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"Rummaging in the government's attic"

Description of document: Department of Homeland Security (DHS) Chief of Procurement Operations (OCPO) Strategic Plan FY 2019-2021 and Annual Progress Report FY 2019

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Department of Homeland Security
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Washington, DC 20528-065
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Homeland
Security

July 27, 2021

SENT VIA E-MAIL

Re: **2021-HQFO-00302**

This is the electronic final response to your October 10, 2020, Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS) for the most recent Chief of Procurement Operations (CPO) Strategic Plan and Annual Progress Report. This office received your request on December 4, 2020.

In responding to a FOIA request, DHS will search for responsive documents in its control on the date the search began. We began our search on December 10, 2020. A search of the Office of the Chief Procurement Officer (OCPO) for documents responsive to your request produced a total of 29 pages.

We are granting your request under FOIA, 5 U.S.C. § 552, and DHS FOIA regulations at 6 C.F.R. Part 5. After carefully reviewing the responsive document, I determined that it is appropriate for public release. The documents are enclosed in their entirety; DHS has claimed no deletions or exemptions.

Provisions of FOIA allow DHS to charge for processing fees, up to \$25, unless you seek a waiver of fees. In this instance, because the cost is below the \$25 minimum, there is no charge. If you need any further assistance or would like to discuss any aspect of your request, please contact the analyst below who processed your request and refer to **2021-HQFO-00302**. You

may send an e-mail to foia@hq.dhs.gov, call 202-343-1743 or toll free 1-866-431-0486, or you may contact our FOIA Public Liaison in the same manner.

Sincerely,

A handwritten signature in black ink, appearing to read "Jimmy Wolfrey". The signature is fluid and cursive, with the first name "Jimmy" and last name "Wolfrey" clearly distinguishable.

Jimmy Wolfrey
Senior Director, FOIA Operations and Management
(Acting)

Enclosure(s): 29 pages



O C P O

Office of the Chief Procurement Officer

STRATEGIC PLAN FISCAL YEARS 2019 - 2021





MESSAGE
FROM THE **CHIEF**
PROCUREMENT
OFFICER

“ As your Chief Procurement Officer, I am proud to deliver this strategic plan for fiscal years 2019 through 2021. My four priorities, the foundation of this plan, are:

INSPIRE AND MOTIVATE PEOPLE
DELIVER EXCEPTIONAL RESULTS
ENHANCE MISSION CAPABILITIES
PROMOTE MEANINGFUL COMMUNICATIONS

By focusing on these priorities, we are able to consistently serve as innovative and flexible business advisors delivering the right solutions to enable the Department of Homeland Security (DHS) mission. Through innovation and creativity, we are reshaping not only the way we do business, but also the way in which our customers perceive us. ”

SORAYA CORREA
DHS Chief Procurement Officer

NINA FERRARO
Deputy Chief
Procurement Officer
(Acting)

CAROLYN SMITH
Acquisition Policy
& Legislation



KEVIN BOSHEARS
Office of Small
& Disadvantaged
Business Utilization
JACLYN SMYTH
Strategic Programs
Division (Acting)



LAURA AULETTA
Policy & Acquisition
Workforce
ERIC CHO
Procurement
Innovation Lab



ANN VAN HOUTEN
Oversight Systems
& Support
MISTY ANGEL
Chief of Staff



BOBBY McCANE
Federal Emergency
Management Agency
Head of Contracting
Activity

VICTORIA SHORT
Office of Procurement
Operations Head of
Contracting Activity



AL DAINTON
Acting Immigration &
Customs Enforcement
Head of Contracting
Activity

GARY HICKEY
Office of Selective
Acquisitions & United
States Secret Service
Head of Contracting
Activity



DIANE SAHAKIAN
Customs and Border
Protection Head of
Contracting Activity

MICHAEL DERRIOS
U.S. Coast Guard
Head of Contracting
Activity



ROBIN FOWLER
Federal Law Enforcement
Training Centers Head of
Contracting Activity

KATRINA BRISBON
Transportation Security
Administration Head of
Contracting Activity

PRIORITY #1

INSPIRE AND MOTIVATE PEOPLE

Continually foster an environment where a talented, resilient, and diverse workforce collaborates with customers and industry to deliver innovative solutions.

ENHANCE MISSION CAPABILITIES

As trusted colleagues, we will use the tools and resources at our disposal to enable programs to meet DHS's strategic and operational objectives.

PRIORITY #3

DELIVER EXCEPTIONAL RESULTS

Harness our collective expertise to deliver the right solutions at the right time.

PRIORITY #2

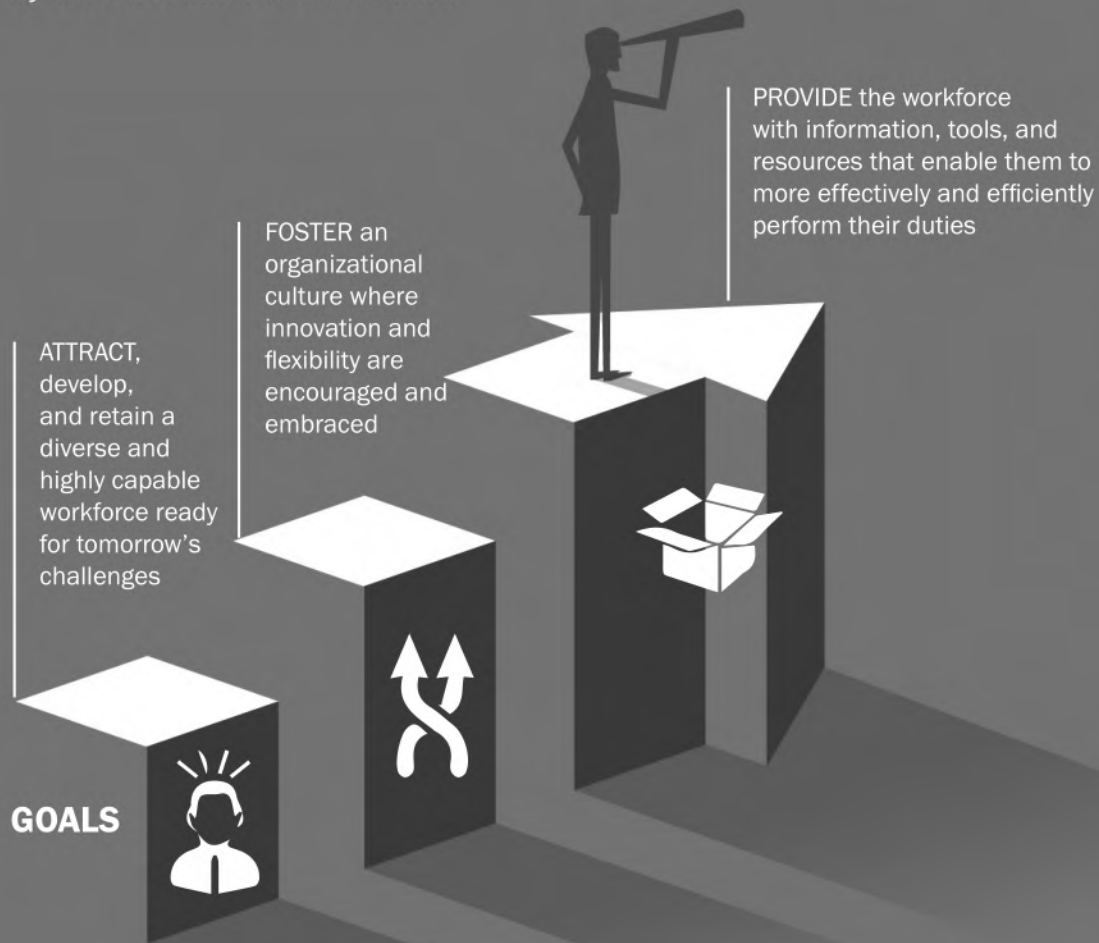
PROMOTE MEANINGFUL COMMUNICATIONS

Promote the flow of information and ideas across the federal procurement and acquisition ecosystems in support of DHS mission and business priorities.

PRIORITY #4

INSPIRE AND MOTIVATE PEOPLE

Continually foster an environment where a talented, resilient, and diverse workforce collaborates with customers and industry to deliver innovative solutions.



OBJECTIVES

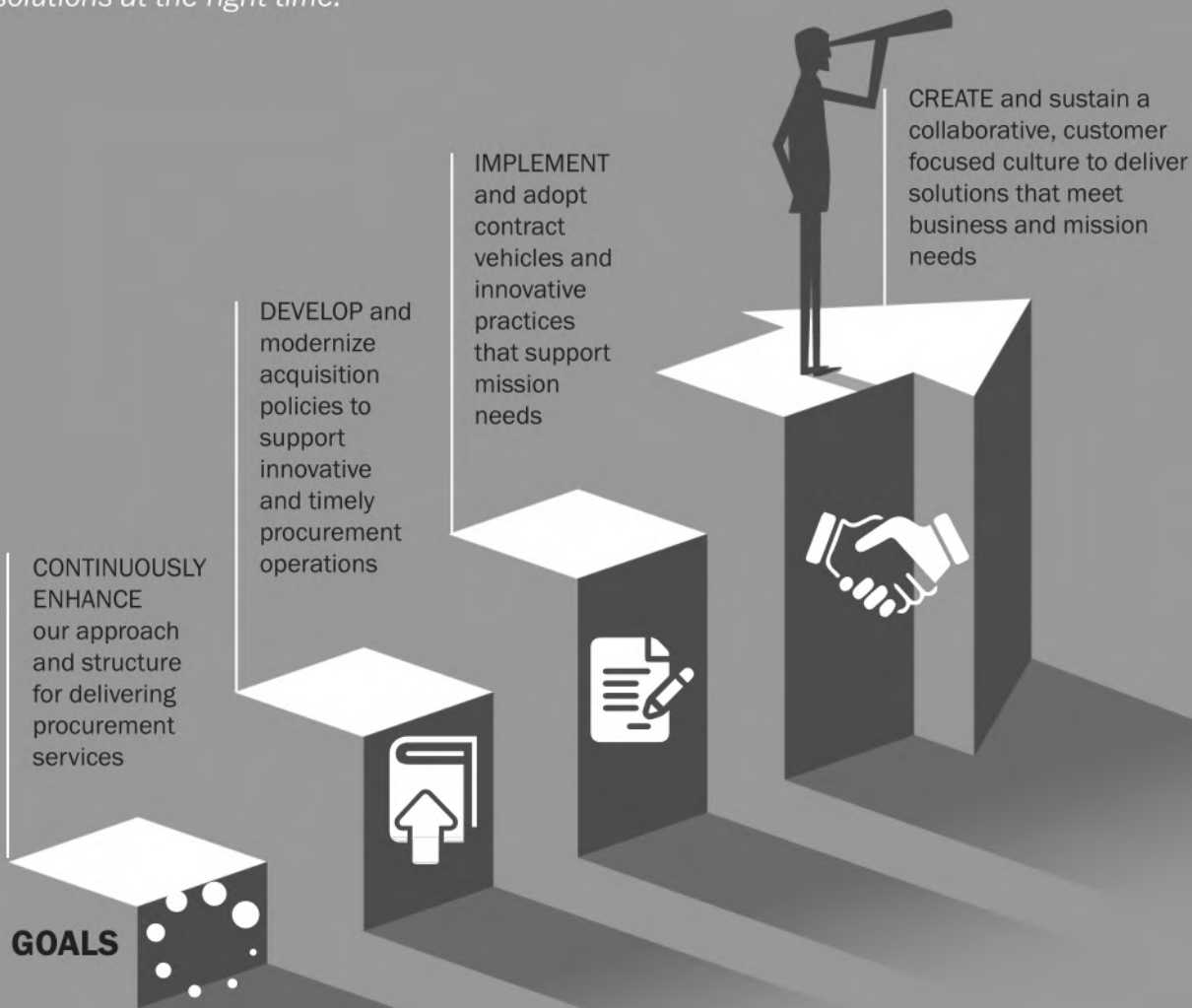
- Create opportunities for the growth and development of our employees
- Expand learning and mentoring opportunities
- Promote a supportive environment for smart risk-taking
- Strengthen the Acquisition Professional Career Program and other recruitment efforts to attract the best talent

“Piloting better ways to effectively and timely deliver the mission of DHS is just as important as ensuring we apply our laws and regulations. Our leadership is truly challenging the procurement community to take smart risks to improve our procurement outcomes - which is creating great opportunities for ingenuity at the ground level!”

—POLLY HALL
Procurement Innovation Lab

DELIVER EXCEPTIONAL RESULTS

Harness our collective expertise to deliver the right solutions at the right time.



OBJECTIVES

- Streamline acquisition policy and improve the quality and accuracy of our data
- Develop and influence policy and regulations to promote efficiencies and reduce burden
- Be the model for government in achieving federally mandated goals
- Instill the concept of the Procurement Innovation Lab
- Conduct collaborative oversight to improve quality

“I’m proud and honored to be a member of the DHS-OSDBU, an organization known throughout the federal government for delivering exceptional results as demonstrated by the 9 straight “A”s received on the SBA Small Business Procurement Scorecard. This has been achieved and will continue to be accomplished through strong collaboration with Strategic Sourcing and the DHS Components.”

—TONY BELL

Office of Small and Disadvantaged Business Utilization

ENHANCE MISSION CAPABILITIES

As trusted colleagues, we will use the tools and resources at our disposal to enable programs to meet DHS's strategic and operational objectives.

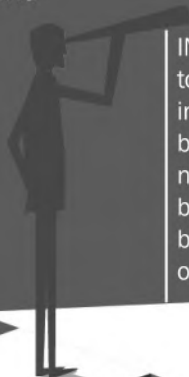
BUILD partnerships and coalitions with colleagues and counterparts, including other mission support functions, to plan for successful procurement outcomes

ENGAGE in long term planning to ensure timely delivery of capabilities to the front line operators

PROMOTE more innovative acquisition techniques to draw the best business solutions from industry, academia, and other institutions

INCREASE access to innovative solutions, including those offered by small businesses and non-traditional partners, by reducing the perceived barriers to becoming part of the DHS industrial base

GOALS



OBJECTIVES

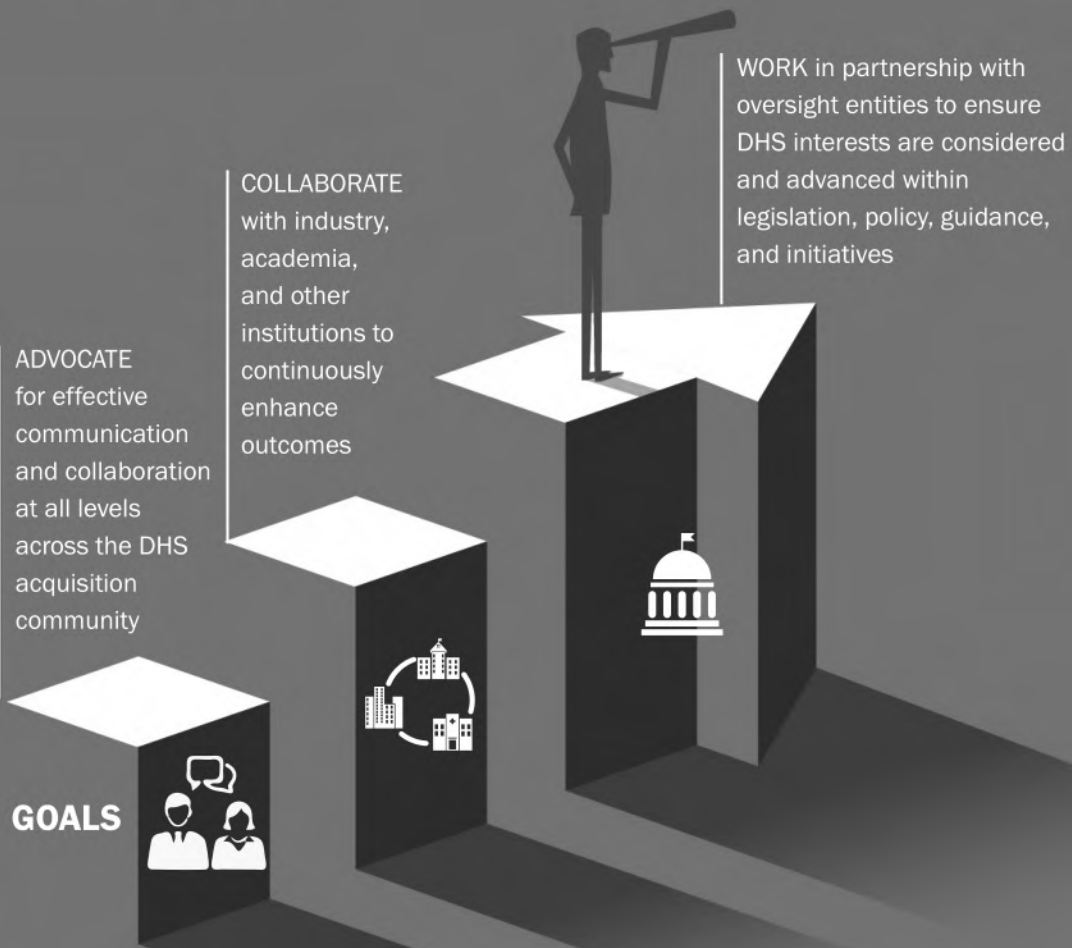
- Provide mission-focused services
- Cultivate a risk tolerant environment
- Eliminate gaps between mission critical contract vehicles
- Increase alternatives to meet mission needs

“During my FEMA Surge Capacity Force deployment to Texas, I worked at four different shelters housing hundreds of Hurricane Harvey survivors. It was privilege and an honor to help these survivors, to support the FEMA mission, and to experience first-hand how FEMA and other state and federal agencies worked together to quickly assess and meet these survivors’ emotional and physical needs.”

—MARIA DAVEY
Oversight and Pricing Branch

PROMOTE MEANINGFUL COMMUNICATIONS

Promote the flow of information and ideas across the federal procurement and acquisition ecosystems in support of DHS mission and business priorities.



OBJECTIVES

- Facilitate the free flow of information and idea sharing with all members of the DHS acquisition community
- Build trust with those who have equities in our community of practice
- Implement and communicate business process improvements derived from industry exchanges
- Foster early and continuous dialogue with all parties, including industry, throughout the acquisition lifecycle

“ As one of the Communications and Industry Liaison team members, it is extremely rewarding to be part of a revolutionary initiative like Acquisition Innovations in Motion, with its Reverse Industry Days and Strategic Industry Conversations, because I get to see how effective communication is changing the way the Department does business. **”**

—MICHAEL VILLANO
Communications
and Industry Liaison

OCPO: MAKING AN IMPACT!

“Time is not an endless commodity. We treat every dollar as absolutely precious but sometimes we fail to recognize the value of time. So I just challenge all of you to think about that.”

— CLAIRE M. GRADY
Under Secretary of Management

“[DHS] made a commitment to address contract closeout challenges . . . and has initiatives underway to address . . . its contract closeout backlog.”

— GAO REPORT ON ADDITIONAL MANAGEMENT ATTENTION AND ACTION NEEDED TO CLOSE CONTRACTS AND REDUCE AUDIT BACKLOG

“Part of what the PIL accomplishes is inspiring more people to get involved in innovation efforts and increasing the speed of the organization’s learning cycle.”

— NCMA CONTRACT MANAGEMENT MAGAZINE

“This letter is to say “Thank you” to DHS. Thank you for taking a risk in the arena of government procurement that encourages risk-aversion. Thank you for aggressively seeking a new path . . . [and] delivering the logistical miracle of conducting 100+ technical challenges. Lastly, thank you for being open regarding the successes, challenges, and missteps as we all seek to learn from this grand experiment.”

— OPEN LETTER FROM FLASH VENDORS

“If more acquisition officials would be this honest [as Chief Procurement Officer, Soraya Correa] about their relationship with industry . . . the procurement environment across government would be much more successful and less litigious.”

— JASON MILLER
Federal News Radio, September 12, 2017

“We are never going to over step what is mandated by law or a regulation, we are never going to step over the line, but we are going to push that line as hard as we can each and every day, and take the rulebook and put it to the side and say ‘What is possible?’”

— CHIP FULGHUM
Deputy Under Secretary for Management

O C P O

Office of the Chief Procurement Officer



**ANNUAL REPORT
FISCAL YEAR 2019**





KEEPING THE FOCUS ON OUR FOUR PRIORITIES

1

Inspire and Motivate People

Continually foster an environment where a talented, resilient, and diverse workforce collaborates with customers and industry to deliver innovative solutions.

2

Deliver Exceptional Results

Harness our collective expertise to deliver the right solutions at the right time.

3

Enhance Mission Capabilities

As trusted colleagues, we will use the tools and resources at our disposal to enable programs to meet DHS's strategic and operational objectives.

4

Promote Meaningful Communications

Promote the flow of information and ideas across the federal procurement and acquisition ecosystems in support of DHS mission and business priorities.

Message from the Chief Procurement Officer: Enabling the Success of the DHS Mission

Acquisition professionals at the Department of Homeland Security (DHS) are extraordinarily mission driven. In Fiscal Year (FY) 2019, you have enabled the success of the DHS mission under tight deadlines and demands. As your Chief Procurement Officer, I am inspired every day by your dedication.



In my strategic plan for FY 2019 through 2021, I defined four priorities aimed at enhancing the way we do business so that we are consistently seen as flexible business advisors delivering innovative solutions to enable the DHS mission. This report highlights the progress we have made to date implementing each of these four priorities.

I am proud of all that we have accomplished together this year and look forward to our continued success. Thank you for all that you do!

A stylized, handwritten signature in black ink, which appears to read 'Soraya Correa'.

SORAYA CORREA
DHS Chief Procurement Officer

PRIORITY 1: INSPIRE AND MOTIVATE PEOPLE



I've never worked at an agency that put so much emphasis on my professional growth. ”

— JUSTINE TOUSET, OFFICE OF THE CHIEF PROCUREMENT OFFICER



Our Goals

A highly qualified acquisition community is our most valuable asset! The ability of our acquisition community to serve the DHS mission and the American people depends on recruiting, retaining, and engaging a talented, resilient, and highly diverse workforce ready for tomorrow's challenges.

Achievements in FY 2019

Through the Homeland Security Acquisition Institute (HSAI); the DHS-wide Executive Development Program (EDP) for Acquisition Leaders; the Education, Development, Growth, and Excellence (EDGE) Mentoring Program for DHS professionals in the contracting job series; and other efforts such as our annual Leadership Interview Day, we create opportunities for the growth and development of our employees, promote a supportive environment for smart risk-taking, and seek to attract and retain the best talent. The following are some highlights from our career development initiatives, along with indicators of the positive impacts these initiatives have on employee retention.

FY 2019 HSAI Course Completions

5,633

Learning Cafés
(Web & In-Person)

1,057

Remote Locations

1,056

Online
Certification
Courses

3,149

Washington, DC
(90 K Street)

302

Virtual
Instructor-Led



Delivering learning opportunities that fit the work lives of the DHS acquisition community is a top priority of HSAI. Online self-paced courses, instructor-led training (whether virtual or in a traditional classroom), just-in-time webinars, and Learning Cafés are how we deliver training in 10 acquisition disciplines to over 13,000 DHS acquisition professionals across the United States and its territories. During FY 2019, HSAI delivered over 11,000 courses and learning events. Through HSAI, employees can achieve federal and DHS-specific acquisition certifications, and maintain the knowledge and skills needed in today's evolving acquisition landscape.

EDGE Mentoring Program



79 participants
during FY 2019

9 DHS Procurement Organizations

CBP, FEMA, FLETC, ICE, OCPO,
OPO, TSA, USCG, USSS

Mentoring matters! Protégés gain immeasurable insights into the career and personal experiences of senior leadership. Mentors also benefit from the diverse perspectives of their mentees. In FY 2019, OCPO continued to grow the Education, Development, Growth, and Excellence (EDGE) Mentoring Program for DHS professionals in the contracting job series. Feedback from prior years showed 80 percent of mentors and protégés would recommend the program to a friend or colleague!

Given the proven benefits of mentoring, in FY 2019 the EDGE Mentoring Program was extended to DHS Contracting Officer's Representatives (CORs) to increase collaboration and partnership between the contracting and program office communities. By participating in mentoring partnerships, CORs and contracting professionals exchange knowledge and ideas that improve operations while strengthening morale and workplace satisfaction.

The 10 Acquisition Disciplines

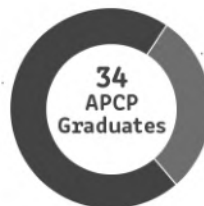
Contracting
Program and Project Manager
Contracting Officer's
Representative
System Engineering
Test & Evaluation

Technology Manager
Program Financial Management
Cost Estimating
Life Cycle Logistics
Ordering Official

Number of APCP Graduates

24
Components

- (12) Customs and Border Protection (CBP)
- (1) Federal Protective Service (FPS)
- (3) Immigration and Customs Enforcement (ICE)
- (1) Transportation Security Administration (TSA)
- (4) Federal Emergency Management Agency (FEMA)
- (3) U.S. Coast Guard (USCG)



10
Headquarters

- (7) Office of Procurement Operations (OPO)
- (2) Office of Selective Acquisitions (OSA)
- (1) Office of the Chief Financial Officer (OCFO)

The Acquisition Professional Career Program (APCP) is a Department-wide program that addresses our critical mission readiness and succession planning needs by working with Components to recruit, train, and retain acquisition professionals. In FY 2019, a total of 34 graduates were placed in positions across multiple DHS Components and Directorates, as well as at Headquarters. The APCP offers participants a significant level of responsibility early in their careers, provides personal mentorship, and includes over 500 hours of technical and leadership training. Since the APCP's inception in 2008, a total of 322 people have grown from entry-level apprentices to career professionals and have graduated and been placed in acquisition positions within the DHS Components.

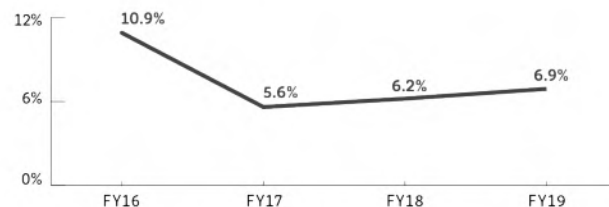




WELCOMING WARRIORS

In FY 2019, we welcomed 14 “Warriors-to-DHS”! The new three-year “Warriors-to-DHS” developmental program is an expansion of the APCP and offers military veterans an opportunity to transition into the acquisition community. Through numerous recruiting events and extensive coordination with the Veterans Administration, we selected 14 highly qualified veterans for the inaugural cohort. In addition to acquisition training, participants will enjoy transitional support, mentoring, professional development, and foundational career training activities.

OCPO Employee Attrition Rates



Retaining talent is essential to an effective, high-performing acquisition community. In 2019, we achieved an attrition rate under 7.0 percent for the third year in a row! Numerous factors contribute to our strong retention rates, including our commitment to employee engagement and satisfaction.

Ensuring Adequate Staffing

98%
OCPO Positions Filled
(includes OSA & OPO)



88.7%
DHS 1102 Positions Filled



We are working hard to keep staffing percentages high! A fully staffed acquisition community allows us to continue delivering the exceptional, innovative, and timely results our customers expect from us to meet the Department’s mission of securing the homeland. On average, 465 out of the 476 positions in OCPO and 1,237 out of the 1,394 authorized 1102 positions in DHS were filled during FY 2019.

Executive Development Program



Tomorrow’s leaders are building essential skills through the OCPO Executive Development Program (EDP), a one-year program for DHS acquisition professionals of all disciplines, primarily at the GS 14-15 level. During FY 2019, 25 individuals graduated

from the program. In addition to training, the program includes shadowing, mentoring, and a capstone project featuring our “Shark Tank!” The Shark Tank provides participants with the opportunity to work with senior-level leadership to identify potential problems that impede productivity within DHS operations and provide potential solutions. Many of the solutions provided by participants are implemented and will develop into leading practices across DHS. Since the program’s inception in 2008, 188 participants have graduated from the EDP.

Recruitment Success—Leadership Interview Day Events



We successfully hosted our third annual Leadership Interview Day (LID) on June 17, 2019! LIDs are recruitment events targeted at attracting mid-career procurement professionals in the DC-

metro area from across the federal government. A total of 264 people representing more than 20 different agencies have attended LID events since they began in 2018—and to date, 30 contract specialists and contracting officers have joined DHS Headquarters and Components! Our Heads of Contracting Activities from each DHS Component as well as our OCPO Leadership Team participate in each LID, providing attendees with a taste of the types of procurements they would support, and highlighting the feeling of family promoted within our community.

RECOGNIZING EXCELLENCE

The inaugural Chief Procurement Officer (CPO) Excellence Awards Ceremony was held on August 21, 2019. The new awards program is designed to recognize all DHS acquisition professionals, teams, programs, and contracting activities for their contributions in supporting the DHS mission through a procurement or procurement-related achievement. Over 100 deserving individuals across DHS received awards. Congratulations to this year's winners!



Photos above show a sampling of recipients.

PRIORITY 2: DELIVER EXCEPTIONAL RESULTS



*I am proud to work for an organization that values cooperating and collaborating with our customers to provide innovative, enhanced, and timely business solutions.*⁷⁷

— POLLY HALL, OFFICE OF THE CHIEF PROCUREMENT OFFICER



Our Goals

Ultimately, our success comes down to delivering the right solutions at the right time, in ways that meet the business and mission needs of DHS. To support timely and innovative procurement operations, we harness our collective expertise, improve the quality and accuracy of our data, and strengthen our collaborative, customer-focused culture.

Achievements in FY 2019

In FY 2019, we have yet again proven our ability to deliver exceptional results for our customers by efficiently awarding contracts to the best sources. Our small business program contributed to this result by cultivating relationships with the best small businesses so they sought DHS business opportunities. Competition allows DHS to choose among great solutions that will meet the mission. For the sixth consecutive year, we exceeded our competition goals by communicating clearly to create a transparent procurement process. The Procurement Innovation Lab (PIL) added value to the procurement process by creating more efficient business processes and easier ways to discern distinctions among competing proposals. The exceptional result for DHS's mission came from the small business program, the PIL, and the contracting community working collaboratively to make mission success the most important goal.

Total DHS Procurement Obligations



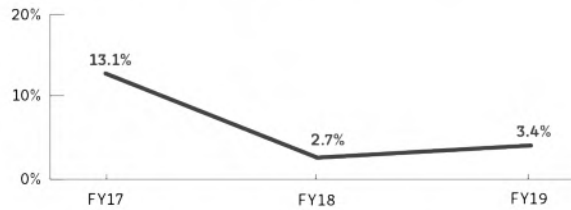
It is a testament to the hard work and dedication of our procurement community that total obligations at DHS stayed steady even though the Department faced a historic 35-day lapse in appropriations at the beginning of FY 2019.

DHS Competition Rate

	Government-wide Rate	DHS Goal	DHS Actual
FY14	67.0%	68.0%	72.4%
FY15	64.5%	65.0%	71.1%
FY16	63.0%	68.0%	70.9%
FY17	63.0%	69.0%	72.5%
FY18	64.3%	69.0%	73.4%
FY19	63.5%	69.0%	71.4%

When industry competes for DHS contracts, we obtain the best solutions at reasonable prices. This is a team effort. It takes planning and clear communication with industry to achieve these results. Data shows that in FY 2019, we exceeded our competition goals for the sixth consecutive year! We remain an industry leader in competition.

Procurements Receiving Only One Bid

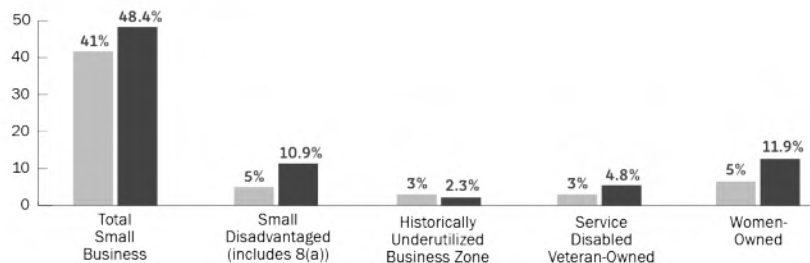


Real competition requires multiple contractors to bid on a procurement. In FY 2019, 96.6 percent of our competitive procurements received more than one bid. When we plan procurements and communicate clear requirements, we build trust within industry so multiple companies want to compete for DHS business!

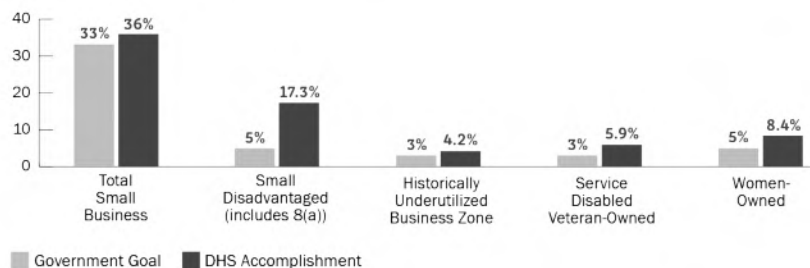


PRIORITY 2: DELIVER EXCEPTIONAL RESULTS

FY19 Small Business Subcontracts*



FY19 Small Business Prime Contracts*



Our Office of Small and Disadvantaged Business Utilization has a great partnership with DHS senior leadership, which allows for collaboration and an understanding of mission requirements at the beginning of many acquisitions. Preliminary data for FY 2019 shows DHS awarded 36.0 percent of its total procurement dollars to small businesses—the second highest percentage in the Department’s history. DHS also awarded \$6.553 billion in small business prime awards—the highest dollar amount in the Department’s history! We exceeded all our prime small business goals for FY 2019, including our Small Disadvantaged Business, Historically Underutilized Business Zone, Service Disabled Veteran-Owned, and Women-Owned Small Business goals.

*Based on preliminary data for FY19

Ten Years of “A”s!

Small businesses play a critical role in assisting DHS to achieve its mission of securing the nation. When it comes to small business inclusion, DHS does not only talk the talk, we walk the walk! In FY 2019, DHS earned its tenth consecutive “A” rating or higher on the Small Business Administration’s (SBA) Annual Small Business Procurement Scorecard for our accomplishments supporting America’s small businesses. It was also the fourth time DHS earned an “A+” rating, the highest score possible. DHS is the largest federal agency to achieve ten “A” ratings in a row since the SBA started the letter grade format in FY 2009.



Innovation Has Become a Way of Life at DHS!

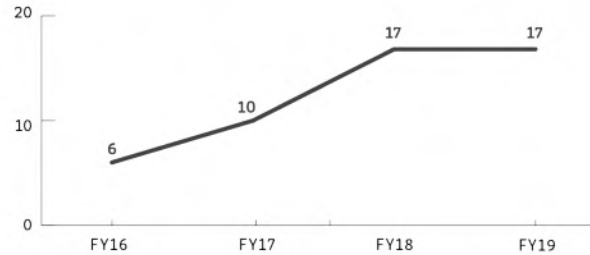
Collaborating with OFPP to Put the Power of AI to Work



We are championing the use of artificial intelligence (AI) to improve the efficiency of government services and prioritize the mission! In collaboration with the Office of Management and Budget's Office of Federal Procurement Policy (OFPP),

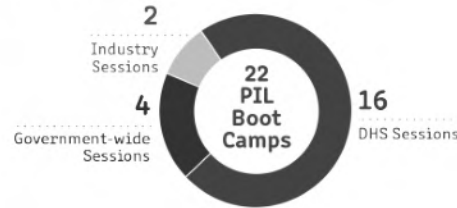
we are leading efforts to determine the extent to which AI can assist contracting officers in conducting past performance evaluations using the Contracting Performance Assessment Reporting System (CPARS). By using AI to identify relevant past performance records quicker and more efficiently, we will reduce administrative workload and increase the quality of the outcome. This effort was partly funded through the Chief Acquisition Officers Council. In August 2019, we released a solicitation under our Commercial Solutions Opening Pilot Program (CSOP), a non-FAR-based authority for acquiring innovative and commercial solutions. Awards were made to nine vendors at the end of FY 2019.

PIL Procurement Projects



The PIL fosters a culture of procurement excellence where DHS acquisition professionals can take smart risks and test and share innovative techniques. As of FY 2019, the PIL met its goal of working with all nine Components on at least one project. The PIL also implemented six process improvement projects, enabling more effective and efficient procurements that support the Department's critical mission areas!

PIL Boot Camps



Our PIL Boot Camps continue to be a great success! These one-day immersive workshops highlight successfully used procurement innovations and allow us to gain valuable insights from participants. In FY 2019, the PIL hosted a total of 22 PIL Boot Camps: 16 designed for DHS professionals, 4 for other government agencies, and 2 for industry participants.

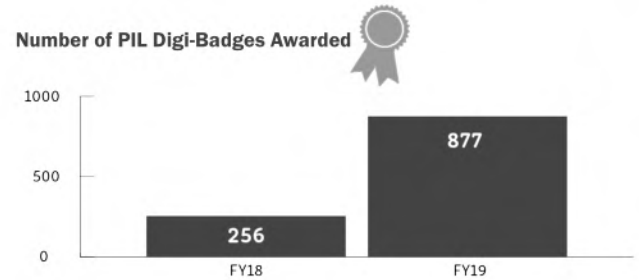
PIL Webinars



1,755 attendees

Webinars are one way the PIL team ensures knowledge transfer and learning. In FY 2019, the PIL held four webinars, each featuring members of a DHS procurement team who tested a new innovative technique. Presenters shared the lessons they learned from their PIL projects with a total of 1,755 attendees. These webinars earned an average 4.4 out of 5.0 overall satisfaction rating.

Number of PIL Digi-Badges Awarded



Digi-Badges are micro-credentials awarded to DHS acquisition professionals who demonstrate practical application of innovation techniques in their procurements, showing off their exceptional skills in contracting and incentivizing knowledge sharing! In FY 2019, the PIL awarded 877 Digi-Badges for a total of 1,166 awarded as of September 30, 2019.

PRIORITY 3: ENHANCE MISSION CAPABILITIES



Having a strong relationship with industry improves our ability to deliver solutions that support the DHS mission.

— IRIS “LEE” THOMPSON, JR., OFFICE OF THE CHIEF PROCUREMENT OFFICER

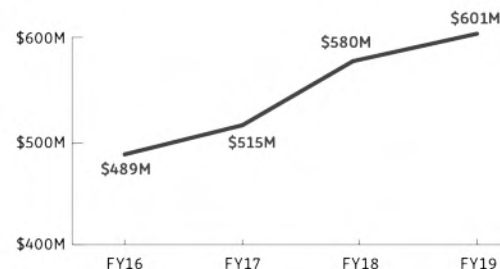


Our Goals

We can never fail in our mission of protecting the homeland; therefore, as trusted colleagues we must engage in long-term planning to ensure timely delivery of capabilities to the frontline operations, consistently provide the best innovative acquisition solutions possible to meet our ever-evolving, mission-critical acquisition needs, and work closely with industry to bridge capability gaps and understand the direction of the marketplace.

Achievements in FY 2019

When we simplify and speed up the acquisition process, we free up our resources to focus on mission-critical, time-sensitive acquisitions. Category management is an approach to ensuring we realize cost and time savings for federal agencies by taking a more strategic approach to acquiring common goods and services across the federal government. Our Strategic Sourcing Program Office (SSPO) team leads the implementation of category management across DHS and ensures we have access to the tools, technologies, and resources needed to accomplish our mission-critical activities, including disaster relief, cybersecurity, and terrorism prevention. We also function as the Government-wide Category Manager for all Security and Protection commodities and services. In FY 2019, we awarded the DHS-established, second-generation, multiagency, best-in-class (BIC) Tactical Communications Equipment and Services II (TacCom II) contract vehicle, which enables us and other federal agencies to successfully address seamless, interoperable communications in our maritime, airborne, and land-based missions. The TacCom II contracts provide access to equipment, including radios, infrastructure, and satellite solutions. Whether we are responding to a natural disaster or conducting law enforcement operations, TacCom II provides tools to support our work!



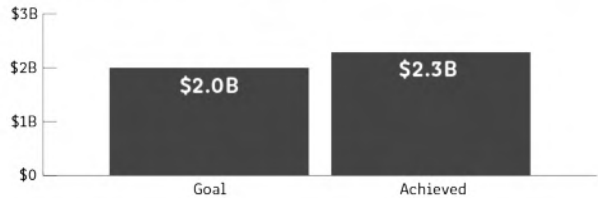
Savings from Use of Strategic Sourcing Contract Vehicles and BIC Contracts

We have achieved over \$5.2 billion in savings since the inception of the Strategic Sourcing Program in 2003. In FY 2019, we realized \$601 million in total savings, comprising \$381 million in strategic sourcing portfolio savings and \$220 million in additional BIC contract savings.

Spend Under Management (FY19)



BIC Contract Utilization (FY19)



We continue to exceed the goals set for us by the President's Management Council! In FY 2019, we exceeded our BIC utilization goal by 15 percent for a total of \$2.3 billion (the goal was \$2 billion) and exceeded our spend under management (SUM) goal by 32 percent for a total of \$9 billion (the goal was \$6.8 billion).

Small Business Strategy

**\$600M
in SUM**

We are committed to working with small businesses, as they play a large part in our mission success! The SSPO and the DHS Office of Small and Disadvantaged Business Utilization collaborated to develop a DHS-wide small business strategy that is consistent with Category Management principles while still meeting the Department's socio-economic goals. This strategy was approved by the Office of Management and Budget in FY 2019. As a result, DHS received a credit of \$600 million in SUM for local small business contract efforts in FY 2019.

Acquisition Policy and Oversight (APO)

User-friendly and streamlined policy allows our acquisition community to do their jobs more efficiently and effectively. In FY 2019, APO:

- ✓ Overhauled the **DHS Source Selection Guide** to make it a more user-friendly product
- ✓ Issued a revised **Contracting Officer's Representative Guidebook**
- ✓ Supported decommissioning of the **Balanced Workforce Strategy (BWS)** and **Balanced Workforce Assessment Tool (BWAT)**.

Formerly mandatory, the BWS and BWAT had been made redundant by more streamlined workforce planning activities. APO's Acquisition Policy and Legislation Branch co-led a working group with the Office of the Chief Human Capital Officer to ensure that inherently governmental and critical functions analysis activities were covered elsewhere, then issued policy and guidance on the changes. Use of the BWS and BWAT ended in March 2019.

Contract Protests

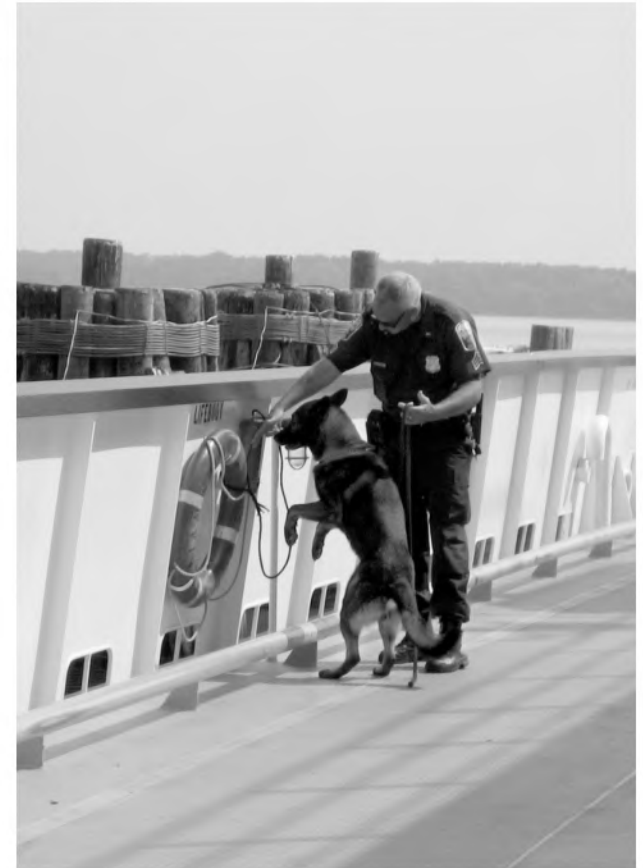


0.20%
FY17

0.40%
FY18

0.47%
FY19

We credit a well-trained acquisition community, informed policy decisions, and an ongoing commitment to best practices for our low number of protests. In FY 2019, only 0.47 percent of DHS awards were protested, and only 5 percent of those protests were sustained.



PRIORITY 3: ENHANCE MISSION CAPABILITIES

Improvements to Congressional Notifications



1,400

Congressional
Notifications

In FY 2019, we improved our congressional notification process to ensure awards are made in less than a day! Section 507 of the annual DHS appropriations bill establishes that we must notify Congress, specifically the Appropriations Committees, three business days before the award of certain contracts. We significantly improved the process by enhancing the clarity and quality of our congressional notifications while at the same time processing 1,400 notifications faster. The process, which previously took two days to complete, is now being accomplished in less than a day!

Procurement Strategy Roadmap



Planning is important! It tells us where we are going and how we are getting there. Through the new Procurement

Strategy Roadmap initiative, we improved the procurement planning process, as well as increased stakeholder agreement and understanding of procurement strategies. By collaborating early for procurements valued at \$50 million or more, we ensured the Department considers the best procurement strategies before effort is expended on a poor one. Partnering and planning reduces wasted time in the procurement process and shares best practices across the Department.



Meeting Demanding Timeframes

Even under tight deadlines and demands, our acquisition community ensures mission success! For example, the collaborative efforts of Customs and Border Protection (CBP), Immigration and Customs Enforcement (ICE), and the Office of Procurement Operations (OPO) are advancing the implementation of the DHS Acting Secretary's Migrant Protection Protocols (MPP) for addressing the humanitarian and border security crisis along the Southwest border. Working jointly under constrained timelines and rapidly evolving requirements, these Heads of Contracting Activities and contracting officers awarded the facility support contract within 30 days to support DHS requirements. Their collaborative work is helping to implement this major initiative. In support of MPP, OPO, ICE, and CBP have awarded contracts for court facilities, IT/VTC products and services, and administrative and bailiff services.

Implementation of EAGLE NEXT Generation

In FY 2019, the Chief Procurement Officer announced that DHS was implementing a new strategy in how it obtains information technology (IT) services. The program, Enterprise Acquisition Gateway for Leading Edge Solutions (EAGLE) Next Generation (Next Gen), offers a robust array of options to the DHS IT community. EAGLE Next Gen is not a single contract vehicle, but instead is a suite of contract vehicles that balances the use of existing Government-wide Acquisition Contracts (GWACs) in conjunction with the creation of a portfolio of IT services contract vehicles with a specialized, targeted scope. DHS is firmly committed to continuing to provide opportunities for small businesses through EAGLE Next Gen. This strategy ensures adequate competition to provide the best possible solutions to meet DHS needs. It also complies with the Office of Management and Budget request under Category Management that agencies do not unnecessarily duplicate contracts that already serve the federal government.



PRIORITY 4: PROMOTE MEANINGFUL COMMUNICATIONS



Events like these showcase the importance of our partnerships with industry and associations.”

SHERRY FRANK, OFFICE OF THE CHIEF PROCUREMENT OFFICER



Our Goals

Diverse organizations both inside and outside government have a profound effect on our ability to deliver the best possible solutions for the DHS mission. At OCPO, our goal is to facilitate meaningful exchanges that result in better procurement outcomes, including idea sharing across the DHS acquisition community and continuous dialogue with all parties, including industry, throughout the acquisition life cycle. The insights we gain from industry interactions also inform future business process improvements.

Achievements in FY 2019

In FY 2019, we continued to emphasize outreach to industry, hosting events such as Strategic Industry Conversations and Reverse Industry Days. These exchanges provided industry with information on DHS needs and deepened our insights into marketplace capabilities. We also encouraged collaboration across the acquisition community and with other institutions to enhance procurement policies, processes, and outcomes.

Integration with Internal and External Organizations



We continue to learn and share best practices by partnering with organizations inside and outside of government. This constant stream of communication between us and our partners leads to innovative acquisitions and improved mission outcomes!

PRIORITY 4: PROMOTE MEANINGFUL COMMUNICATIONS

Acquisition Innovations in Motion

OCPO's Acquisition Innovation in Motion (AIiM) initiative engages external stakeholders (including, but not limited to, Congress, the U.S. Government Accountability Office, the Office of Inspector General, and industry) on acquisition-related issues to create transparency, improve business processes, encourage innovation, and foster a climate of trust between government and industry.

During FY 2019, we facilitated:

- Strategic Industry Conversation IV, "Ensuring a Resilient Nation through Unity of Effort," which focused on how our diverse Components, Directorates, and Offices work together to enable our Department's critical mission.
- Reverse Industry Day VI, "Managing Performance and Achieving Mission Success," where industry shared its insights and perspectives on how to reduce drivers of protests, why they value Contracting Officer's Representatives, and what we should be thinking about during contract transitions.
- An Acquisition Innovation Roundtable on DHS Personnel Security, which resulted in increased transparency into the security process.

In addition to the above, during FY 2019 we staffed an outreach booth at the National Contract Management Association's (NCMA) World Congress in Boston, Massachusetts, and facilitated more than 248 vendor meetings between DHS and industry. The CPO personally championed meaningful conversation through 96 speaking engagements! AIiM initiatives remind us that the "we" in our mission statement includes the industry community, and they play a key role in mission delivery.



2019 OCPO Employee Engagement

Talk about a full calendar! OCPO employees stay in the loop through a host of formal channels, including Quarterly OCPO All Hands Meetings, Weekly OCPO Leadership Meetings, and Division Level Staff Meetings! Yet employees also find time for informal get-togethers, wellness activities, planning, and celebrations. Here is a snapshot of activities throughout FY 2019.

Q1

October: OCPO All Hands
 October: Supervisor Engagement Roundtable (SERT)
 November: OCPO Virtual Town Hall
 November: Harvest Fest
 December: Holiday Decorating Contest
 December: Holiday Party, Spirit of Washington
 December: Holiday Pie Day*

Q2

February: APCP Virtual Town Hall
 March: Waggl Survey
 March: OCPO All Hands

Q4

July: OCPO All Hands
 August: Summer BBQ*
 August: OCPO Excellence Awards
 September: OCPO Wellness Program Kickoff

Q3

April: OCPO 15th Annual Small Business Awards
 May: OCPO Virtual Town Hall
 May: Employee Appreciation Day
 June: OCPO SES Succession Planning
 June: Supervisor Engagement Roundtable (SERT)
 Kickoff of OCPO GS Succession Planning (ongoing)
 Kickoff of OCPO Space Reconfiguration (ongoing)

*Hosted by OCPO Leadership



OUR LEADERSHIP TEAM

OCPO is shaped by the dedication and energy of talented professionals. We are grateful for the immeasurable contributions of our leaders, both past and present.



Paul Courtney,
Deputy Chief
Procurement Officer



Nina Ferraro,
Senior Advisor



Ann Van Houten,
Acquisition, Policy
and Oversight



Jaclyn Rubino,
Strategic Programs
Division



E. Darlene Bullock,
Office of Small and
Disadvantaged
Business Utilization



Polly Hall,
Procurement
Innovation Lab



Donna Jenkins,
Acquisition Workforce
and Systems Support



Victoria Short, Office
of Procurement
Operations Head of
Contracting Activity



Gary Hickey, Office of
Selective Acquisitions
Head of Contracting
Activity



Michael Derrios, U.S.
Coast Guard Head of
Contracting Activity



Diane Sahakian,
Customs and Border
Protection Head of
Contracting Activity



Bobby McCane, Federal
Emergency Management
Agency Head of
Contracting Activity



Robin Fowler, Federal
Law Enforcement
Training Centers Head
of Contracting Activity



Albert Dainton,
Immigration and
Customs Enforcement
Head of Contracting
Activity



Antoinette Clay, United
States Secret Service
Head of Contracting
Activity



Katrina Brisbon,
Transportation Security
Administration Head of
Contracting Activity



Amanda Duquette,
United States
Citizenship and
Immigration Services

THANK YOU!

During this FY, we bid farewell to key members of our leadership. We thank them for their service and dedication and wish them well in their endeavors.



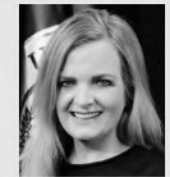
Kevin Boshears, Office of
Small and Disadvantaged
Business Utilization



Laura Auletta, Policy
and Acquisition
Workforce



Carolyn A. Smith,
Acquisition Policy
and Legislation



Misty Angel,
Chief of Staff

We Are Actively Promoting the DHS Mission!

Throughout FY 2019, we worked diligently to deliver the right solutions at the right time, improve our business processes, provide mission-focused services under tight deadlines, champion acquisition innovation, conduct meaningful and regular communications with industry, and build partnerships across the federal government. These pictures speak to our hard work and dedication and demonstrate how we are delivering exceptional results to enable the success of the DHS mission!



WE WORK IN AN AWARD-WINNING ORGANIZATION

DHS has become a procurement model for other federal agencies. Our team's work was recognized with a wide range of awards in FY 2019. A representative sample is shown here.



Secretary's Award for Unity of Effort

The **Tactical Communications (TacCom) II Indefinite Quantity Multi-Agency Contract Team** received the 2019 Secretary's Unity of Effort Award, which recognizes outstanding efforts in coordination and unity of efforts across DHS by significantly improving efficiency and effectiveness. The team included members from the U.S. Coast Guard (USCG), U.S. Secret Service, U.S. Immigration and Customs Enforcement, the Transportation Security Administration, Federal Emergency Management Agency, and U.S. Customs and Border Protection. The team was recognized for their outstanding cross-component collaboration in creating and providing access to the most advanced TacCom vehicle to manage some \$3 billion of DHS procurements, leveraging the one DHS approach to provide the resources necessary to enable our Homeland Security mission.

Secretary's Unit Award

The **Procurement Innovation Lab (PIL) team** received the 2019 Secretary's Unit Award, which recognizes any unit within DHS with outstanding team achievements in operational areas such as law enforcement; aviation; cybersecurity; border patrol; and hiring, acquisition, and information technology. The work will have resulted in measurable improvements in employee morale and engagement within and among members of the unit, superior performance, significant operational improvements, or notable innovation in support of DHS missions. The PIL team was recognized for developing and providing enterprise training to over 1,400 departmental contracting officers and garnering a 4.7 percent customer satisfaction rating.

Homeland Security Today's Federal Acquisition Excellence Award

The USCG procurement team that awarded the Workforce Management Blanket Purchase Agreement (BPA) and AUXDATA Task Order received Homeland Security Today's Federal Acquisition Excellence Award! This team (the first USCG team to award a procurement with the support of the PIL) comprised **Brenda Oberholzer**, Contracting Officer; **Lt. Nicholas Frederickson**, Contracting Officer's Representative/Technical Evaluation Team Chairperson; **Lt. Carl Stokes**, Program Manager for the AUXDATA system; and **Shandra Kotzun**, Procurement Attorney.

Leverage, Empower, Attain, and Deliver (LEAD) Program's First Annual "Boshears Small Business Advocate of the Year" Award

The LEAD Program presented **Kevin Boshears** of the DHS Office of Small and Disadvantaged Business Utilization with the first annual "Boshears Small Business Advocate of the Year" award for his many years of dedication to small business growth and contracting success. According to LEAD's Leadership Team, in honor of Mr. Boshears and to continue the legacy of his excellent work, the LEAD Program will present this prestigious award annually to deserving Offices of Small and Disadvantaged Business Utilization.

Federal 100 Award

Polly Hall of the DHS PIL received a Federal 100 Award, which celebrates exceptional individuals from both government and industry who are transforming government and its ability to deliver in critical mission areas.

DHS Chief Financial Officer (CFO) Service Award

Members of the DHS Strategic Sourcing Program Office, Office of Procurement Operations, and Office of the Chief Financial Officer received the CFO Service Award for establishing and implementing the DHS-wide Specialized Cost Services contract vehicle. This award is given for superior achievement in promoting the DHS financial management community's success by providing services and resources that support the Office of the Chief Financial Officer's functions and customer service.

DHS Management Directorate Award

Members of the DHS Office of Small and Disadvantaged Business Utilization team were selected for a Management Directorate Award for Excellence in the Special Achievement in Management Category. This team award recognizes the achievements of implementing a DHS-wide robust, award-winning small business contracting program, in a wide variety of industries, that supports the DHS mission.

Members of the DHS Office of Acquisition Workforce (OAW) were selected for a Management Directorate Award for Excellence in Cross-Management Collaboration for their collaboration with the Office of the Chief Human Capital Officer's Diversity and Inclusion Office in design of a Department-wide strategic program to recruit a diverse workforce for mission-critical occupations. OAW supported this effort by delivering multiple informational webinars, promoting the Acquisition Professional Career Program and Warriors-to-DHS hiring program to well over 1,500 potential DHS acquisition workforce members in support of this initiative.

