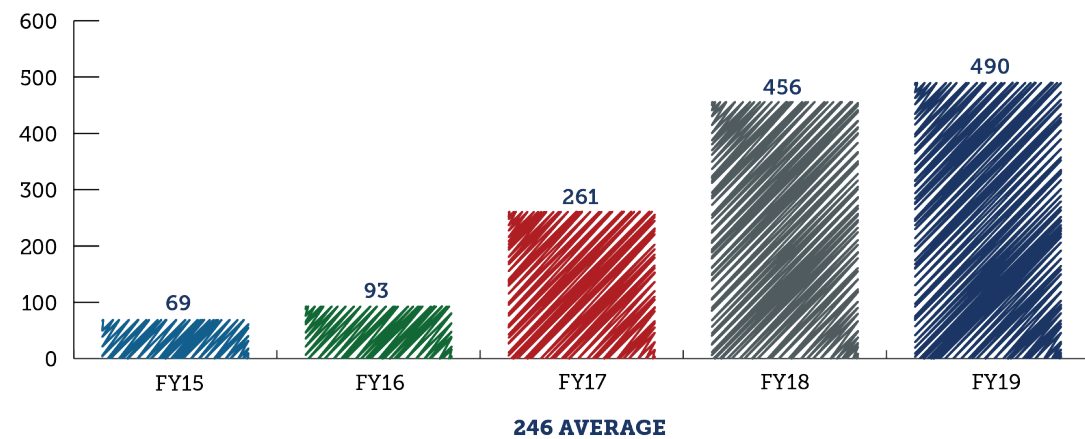
In FY 2019, we finally met our cumulative goal of supporting each of the nine DHS Components on at least one PIL procurement project. The 17 PIL procurement projects awarded in FY 2019 included the first projects with USCG. For the second year in a row, we exceeded our target for the number of projects awarded. Our goal for FY 2019 was to reach a cumulative total of 47, and we exceeded that goal by more than 10 percent, resulting in a cumulative total of **52 PIL procurement projects!**

PIL PROCUREMENT PROJECTS AWARDED IN FY 2019

 <p>Customs and Border Protection (CBP) Tactical Communications (TACCOM) II Southwest Border Transportation, Medical Escort, and Guard Services Low Altitude Autonomous Safety and Situational Awareness for Officers (CSOP Authority)</p>	 <p>Immigration and Customs Enforcement (ICE) Enforcement and Removal Operations Transportation Management Office Support Services</p>	 <p>Office of Procurement Operations (OPO) Science and Technology Industry Partnerships Portal Artificial Intelligence for Past Performance Prototypes (CSOP Authority) Architecture, Development, and Platform Technical Services (ADaPTS) OCPO Communications and Marketing Services</p>	 <p>Office of Selective Acquisitions (OSA) CISA NRMC Risk Planning and Analysis Mission Support CISA Specialized Security Services (SSS) Reverse Auction Tool</p>	 <p>United States Coast Guard (USCG) Program Management and Technical Support Services with Capabilities Related Documents and Capability Related Studies for USCG Assistant Commandant for Capabilities Workforce Management and Auxiliary IT System (AUXDATA) Modernization</p>	<p>PIL Communications and Marketing Services Acquisition Planning Forecast System (APFS) OCPO IT and Data Management Program Support Services USCIS SEAD Planning and Technical Oversight Support</p>
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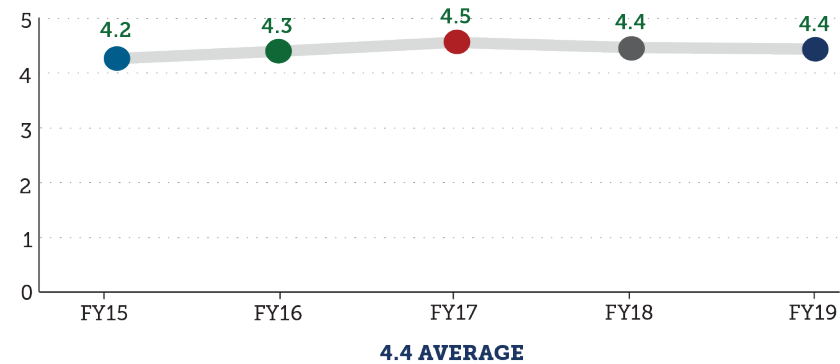
KEY | CBP: Customs and Border Protection • CISA: Cybersecurity and Infrastructure Security Agency • CSOP: Commercial Solutions Opening Pilot Program • FEMA: Federal Emergency Management Agency • FLETC: Federal Law Enforcement Training Centers • ICE: Immigration and Customs Enforcement • NRMC: National Risk Management Center • OPO: Office of Procurement Operations • OSA: Office of Selective Acquisitions • SEAD: Services for Enabling Agile Delivery • TSA: Transportation Security Administration • USCG: United States Coast Guard • USCIS: United States Citizenship and Immigration Services • USSS: United States Secret Service

AVERAGE ATTENDANCE PER PIL WEBINAR

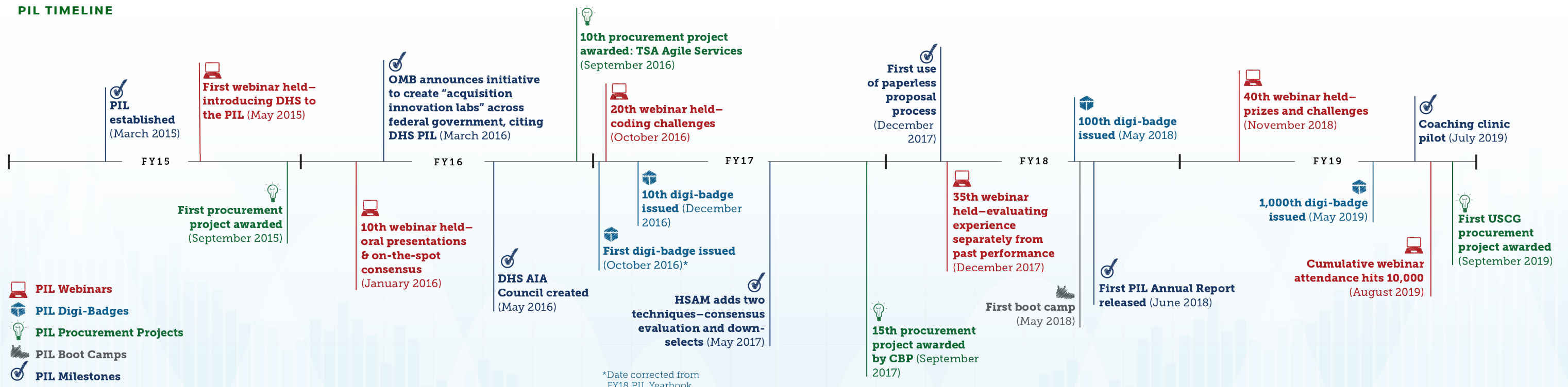


In FY 2019, we shifted some focus from webinars to our increasingly popular PIL Boot Camps. Our FY 2019 goals were to produce a cumulative total of 49 PIL Webinars, continue to increase webinar attendance, and achieve a 4.5 out of 5.0 average attendee satisfaction rating. We came close, producing 43 cumulative webinars with a 4.4 out of 5.0 average attendee satisfaction rating and reaching a cumulative audience of **10,105 attendees!**

PIL WEBINAR ATTENDEE SATISFACTION (OUT OF 5.0)



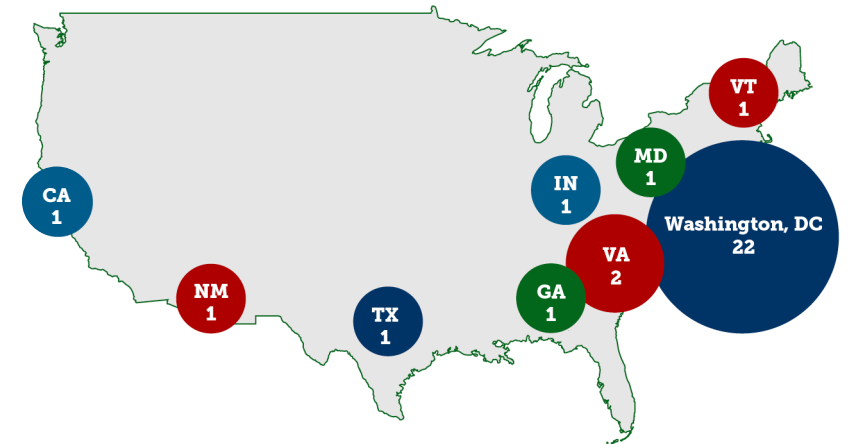
PIL TIMELINE



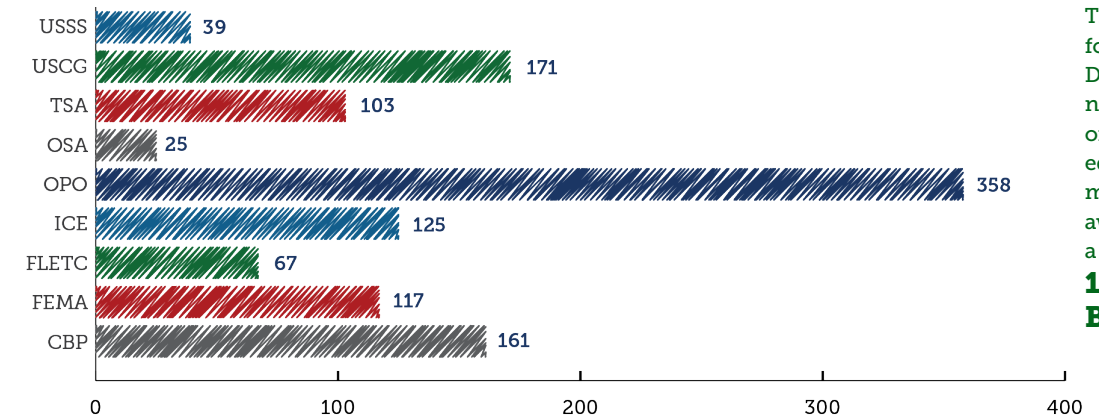
PIL BOOT CAMPS

Strong demand for training kept us on the road in FY 2019, conducting an astounding 22 PIL Boot Camps for 1,254 attendees! We achieved 4.7 out of 5.0 average attendee satisfaction, exceeding our goal of 4.5 out of 5.0.

Since launching boot camps in FY 2018, we have conducted **31 PIL Boot Camps** and have trained a cumulative total of **1,675 attendees** through FY 2019!



CUMULATIVE PIL DIGI-BADGE MICRO-CREDENTIALS



The growing enthusiasm for innovation across the DHS acquisition community is clear in the growth of PIL Digi-Badges awarded. We hit 877 in FY 2019, more than triple the 256 awarded in FY 2018, for a cumulative total of **1,166 PIL Digi-Badges!**

SUCCESSFULLY TESTED TECHNIQUES

Lowering Entry Barriers

Follow-on Production Authority Clause—If you use competitive procedures to award a contract under Other Transaction Authority, consider a clause that provides notice of a possible follow-on production contract that may be awarded 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 down the number of offerors to evaluate. The PIL suggests 2–3 offers for every anticipated award in order to maximize each offeror's Probability of Win (pWin).

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 non-competitive offerors self-select out of the competition, they have no standing to file a protest.

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

Encouraging Competition

Evaluate Innovation—Incentivize industry to incorporate innovation into its proposed product or service by asking questions relevant to innovation during proposal submission, and ensuring innovation is included in the evaluation factors so industry knows they will receive credit for their ideas.

Qualified Bidders List—Tired of receiving unqualified proposals? Use this Federal Acquisition Regulation (FAR) subpart 9.2 technique.

Real Industry Communication—Release draft requests for proposal with Sections B, C, L, and M to get early feedback, communicate desired objectives, and maintain communication throughout your acquisition!

Group Oral Debriefings—Too many offerors to give oral debriefings? Don't give up. Consider group oral debriefing(s) in addition to individual written debriefings. OMB's "Myth-busting 3" memo highlights this DHS approach.

Mission-Focused Evaluation Criteria—Make sure your evaluation criteria focus on specific mission outcomes and challenging areas of performance, including innovation—this really differentiates among the offerors.

Experience via Questions—Make experience as a technical evaluation factor more meaningful by simply asking questions! Use your mission to provide context and ask targeted questions about the offeror's related experience. For example: "Describe your experience working with large quantities of data from a variety of sources."

Affordability—Consider giving vendors a target price or a narrow price range to reduce gamesmanship in the bid and proposal process. For example, if the Independent Government Cost Estimate is \$75M, consider posting a range of \$70M–\$80M in the solicitation. The government can select a vendor with a price under, in between, or over the target or range like any best value tradeoff.

Shortening Time to Award

Phased Prototyping—Use options to prototype and test a solution. If the solution proves successful, exercise an option for a low rate of initial production, and even one for the full rate of production items. User feedback during prototyping and testing with awardees is crucial to this innovation.

Video Proposals—Have the offeror use a smartphone to record a quick 10-minute video of themselves talking about one technical factor and then have them upload it to YouTube for the government to evaluate. It saves time and is great for down-selects!

Skip Adjectival Ratings—Stay in the correct FAR lane and document accordingly. Where appropriate, skip adjectival ratings, and document the comparative evaluation.

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

Confidence Ratings—Substitute the traditional adjectival ratings with confidence ratings to make your evaluation more than a counting exercise and to provide technical evaluators more flexibility.

Streamlined Documentation—Use of good consensus facilitation skills can allow you to skip formal individual evaluation reports and document only consensus findings and decisions.

On-the-Spot Consensus—Don't wait days or weeks to document your evaluation of an offeror. Do it right away—"on-the-spot"!

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 should not constitute discussions.

Select Best-Suited, Then Negotiate—After evaluations are complete, consider negotiating 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 conducted under FAR subpart 15.3.)

Technical Demonstrations—"Show Me, Don't Tell Me"—let an offeror prove its product by having evaluators actually see and test the product.

Technical Challenges—Evaluate how an offeror powers through a real-world exercise. How does the team interact?

Enhanced Contract Type Conversion—Build flexibility into your solicitation to allow for future conversion from one contract type to another, such as from time-and-materials to firm-fixed-price.

Oral Presentations—Substitute all or portions of a written proposal for less to read. Try it with on-the-spot questions. Oral presentations can be performed in-person or over the phone.

Involve End-Users—To get the best results, structure your solicitation and evaluation factors based on what is most important to end-users. Include end-users throughout the process to ensure the results of the procurement work for their needs.

Betterment—A betterment is any instance where the proposed solution exceeds the government's requirement in a meaningful way. The vendor/quoting contractor should provide information explaining the promise of the betterment and its value to the government.



Featured Highlights of FY 2019

By sharing learning across the acquisition community—as well as with the private sector—PIL coaches and AIAs position DHS Components to better understand rapid market changes, deliver agile solutions for end-users today, and remain flexible in responding to the challenges of the future.

In this Yearbook, we feature **seven of the PIL Procurement Projects** awarded during FY 2019, highlighting what each team learned from the procurement innovations used. We also put the spotlight on **four PIL Webinars**, where procurement teams shared the results of their projects. Finally, we summarize **four PIL Process Improvements** that were launched in FY 2019.

The seven PIL Procurement Projects featured are:



- CISA NRMC Risk Planning and Analysis Mission Support
- Science and Technology Industry Partnerships Portal
- Southwest Border Transportation, Medical Escort, and Guard Services
- Low Altitude Autonomous Safety and Situational Awareness for Officers (CSOP Authority)
- Artificial Intelligence for Past Performance Prototypes (CSOP Authority)
- Workforce Management and Auxiliary IT System (AUXDATA) Modernization
- Silicon Valley Innovation Program Other Transaction Solicitation Awards (Update)

Welcome Paul Courtney!

One significant highlight of FY 2019 is the arrival of our new Deputy Chief Procurement Officer, Paul Courtney!



"Prior to my arrival to DHS, I heard great things about the PIL team helping not only DHS staff innovate, but others throughout the government. Some of those great things seemed likely exaggerated. However, after working with the PIL team for the past six months, I must say, those great things were truly understated!"

The four PIL Webinars featured are:



- Breaking Down Barriers, a TSA Prize Tale on Screening at Speed!
- Prototyping Under the FAR: A CWMD Story of Backpacks
- The Power of Interactive Dialogue with Industry During Oral Presentations
- Efficient Evaluation Process with Brief Documentation

The four PIL Process Improvements featured are:



- HCA Procurement Innovation Plans
- Periodic Table of Acquisition Innovations
- Procurement Innovation Lab Primer
- Measuring Outcomes

PIL PROCUREMENT PROJECT

CISA NRMC Risk Planning and Analysis Mission Support

OFFICE OF SELECTIVE ACQUISITIONS (OSA)

CHALLENGE: Crosscutting risk management efforts between the private sector and government are essential in defending our nation's critical infrastructure. The National Risk Management Center (NRMC)—which leads the risk management effort as part of the newly created DHS Cybersecurity and Infrastructure Security Agency (CISA)—faced an urgent need to set up its steady-state analytic and planning activities to support CISA's mission of preventing cyber attacks on the nation's critical infrastructure, including the power grid, water, chemical production, nuclear facilities, and transportation networks. CISA sought to procure a vendor quickly to provide data analytics and visualization, systems engineering, planning and communications support, as well as outreach and stakeholder management, so the operation could move forward.

INNOVATION: To find the highest-quality vendor in a timely manner, the procurement team developed a two-phase, down-select format. Instead of taking the standard look at a firm's experience—recent tasks and the size, scope, and complexity of contracts—the team in Phase 1 posed three targeted questions, in which vendors had six pages to respond. From these responses, the team was able to confidently select the strongest candidates to move to oral presentations in Phase 2. Here, evaluators asked vendors more targeted questions, some from the solicitation and others generated by the presentation, including a detailed case study. The evaluators utilized confidence ratings and on-the-spot consensus evaluations to choose the most qualified vendor. Then, utilizing the "select best-suited, then negotiate" technique, they made the best proposal better by negotiating more favorable terms prior to contract award.

- Experience via Questions
- Multi-Phased Evaluations
- Advisory Down-Select
- Oral Presentations
- Interactive Dialogue
- On-the-Spot Consensus
- Confidence Ratings
- Streamlined Documentation
- Select Best-Suited, Then Negotiate

PIL Techniques Used



"The NRMC procurement team successfully delivered mission-critical services under some very challenging circumstances by innovating the traditional procurement process into an optimal framework that utilized PIL innovative techniques and a streamlined evaluation process. They demonstrated that, with leadership support, teamwork, and collaboration, we can deliver positive mission outcomes regardless of the challenges presented."

—DARRYL ANDERSON, Division Director of Contracting, Office of Selective Acquisitions

RESULT: The two-phase question format served as an ideal process to differentiate the top-quality vendors from weaker candidates. It was 100 percent effective and made the final tradeoff analysis less arduous. The team completed Phase 1 evaluations in just a couple of days and completed the Phase 2 oral presentation evaluations right after each session. In all, the team awarded a \$60 million contract in just 56 days between release of solicitation and award.

PIL PROCUREMENT PROJECT
Science and Technology
Industry Partnerships Portal

OFFICE OF PROCUREMENT OPERATIONS (OPO)

CHALLENGE: The DHS Science and Technology Directorate (S&T) monitors the ever-changing threats against the U.S. and rapidly capitalizes on scientific and technological advancements to thwart any actions that put our nation at risk. S&T often draws on the innovations of firms in the private sector, using a sophisticated web portal operated by the Office of Industry Partnerships (OIP) that functions as an end-to-end proposal management system. The portal automates and administers the program’s solicitation, submission, evaluation, awards, and other tasks. In this procurement, S&T sought to upgrade the technological functions of its web portal to better serve the changing demands facing S&T, private industry, and government users, and to improve ease and convenience.

INNOVATION: The team used several innovative techniques to evaluate seven quotes: two-phase down-select (advisory); brief documentation; oral presentations to include interactive dialogue; confidence level ratings; consensus-only evaluation; streamlined documentation; select best-suited, then negotiate; and a full system demonstration. In Phase 1, the team evaluated four criteria: technical approach/migration and implementation (five pages); prior demonstrated experience (four pages); resumes for key personnel (two pages per resume); and staffing (three pages). Each criterion related to key information that the evaluation team needed to conduct a meaningful down-select. The oral presentations in Phase 2 focused on the vendors’ proposed solutions for key functionality.

RESULT: The team made an award of almost \$10 million in just 90 days, from release of the final solicitation to the award. The advisory down-select proved to be 100 percent

- Multi-Phased Evaluations
- Advisory Down-Select
- Oral Presentations
- Interactive Dialogue
- On-the-Spot Consensus
- Confidence Ratings
- Streamlined Documentation
- Select Best-Suited, Then Negotiate



“Through the use of confidence ratings and tailored oral presentations, the team created an innovative and unique evaluation approach, which resulted in a streamlined, efficient process. This led to a successful award that we are confident will ultimately be successful under performance.”

—MICHAEL JONES, Contracting Officer, Science and Technology Acquisition Division, Office of Procurement Operations

effective, as seven quotes were submitted and only the three who were advised to proceed submitted Phase 2 quotes. The format allowed for free-flowing conversation after each oral presentation, which served as a key differentiator in the selection. The vendors appreciated the brief documentation and oral presentations, and evaluators found great value in streamlining the process. In fact, each consensus report in Phase 2 was kept to just one page.

PIL PROCUREMENT PROJECT
Southwest Border
Transportation, Medical
Escort, and Guard Services

CUSTOMS AND BORDER PROTECTION (CBP)

CHALLENGE: In the nine sectors of the Southwest border, U.S. Customs and Border Protection (CBP) uses contractor support to provide secure land transportation and guard services for detainees in DHS custody. Services extend from the point of arrest, station to station, and station to port of entry for removal, and include escort, guard, and transport services related to courtrooms, detention facilities, medical treatment facilities, and related duties. Safety and security of detainees and the public are top priorities. The CBP team wanted to attract competition for the effort, which had been performed by the same contractor for more than 10 years.

INNOVATION: The CBP team, which intended to establish a single-award, \$300 million blanket purchase agreement (BPA) competed under the General Services Administration Federal Supply Schedule 84 contract, incorporated innovative procurement techniques to gain efficiencies and encourage competition. The team structured a two-phase advisory down-select with no written technical submissions. Phase 1, a 30-minute phone interview, required each vendor to explain important elements of three previous experiences, address risk awareness and mitigation, and respond to questions asked by CBP during the interview. The team conducted the phone interview and evaluation in one day and sent a down-select letter that same day. Two vendors were invited to proceed to Phase 2, which required in-person oral presentations featuring advanced questions, challenge questions, and interactive dialogue. Again, evaluations were completed the same day as the oral presentations. The team used streamlined documentation and confidence level ratings in evaluations, sticking to short bullets that served as discriminators. Price was submitted in writing as factor three.

RESULT: In just 52 days from release of the solicitation, CBP established a \$277 million BPA with a contractor that

- Multi-Phased Evaluations
- Advisory Down-Select
- Oral Presentations
- Interactive Dialogue
- On-the-Spot Consensus
- Confidence Ratings
- Streamlined Documentation
- Select Best-Suited, Then Negotiate



“With the help and guidance of the PIL team, the Transportation Program was able to award a 5-year, \$277M BPA within 52 days, which was a 90% reduction in time from the previous 542-day procurement. The innovative procurement techniques significantly reduced the TET’s time away from the office.”

—LACHAUN HOLLOWAY, Chairperson, Technical Evaluation Team (TET)

was not the long-standing incumbent. The streamlined, paperless procurement process allowed a small business to compete with a large incumbent contractor. The approach was protested by the incumbent to the Court of Federal Claims, which ruled in favor of CBP. The favorable ruling supported the CBP team’s view that they had adhered to the process defined in their solicitation. More broadly, it served as a counterbalance to the culture of risk avoidance that can sometimes discourage members of DHS procurement community teams from trying innovative approaches. It proved that, by managing risks, procurement teams can focus less on the prospect of protests and more on outcomes related to the important homeland security mission.

PIL PROCUREMENT PROJECT

Low Altitude Autonomous Safety and Situational Awareness for Officers (CSOP Authority)

CUSTOMS AND BORDER PROTECTION (CBP)

CHALLENGE: U.S. Customs and Border Protection (CBP) requires situational awareness at and between Ports of Entry (POEs) across a broad spectrum of environments such as desert, mountain, forest, and shoreline. In many locations, terrain and vegetation hamper line of sight, as well as communications among officers and agents. Many areas are austere, lacking infrastructure such as power and commercial cellular structures, and have highly variable weather. Through this procurement, CBP sought solutions that provided the elevation needed to clear line-of-sight obstacles, encompassing tactical surveillance, mobile surveillance and/or communications nodes, and fixed/relocatable (persistent) infrastructure, and leveraging innovative commercial technologies such as tethered small Unmanned Aerial Systems.

INNOVATION: In March 2019, CBP issued a general solicitation using the Commercial Solutions Opening Pilot Program (CSOP) authority, seeking to make multiple contract awards. The CSOP authority enabled CBP to evaluate proposals on their individual merits rather than on a comparative basis. Evaluation criteria focused on responsiveness and relevance of the proposed technology/solution to meet project objectives, how it will be transitioned to an operational user, and the offeror's capabilities and related experience (government and non-government). Offerors first submitted a 10-page solution brief. After evaluating these briefs, CBP requested optional technology demonstrations and/or oral presentations from viable offerors, then requested full proposals (25 pages) from selected offerors.

COMMERCIAL SOLUTIONS OPENING PILOT PROGRAM (CSOP)

Section 880 of the FY 2017 National Defense Authorization Act authorizes DHS to carry out a five-year "commercial solutions opening pilot program" (CSOP). The CSOP enables the Department to obtain innovative commercial products by issuing a general solicitation and competitively selecting proposals based on peer review, with awards not to exceed \$10 million. Outside the Federal Acquisition Regulation (FAR), the CSOP provides procedural discretion and flexibility, maximizing efficiency and minimizing burden and administrative costs for both government and industry. The pilot program supports DHS in fostering a stronger commercial supply base that wants to do business with the Department.

- Down-Select
- On-the-Spot Consensus
- Technical Demonstrations
- Streamlined Documentation



"The CBP Innovation Team is proud to be the first entity within DHS to leverage the CSOP to deliver mission-critical commercial capabilities to our operators. The CSOP solicitation enabled industry of all sizes the ability to compete, providing CBP exposure to a broad range of capabilities. The effort was nothing short of a resounding success and one that the CBP Innovation Team intends on replicating."

—CHRIS PIETRZAK, Deputy Director, CBP Innovation Team, Office of the Commissioner

RESULT: In response to the general solicitation, CBP received 28 proposals and made two awards in FY 2019, including an award to a non-traditional company. The solicitation encouraged non-traditional companies to submit proposals, expanding the opportunity for CBP to obtain innovative commercial technology/solutions to overcoming line-of-sight obstacles at POEs. Using merit-based evaluation, CBP was able to explore different commercial capabilities for meeting its mission-critical objectives.

PIL PROCUREMENT PROJECT

Artificial Intelligence for Past Performance Prototypes (CSOP Authority)

OFFICE OF PROCUREMENT OPERATIONS (OPO)

CHALLENGE: The Contractor Performance Assessment Reporting System (CPARS)—a government-wide acquisition system—contains a wealth of data on contractor performance. Yet contracting officers cannot efficiently and effectively access relevant data. While an artificial intelligence (AI) tool might provide significant value to contracting officers by rapidly identifying applicable records in CPARS, the viability of AI solutions for this application had not yet been proven.

"Don't be afraid to try something new! In our case, it was the use of a new, non-FAR-based authority (the CSOP). With only our wits and contracting principles to guide us, we were able to make nine awards [in] under 45 days!"

—PHORSHA PEEL, Associate Director and Contracting Officer, Departmental Operations Acquisition Division, Office of Procurement Operations

INNOVATION: DHS sought to obtain demonstrations of prototypes to determine the extent to which AI can assist contracting officers in past performance evaluations. This effort was aligned with the President's Management Agenda, which directs federal agencies to use automated software to improve government efficiency; guidance from the Office of Management and Budget and White House Office of Science and Technology Policy, directing agencies to focus on emerging technologies including machine learning and autonomous systems; and the acquisition modernization plan of the Office of Federal Procurement Policy.

Using the Commercial Solutions Opening Pilot Program (CSOP) authority, DHS issued a general solicitation to

- Streamlined Application Process
- Optional Oral Presentations
- Rapid Award Decision
- Multi-Phased Evaluations
- Virtual On-the-Spot Consensus
- Streamlined Documentation



obtain prototypes in August 2019. The solicitation was posted on the Federal Business Opportunities website, and the link was shared on social media outlets such as LinkedIn. Offerors submitted short responses to six questions related to technical merit and business viability. The peer review panel evaluated the responses—with an opportunity to interview offerors as needed—then invited selected offerors to submit full technical and price proposals. Approximately 40 offers were received, and nine awards were made in September 2019, funded by the Chief Acquisition Officers' Council, DHS Office of the Chief Procurement Officer, and DHS Office of the Chief Information Officer.

RESULT: The nine solutions selected include open source solutions, proprietary solutions, and major commercial AI platforms. Awardees range from well-known large federal contractors to traditionally commercial companies to newly emerging companies. Each award was limited to \$50,000 for a four-month period of performance, under which vendors were required to provide a proof of concept, initial and final viable prototype, and reports and recommendations. Follow-on contracts for additional prototypes or pilot-developed solutions are supported under the awards, up to the \$10 million per award limitation imposed by the CSOP authority. The envisioned future-state is a competitive commercial marketplace, like credit reporting, where multiple vendors provide CPARS AI reports to federal agencies. Because user adoption is critical to such a self-sustaining marketplace, a government-wide CPARS AI working group was established with contracting officers, contract specialists, contracting officer representatives, and program managers from across federal agencies. The working group has participated in user design and vendor interviews and will continue to be involved as the initiative progresses.

PIL PROCUREMENT PROJECT

Workforce Management and Auxiliary IT System (AUXDATA) Modernization

U.S. COAST GUARD (USCG)

CHALLENGE: The U.S. Coast Guard (USCG) relies on multiple software systems to recruit and develop the talents of its active duty, reservist, and civilian workforce. Yet its legacy workforce management (WFM) and customer relationship management (CRM) tools were fast approaching their end of life. USCG's most immediate need was to replace its AUXDATA system for managing the USCG Auxiliary, a uniformed service of 32,000 volunteers who support such USCG operations as search and rescue, pollution response, boating safety, and mass casualty or disaster response. The procurement team envisioned a single award to a vendor capable of meeting current needs as well as as-yet-undefined future needs. Market research indicated that many companies would have the necessary capabilities.

INNOVATION: The procurement team planned to establish a single-award BPA off the General Services Administration Information Technology Schedule 70 under FAR subpart 8.4 procedures. Their evaluation focused on what company could best support the immediate need for a modernized AUXDATA system, which would, in turn, demonstrate the company's ability to support future WFM and CRM needs. To streamline the procurement, the team defined a three-phase process with an advisory down-select between each phase. This approach enabled USCG to manage the risk of pre-award protests while significantly reducing time to award. Each company advised not to proceed chose to take the government's advice and not participate in subsequent phases.

Phase 1, requiring a 10-page written proposal of prior experience, attracted 17 quotes. The evaluation of Phase 1 quotes narrowed the field to four vendors in Phase 2. Phase 2 consisted of a half-day, in-person product demonstration and oral presentation in lieu of a traditional paper proposal. The oral presentations included an interactive dialogue with each vendor's key personnel, allowing the technical evaluators to dive deep into the solutions and capabilities presented. Phase 3 was a written submission of the proposed schedule (three pages) and price, with two vendors responding. USCG then conducted a best value tradeoff analysis to select the awardee. The evaluation team skipped individual reports. Instead, immediately after reviewing each written proposal in Phase 1,

- Multi-Phased Evaluations
- Advisory Down-Select
- Oral Presentations
- Technical Demonstrations
- Interactive Dialogue
- On-the-Spot Consensus
- Confidence Ratings
- Streamlined Documentation
- Select Best-Suited, Then Negotiate



the team went straight to consensus and documented their decision together. They followed the same streamlined process in Phase 2, going straight to consensus after watching each oral presentation, and again in Phase 3. In lieu of traditional adjectival ratings, the team used brief bullet points in their technical consensus report and a confidence rating evaluation.



"Defining success from the end-user perspective drove the incorporation of the many PIL techniques we used, from technical demonstrations to increase end-user confidence in the tool being provided to down-selects and on-the-spot consensus to save time getting to award. Not only did we focus on success from the end-user's perspective, but we engaged them in every step of the acquisition process—making our team dynamic even stronger!"

—BRENDA E. OBERHOLZER, Contracting Officer, U.S. Coast Guard

RESULT: In just over four months, USCG down-selected from 17 companies to one, established a single-award BPA, and immediately issued an order for a new AUXDATA system. Instead of being locked up in rooms reviewing quotes for weeks or months, the technical evaluators spent only 11 days completing evaluations and writing the technical consensus report, enabling them to get back to their primary job of supporting the USCG mission. The down-select freed up time for evaluators to explore vendor capabilities in depth through interactive dialogue during the oral presentations as well as through the product demonstrations. As a result, the evaluation team felt highly confident in the company they chose for the award!

PIL PROCUREMENT PROJECT

Silicon Valley Innovation Program Other Transaction Solicitation Awards (Update)

OFFICE OF PROCUREMENT OPERATIONS (OPO)

CHALLENGE: The U.S. Department of Homeland Security must rapidly identify and develop new technologies to counter emerging threats. To be nimbler in procuring research and development (R&D) solutions created by non-traditional government contractors, including start-up companies, DHS established the innovative Other Transaction Solicitation (OTS) in December 2015. The OTS supports the DHS Science and Technology Directorate's Silicon Valley Innovation Program (SVIP) with streamlined application and pitch-process leveraging to speed acquisitions that fill technology gaps and other needs.

INNOVATION: DHS issues an OTS call through the Federal Business Opportunities website when a need is identified by the DHS Science and Technology Directorate or its Component Partners (Customs and Border Protection, Transportation Security Administration, etc.). It also promotes these OTS calls through social media monitored by non-traditional contractors.

Interested non-traditional contractors submit an application (10 pages). The government evaluates the applications and invites candidates with promising proposals to make an oral presentation, from which it decides whether it will fund the non-traditional contractor.

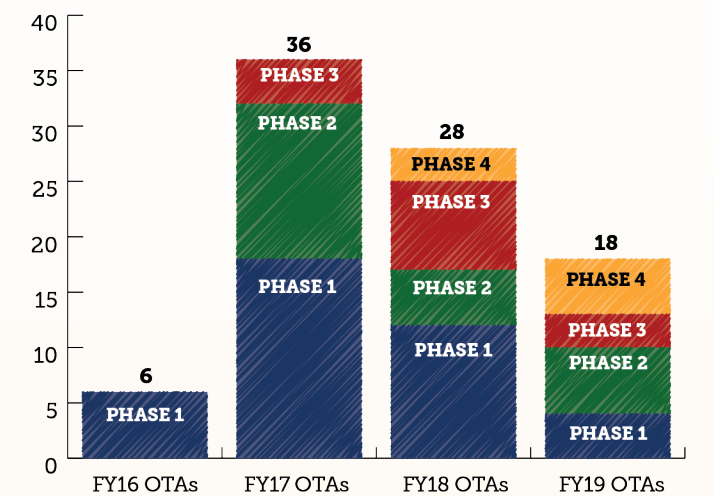
The R&D projects are set up in a phased fixed-price approach that allows for continuation of these solutions if success is achieved during each phase. If not, investment is stopped.

- Streamlined Application Process
- Oral Pitches
- Rapid Award Decision
- Phased Award Structure



RESULT: OTS calls in FY 2019 included *Object Recognition and Adaptive Algorithms in Passenger Property Screening*, which sought solutions that use artificial intelligence to screen passenger baggage for normal stream of commerce items. Through another FY 2019 OTS call, *Preventing Forgery and Counterfeiting of Certificates and Licenses*, the SVIP partnered with the U.S. Coast Guard to investigate innovative ways to fulfill the needs of the operation.

By the end of FY 2019, DHS had made the following contract awards in each of the four SVIP OTS award phases:



OTAs: Other Transaction Authority agreements



The SVIP team, led by Managing Director Melissa Oh and Technical Director Anil John, kicked off the SVIP Phase 1 "Preventing Forgery and Counterfeiting of Certificates and Licenses" meeting with solicitation awardees and DHS stakeholders.



PIL WEBINAR

Breaking Down Barriers, a TSA Prize Tale on Screening at Speed!

WEBINAR #40, PRODUCED 11/6/2018

DESCRIPTION: Imagine your technology has been locked into a limited pool of vertically integrated companies for a decade. Not only is this competitive landscape hampering technology advances and responsiveness to changing requirements, but the vendors also own the technology and system data. The Transportation Security Administration (TSA) faced this challenge when seeking to improve Advanced Imaging Technology scanners to incorporate automated target recognition as required by Congress. Competition had been limited by TSA's company-specific detection algorithm development, which required manufacturers to adapt their algorithms to unique hardware geometries. TSA wanted to break down this barrier to entry, yet normal contracting methods would have taken several years and millions of dollars—and there seemed to be no way out from the proprietary data rights issues. That is, until TSA learned about prizes! Working within DHS's Prize Competition Authority and partnering with

Science and Technology (S&T), TSA conducted an open prize competition. The result: a \$1.5 million purse, over 200 algorithm submissions from people (not companies), and eight purchased and now government-owned algorithms. In this webinar, the TSA technical lead and S&T Senior Advisor for Challenges/Prizes explained prize competitions, how they structured this competition, and the resulting solutions, which were game changers for the passenger screening environment!

PRESENTERS: James Grove (TSA Crowdsourcing Innovation Manager), William Garrett (TSA General Engineer), John Fortune (Program Manager—DHS S&T Apex Screening at Speed), Trevor Wagner (PIL), Ted Langel (PIL)

STONE FROM THE TOP: Latetia Henderson, TSA Component Acquisition Executive/Assistant Administrator—Office of Acquisition Program Management

ATTENDEES: 284

AVERAGE CUSTOMER SATISFACTION RATING: 4.5 out of 5.0



PIL WEBINAR

Prototyping Under the FAR: A CWMD Story of Backpacks

WEBINAR #41, PRODUCED 3/7/2019

DESCRIPTION: Prototyping under the FAR: how is that possible? In this webinar, participants learned how the Countering Weapons of Mass Destruction (CWMD) and Office of Procurement Operations (OPO) team incorporated design, prototypes, and full production for their radiological/nuclear detection backpack requirement into a single solicitation under the FAR. Imagine one acquisition with multiple contract awards. Each contract has a base period for prototype development, then an option for a testing quantity, and a second option for the production quantity. The team gathers government user feedback on the product throughout each phase and shares it with the vendor, then exercises options only for the vendors that deliver the top-performing systems. For example,

imagine four contract awards to receive prototypes, then three option exercises for testing quantity, and then one or more option exercises for the production quantity—the government gets the benefit of competition all the way to the final decision!

PRESENTERS: David Villalobos (OPO Contracting Officer), Karin Clarkson (CWMD Program Manager), Trevor Wagner (PIL), John Inman (PIL), Neil Nayak (PIL)

STONE FROM THE TOP: Kalpesh Patel, Joint Program Activity Lead (A), Acquisition Division, CWMD

ATTENDEES: 466

AVERAGE CUSTOMER SATISFACTION RATING: 4.4 out of 5.0



PIL WEBINAR

The Power of Interactive Dialogue with Industry During Oral Presentations

WEBINAR #42, PRODUCED 5/23/2019

DESCRIPTION: Did you know the Federal Acquisition Regulation expressly states that "Oral presentations provide an opportunity for dialogue among the parties" (FAR 15.102(a))? At the PIL, we call this technique "interactive dialogue." Participants in this webinar learned how a Federal Emergency Management Agency (FEMA) Grants Management Modernization procurement team allowed robust interactive dialogue in an oral presentation without ever crossing the line into discussions. This procurement team received a working web-based prototype from vendors during the initial phase of their procurement evaluation process, which demonstrated each vendor's capability. From there, select vendors were invited to participate in oral presentations

with interactive dialogue around each vendor's proposed modernization solutions for grants management, allowing the procurement team to identify the best agile vendor for this complex \$80 million information technology modernization effort BPA.

PRESENTERS: Kimmeria Hall (FEMA Contracting Officer), Ozman Turin (FEMA Program Manager), Jeff Webb (FEMA Attorney), Trevor Wagner (PIL), Ross Wakeman (PIL)

STONE FROM THE TOP: Nina Ferraro, Acting DCPO

ATTENDEES: 654

AVERAGE CUSTOMER SATISFACTION RATING: 4.4 out of 5.0



PIL WEBINAR

Efficient Evaluation Process with Brief Documentation

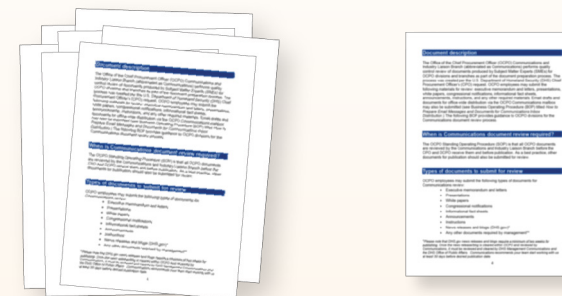
WEBINAR #43, PRODUCED 8/27/2019

DESCRIPTION: How long does it take your team to evaluate offers or quotes? Days? Weeks? And how much paper does it take to document your decisions?

that a few weeks later, you receive three quotes for Phase 2, and you replicate the same evaluation process you did in Phase 1.

Are you more like the image on the left...or on the right?

Sound impossible? It isn't!



Imagine a \$50 million procurement under FAR subpart 8.4 (ordering against schedules), and imagine receiving 12 quotes for Phase 1. Now, imagine getting all 12 quotes evaluated in just two days, and the total documentation for each quote is less than a single page. Then, imagine

In this webinar, the PIL shared a few stories and samples from real teams who successfully conducted an immediate consensus-only evaluation (on the spot, with no individual reports) using brief bullet statements (as opposed to long essay-style narratives). We also discussed the importance of keeping decision documents short and to the point!

PRESENTERS: Sarah Haut (OCPO Program Manager), Erin Schwam (CBP Contracting Manager), Trevor Wagner (PIL), John Inman (PIL)

STONE FROM THE TOP: Nina Ferraro, Senior Advisor to the CPO

ATTENDEES: 351

AVERAGE CUSTOMER SATISFACTION RATING: 4.4 out of 5.0



PIL PROCESS IMPROVEMENT

HCA Procurement Innovation Plans

DESCRIPTION: Each year, the Chief Procurement Officer develops goals for the Heads of Contracting Activities (HCAs), aligning with OCPO strategic objectives. In FY 2019, one goal was a request for each HCA to develop an HCA Procurement Innovation Plan in collaboration with their Component Acquisition Innovation Advocate (AIA).

INNOVATION: The intent was not to make the HCAs and AIAs go through a paperwork exercise. In fact, the plan was limited to two pages or less, describing: 1) the methods and/or practices used to inspire and motivate their workforce to innovate in the procurement process in FY 2019; 2) the metrics the HCA and AIA would use to assess the success of the plan; and 3) the role and responsibility of the Component AIA in working with the HCA to execute the plan.

RESULT: An unsurprising yet exciting finding is that planning works! HCAs and AIAs who established desired outcomes and metrics realized further progress in inspiring their

workforce to be creative and innovative within the procurement process than those who did not focus intently on their plan. The methods and practices within the submitted plans varied, but what was evidenced was encouraging, such as:

- Developing Component-level testing laboratories or innovation strategy advisory councils.
- Supporting attainment of PIL Level 2 Digi-Badges (which focus on developing PIL Innovation Coaches within the contracting activities).
- Discussing procurement innovation during industry outreach (such as within requests for information or during industry day events).
- Collaborating with policy offices to ensure that acquisition policy and guidance clearly support use of innovative strategies and streamlined processes.
- Assuring that leadership demonstrates by example, with HCAs and supervisors attending PIL Boot Camps and PIL Coaching Clinics.



PIL PROCESS IMPROVEMENT

Periodic Table of Acquisition Innovations

DESCRIPTION: Have you ever wondered where you can go to grab real sample solicitations, evaluation documents, and overall tips when attempting procurement innovations to make your next procurement experience a real success? That mythical place did not exist...until NOW! There are and have been a lot of positive procurement innovations taking place across the federal acquisition community; however, there are limited forums to share the real samples so that the next person can have a solid point to start from rather than just the philosophical principles.

INNOVATION: The PIL worked with the Office of Federal Procurement Policy (OFPP), American Council for Technology and Industry Advisory Council (ACT-IAC), and Federal Acquisition Institute (FAI) to create an online dashboard

repository of sample documents related to various innovative procurement techniques or processes.

RESULT: The Periodic Table of Acquisition Innovations organizes innovative procurement techniques and processes in alignment with the normal acquisition lifecycle, e.g., market research > pre-solicitation > solicitation, etc. Need some tips or samples on oral presentations? Interested in including a down-select in your next procurement (you should)? Once in the table, click the innovation to see the description, problem solved, benefits of use, and real examples. The table contains solicitations, evaluation reports, and award decisions from prior successful PIL projects previously shared in PIL Webinars, PIL Boot Camps, and other reports. Find the table at www.fai.gov/periodic-table/.



PIL PROCESS IMPROVEMENT

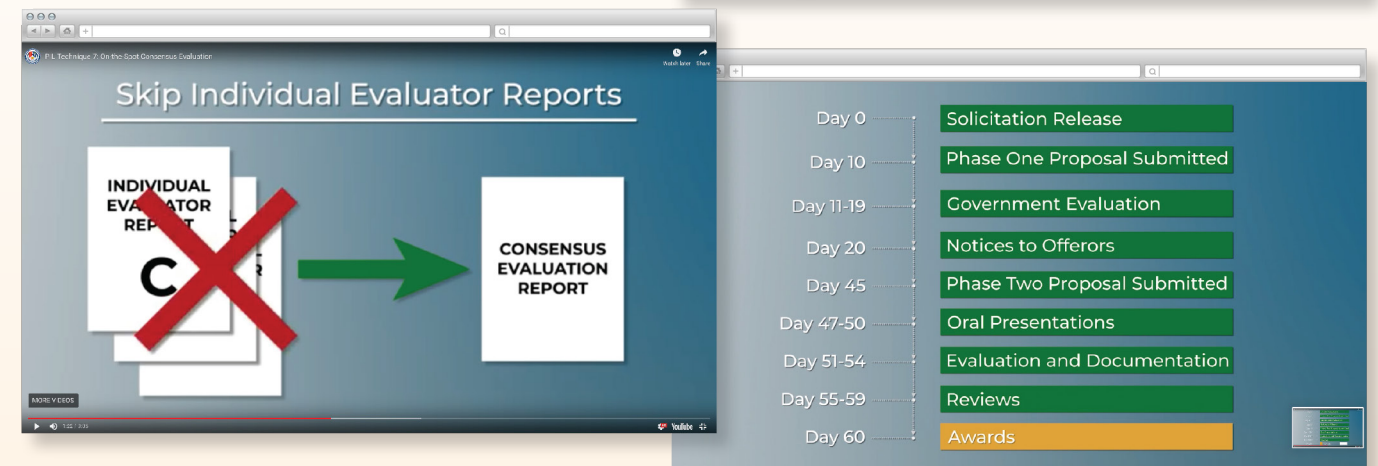
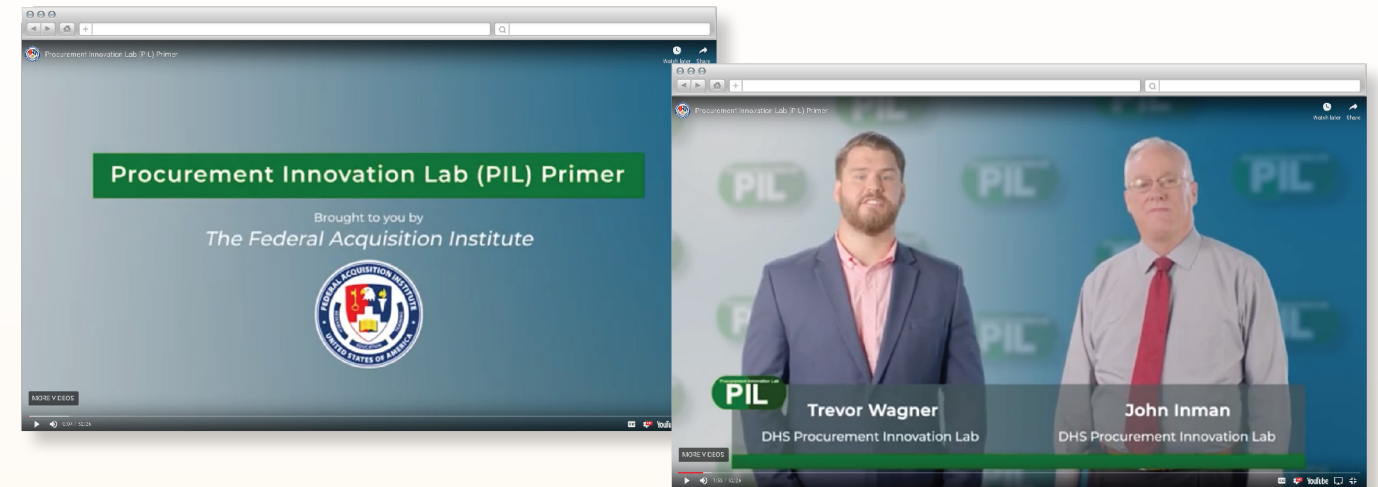
Procurement Innovation Lab Primer

DESCRIPTION: The PIL Boot Camp is an immersive, eight-hour training course that covers nine innovative procurement techniques. However, the in-person requirement, limited offerings, and all-day nature make it difficult for many to attend who are not generally in the National Capital Region where most trainings are conducted.

INNOVATION: The Office of Federal Procurement Policy (OFPP) championed the PIL to create a bite-sized, one-hour video of the PIL Boot Camp that could be viewed online by anyone at any time. The PIL's John Inman and Trevor Wagner developed a course outline that mimicked the traditional PIL Boot Camp curriculum: introduction, tone from the top, and 5- to 8-minute condensed versions of eight of the nine techniques covered in the PIL Boot Camp.

To keep students engaged and listening, the video is flush with graphics, samples, bid protest decisions, and more!

RESULT: The Federal Acquisition Institute (FAI) hosted the PIL and OFPP while providing the industry expertise throughout development to ensure the end product was a success. The one-hour course is available for one continuous learning point by searching for course FCL-A-0038 within the Federal Acquisition Institute Training Application System (FAITAS). It is also available for anytime viewing on www.fai.gov, within FAI's Media Library, and also on FAI's YouTube channel, where it has garnered over 1,000 views. This course can be used as a refresher if one has already attended the PIL Boot Camp, but it is not intended to be viewed in lieu of attending an in-person PIL Boot Camp.





PIL PROCESS IMPROVEMENT Measuring Outcomes

DESCRIPTION: The PIL measures success and gathers feedback in three ways: **quantitative metrics, qualitative metrics, and organizational culture assessment.** The PIL strives to ensure that selected outcome measures are valid and reliable, align to the PIL framework of testing and sharing, and are focused on ways the PIL can continuously learn and improve the PIL framework to achieve better outcomes.

INNOVATION: In strong partnership with the DHS Science and Technology Directorate Academic Programs, the PIL obtained support through the Center for Accelerating Operational Efficiency (CAOE), a DHS Center of Excellence, to collaborate with leading supply chain management researchers at Arizona State University. The effort focused on developing an objectively derived procurement performance metric structure that can be used to measure how

well the PIL is advancing the cultural change necessary to support a more efficient and effective procurement process at DHS. The effort seeks to understand and assess the mindset related to how and why procurement innovations meet with resistance, and identify recommendations on what can be achieved to further improve the procurement culture and acquisition process at DHS.

RESULT: With the support of the CAOE, the PIL established a strong and repeatable outcome measure structure that provides both a qualitative and quantitative analysis of the cultural mindset focused on the PIL framework and objectives. This allows the PIL to better integrate innovations by understanding the socio-technical interactions in procurement innovations as well as the competing values of the DHS acquisition workforce.

THE PIL'S THREE METHODS FOR GATHERING FEEDBACK

Quantitative Metrics

The PIL captures five Procurement Administrative Lead Time dates: initial consultation, solicitation issuance, offer receipt, completion of technical evaluation, and award. Over time, and with increased sample size, we expect to see trends where these numbers improve.

Qualitative Metrics

The PIL conducts post-award customer feedback interviews related to effectiveness of PIL techniques in awarding the contract, as well as one-year performance feedback interviews to assess whether the contractor selected has performed well. Over time, the goal is to have procurement teams view their job as not only awarding contracts efficiently but also ensuring awards to contractors that will be successful.

Organizational Culture Assessment

Through annual Competing Values Framework assessments, the PIL measures trends in the procurement culture across the DHS acquisition workforce (approximately 13,000 personnel). Over time, our goal is to change the pattern to one where workforce members see themselves as innovative and flexible business advisors.



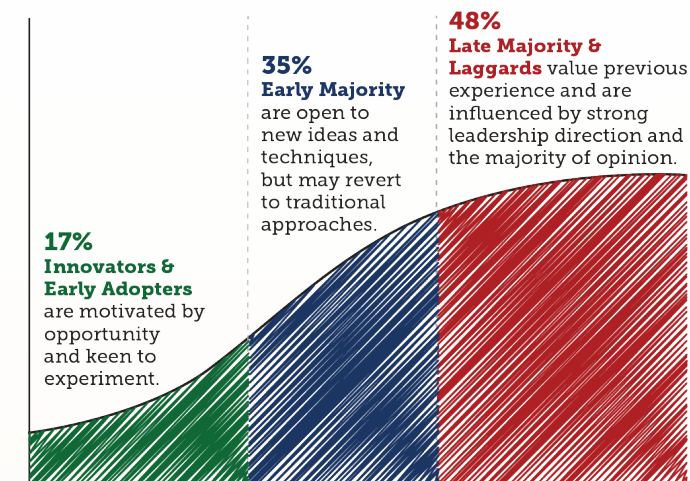
Gathering Qualitative Metrics in FY 2019

In FY 2019, the PIL collected one-year post-award feedback from interviewees, including all members of the integrated project teams from participating Components (FEMA, ICE, FLETC, OPO, CBP, USSS, USCIS, and TSA) as well as successful vendors, to assess satisfaction with the awarded contracts.

- Of the 15 procurement projects that were awarded in FY 2018, the PIL conducted 35 interviews—78 percent of the potential pool of relevant interviewees (45).
- Of the six procurement projects that were awarded in FY 2017, the PIL conducted 10 one-year post-award interviews—45 percent of the potential pool of relevant interviewees (22).

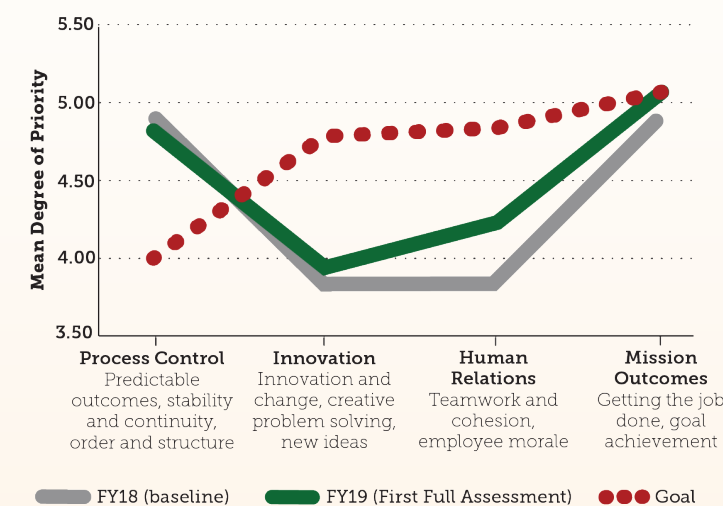


Assessing Organizational Culture in FY 2019



Organizational culture change can be tracked over time using an adoption curve, showing the proportions of people on a spectrum from resisting change to enthusiastically embracing it. An assessment conducted with support of the DHS Academic Center of Excellence Center for Accelerating Operational Efficiency (CAOE) by Professor Thomas Kull, Ph.D., of Arizona State University found that 17 percent of the DHS procurement team members participating in the PIL's FY 2018 qualitative interviews could be characterized as enthusiasts, 35 percent as followers, and 48 percent as resisters. The PIL will track shifts in these percentages over time.

Graph adapted from *Diffusion of Innovations* by Everett Rogers, 1962.



Among the factors motivating the DHS acquisition workforce are four values: process control, innovation, human relations, and mission outcomes. While all four values are vital to the work of procurement professionals, a dominant focus on process control competes with the values of innovation, human relations, and mission outcomes. Dr. Kull assessed the DHS Competing Values Framework (adapted from Quinn and Rohrbaugh, 1983) in FY 2019. A comparison of the FY 2018 baseline to the FY 2019 assessment of the entire DHS acquisition workforce (13,409 surveyed, with a 9 percent response rate) shows a positive shift toward the values of innovation, human relations, and mission outcomes.

Applause from Federal Innovation Champions



"The PIL continues to be an exemplary catalyst for acquisition innovation and a more responsive Government. As we look to strategically reduce friction in the acquisition system, the PIL is inspiring members of the community—both inside and outside the government—to engage in meaningful testing of user-driven, outcome-based strategies that are helping federal program managers deliver value to the taxpayer at the speed of relevancy."

—DR. MICHAEL WOOTEN, ADMINISTRATOR, OFFICE OF FEDERAL PROCUREMENT POLICY, OFFICE OF MANAGEMENT AND BUDGET, EXECUTIVE OFFICE OF THE PRESIDENT



"As most acquisition professionals know, the Federal Acquisition Regulation (FAR) challenges agency officials to 'exercise personal initiative and sound business judgment in providing the best value product or service to meet the customer's needs.' FAR 1.102(d). In meeting this challenge, the FAR provides, in general, that acquisition professionals may presume that if a specific acquisition approach is not prohibited, such an approach may be a permissible exercise of authority. While the FAR establishes these guiding principles, it doesn't list all the varied ways in which agency acquisition professionals can leverage their business savvy, creativity, and judgment to provide the best value. Developing these approaches first in an innovation lab and

then applying them using reasoned judgment and risk management can help agencies work towards successful bid protest outcomes."

—KENNETH PATTON, MANAGING ASSOCIATE GENERAL COUNSEL FOR PROCUREMENT LAW, U.S. GOVERNMENT ACCOUNTABILITY OFFICE



HATS OFF TO THE FY 2019 PIL MOST VALUABLE COACH

John Inman was the first contracting officer to volunteer to step into the PIL! His successful award for the Joint Engineering Teams-Sustainment (JETS) procurement, and the resultant GAO bid protest victories for DHS from those awards, opened the door for the use of confidence ratings, interactive dialogue during oral presentations, and brief bullet statements for streamlined technical evaluation reports. Speaking about those protests, John likes to tell people, "Sure, I was upset then. But I sure am glad now!"



Soon thereafter, John moved from USCIS to join the PIL as a senior coach, which evolved into the Professor of Practice role he loved! During the early years of the PIL, John's guidance helped teams apply creativity and innovation in their approaches to awarding contracts. In 2018, when the PIL launched the boot camp workshop, John was a natural fit to be the drill instructor. He kept the classes fun and brought out the creativity in everyone! For these reasons and more, John is our FY 2019 PIL MVC!

Innovation All-Stars



On March 28, 2019, **Polly Hall** was recognized as a **Federal 100 winner**. The Federal 100 Award, given by FCW, is one of the most prestigious awards in federal information technology, both for industry and government.



The **PIL Team** received the Department of Homeland Security **2019 Secretary's Unit Award**, which recognizes outstanding team achievements in operational areas that resulted in measurable improvements in training and development, and that demonstrated an investment in the workforce to make it more capable. Team members **Polly Hall, Trevor Wagner, John Inman, Teddy Langel, Pete Giambone, Neil Nayak, and LeeAnn Washington** were recognized for developing and providing PIL Boot Camp training to DHS acquisition professionals.



At the inaugural CPO Excellence Awards, the **Countering Weapons of Mass Destruction Homeland Helium-3 Alternative Implementation Backpack Program Procurement Team** received the **Excellence in Innovation Award** for their collaborative and innovative approach to awarding four development contracts for initial article delivery and testing through to full-rate production. Team members were **Jennifer D'Addio, David Villalobos, Andrew Baker, Greg Slovic, Steve Ruga, Brian Kuleski, Mark Jones, and Polly Hall**. In addition, OPO AIA **Brenda Peterson** was recognized as **AIA of the Year** for her strong support of procurement innovation at the contracting activity level, and for her collaboration and active involvement in the DHS AIA Council.



The **United States Coast Guard AUX-DATA Procurement Team** received the **Homeland Security Today Acquisition Excellence Award** for FY 2019. Team members **Brenda Oberholzer** (Contracting Officer), **Lt. Nicholas Fredericksen** (Contracting Officer's Representative), **Lt. Carl Stokes** (Program Manager), and **Shandra Kotzun** (Procurement Law Attorney) were recognized for their innovative, end-user driven approach to awarding the USCG Workforce Management BPA and associated AUXDATA task order focused on modernizing workforce management systems across the USCG.



At the American Council for Technology and Industry Advisory Council (ACT-IAC) Imagine Nation ELC 2019 Conference, **John Inman** received a **Collaboration Award** for making a difference in the federal community through collaboration while driving new methods and approaches and creating a more effective, innovative, and responsive government over the last five years.



Playing It Forward

The challenge of keeping up with DHS mission needs continues to grow—and so does the demand for procurement innovation.

At the PIL, we focus on innovating forward, ensuring that DHS operational procurement teams are equipped with the tools to creatively prepare for the future. That is why we put strong emphasis on sharing through PIL Webinars and PIL Boot Camps. But, to equip our growing **cadre of procurement innovation coaches**, we will continue to offer our recently developed, full-day PIL Coaching Clinic for innovation-focused contracting officers interested in becoming PIL coaches within DHS Components.

Another prerequisite to changing the procurement culture is **peer-to-peer sharing**, not only within DHS but across the federal acquisition workforce. In FY 2019, we witnessed a growing willingness to explore ways to simplify, streamline, and improve acquisitions. Continuing the dialogue around procurement innovation will be even more important as we go forward. We are committed to ensuring that the federal acquisition workforce can continue to access procurement innovation resources like the Periodic Table of Acquisition Innovations.

We will continue to improve business processes and allow procurement professionals across DHS to focus more on high-value, mission-related work by adopting new solutions, including **robotic process automation** and **artificial intelligence**. These efforts will improve the quality of DHS contracts and the ability to use procurement data more efficiently. The federal acquisition workforce's interest in the artificial intelligence for past performance initiative demonstrates their readiness to help develop intelligent automation tools to support their work.

As we continue to drive change forward, **partnerships** become even more paramount to successful scaling of procurement innovation. Working together, we are confident that we can overcome cultural resistance to changing our acquisition processes, and deliver better outcomes for DHS.

So, what are you waiting for? Come join the PIL and be part of innovating forward! In the coming year, we hope you will consider bringing your procurement into the PIL, taking advantage of our training, and permitting us to share your innovation accomplishments with the acquisition workforce. We're better together—and we look forward to welcoming you into the lab!

What Makes Working with the PIL Different?

- ✔ As a resource for innovation planning, coaching, or consulting, the PIL is open to any DHS Component or Office.
- ✔ Structuring your procurement as a PIL project provides you with top cover to try new approaches and take smart risks.
- ✔ We support you in developing a targeted solution tailored to your goals, and your contracting officer stays in the driver's seat.
- ✔ You will receive feedback from your team and the offerors on your procurement to inform your future procurements.

INTRODUCING THE PERIODIC TABLE OF ACQUISITION INNOVATIONS

Looking for proven ideas to benefit your procurement team? You'll want to know about a new resource—the **Periodic Table of Acquisition Innovations!**

This website is your **quick and easy reference** on proven techniques across all phases of an acquisition, from strategic planning and market research through solicitation and award. Click on a technique and you'll get not only a concise description but also valuable tools, including sample documents and examples!

www.fai.gov/periodic-table

PIL in the News

governmentCIO MEDIA & RESEARCH
Topics Video Events Podcasts

DHS Procurement Lab: Innovating Acquisition by Failing Safely

A high-tech prototype backpack demonstrates how agencies can address fear of failure and enhance innovation efforts with cultural support.

Faith Ryan
Mon, 03/18/2019 - 14:41

fedSCOOP RADIOPROGRAMS

FedScoop Radio

Let's Talk About IT Ep. 3 — Talking IT acquisition and modernization with DHS's Soraya Correa

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Federal 100: Polly A. Hall

By FCW Staff | Mar 21, 2019

2019 Federal 100 Winner

Name: Polly A. Hall
Title: Strategy Lead, Procurement Innovation Lab
Agency: Department of Homeland Security

Culture warrior. Hall has had a profound influence on one of DHS' most powerful internal forces for cultural change — the Procurement Innovation Lab. That "safe space" seeks to transform the agency's acquisition culture by allowing contracting officers to test new procurement models and take risks on innovative ideas. As part of her leadership role, Hall created boot camp-style workshops to train DHS employees on how to use the lab. She has also been a driving force behind many of the department's other agile procurement efforts, including the Federal Emergency Management Agency's Grants Management Modernization program.

Radio Interviews > Off the Shelf > ...

A procurement vision for DHS

By Roger Waldron
June 25, 2019 6:12 pm < a min read

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This week on [Off the Shelf](#), Soraya Correa, chief procurement officer for the [Department of Homeland Security \(DHS\)](#), shares her vision for DHS procurement, highlighting DHS's strategic investments in acquisition workforce training and development as critical to delivering best value mission support across the department.

Correa also outlines DHS's strategy for leveraging pre-existing contract vehicles including the use of IT GWACs, Schedules and OASIS to complement and support DHS procurement programs. Supporting innovation and risk-taking is a hallmark of Correa's leadership.

In that regard, she outlines her leadership approach while highlight the role of the DHS's Procurement Innovation Lab in bringing innovative procurement techniques to DHS contracting operations.

Soraya Correa, chief procurement officer, Department of Homeland Security

Jason Miller @jmillerWFED · May 16

Ahead of today's big @TheCGPOrg spring conference... I talked with @OMBPress #OFPP deputy admin Lesley Field and @DHSgov CPO Soraya Correa about the latest Myth Busters memo.

OFPP outlines 10 acquisition innovations agencies can use today | Fe...
In OFPP's fourth version of its myth busters series, agencies can tell acquisition innovation fact from fiction and receive examples where ...
[federalnewsnetwork.com](#)

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Fun, Fear and Contracts: A Q&A with DHS Chief Procurement Officer Soraya Correa

April 22, 2019 — Shaun Waterman

SECTION 809 PANEL @Section809Panel · Nov 27, 2018

ICYMI: Last week on @GovMattersTV, @FRoseDC and Soraya Correa, **DHS chief procurement officer**, discussed how **DHS's Procurement Innovation Lab** is making the acquisition process smoother, and how they are using "boot camps" to educate about the concept.

DHS looks to streamline procurement process thro...
Soraya Correa, chief procurement officer at the Department of Homeland Security, discusses the ...
[govmatters.tv](#)