



# ANNUAL PROGRESS REPORT FOR FISCAL YEAR 2013

STRATEGIC PLAN FOR FISCAL YEARS 2012 TO 2014



Homeland  
 Security

Chief Procurement Officer

# DHS PROCUREMENT RECOGNITION IN FY 2013

The efforts and accomplishments of the DHS Procurement Community during FY 2013 resulted in broad recognition from our stakeholders of our commitment to provide maximum opportunities for small businesses, improve communications between industry & DHS, and demonstrate best practices throughout the acquisition process.

## EXCELLENCE IN PARTNERSHIP (EIP) AWARD COALITION FOR GOVERNMENT PROCUREMENT

For fostering open communication between government and industry and effectively breaking down communication barriers to create a more collaborative procurement environment



## IMPROVING ACQUISITION OUTCOMES AWARD AMERICAN COUNCIL FOR TECHNOLOGY – INDUSTRY ADVISORY COUNCIL (ACT-IAC)

For improving vendor communications in the acquisition process by emphasizing quality industry-government communication as part of the CPO Strategic Plan and its new vendor communication framework



## LIFETIME ACQUISITION EXCELLENCE AWARD COALITION FOR GOVERNMENT PROCUREMENT

For delivering best-value solutions for the taxpayer and demonstrating a long-term commitment to improving the federal acquisition system



## PUBLIC SECTOR PARTNER OF THE YEAR AWARD FAIRFAX COUNTY CHAMBER OF COMMERCE AND PROFESSIONAL SERVICES COUNCIL

For demonstrating unusual leadership and vision in building a spirit of partnership with the private sector and/or leading change in the procurement community



## FEDERAL SMALL BUSINESS CHAMPIONS AWARD GOVERNMENT TECHNOLOGY & SERVICES COALITION (GTSC)

For demonstrating a distinct commitment and tangible results toward improving the environment and success for small businesses in the federal homeland and national security market



## INNOVATION AWARD FOR OPERATIONAL IMPROVEMENT INTERNATIONAL ASSOCIATION FOR CONTRACT AND COMMERCIAL MANAGEMENT (IACCM)

For initiatives that have delivered significant business value through improved commercial or contracting process or practices – specifically the development of the first-ever DHS Chief Procurement Officer (CPO) Strategic Plan



## SMALL BUSINESS ENGAGEMENT AWARD

## MULTIPLE-AWARD GOVERNMENT AND INDUSTRY CONFERENCE (MAGIC) – PARTNERSHIP FOR PROCUREMENT EXCELLENCE

For creating and improving programs (DHS Strategic Sourcing Program) that promote innovative ways to increase small business participation, expand opportunities for partnership between large and small businesses, and enable small businesses to enter new market arenas



# TABLE OF CONTENTS

---

|           |  |    |
|-----------|--|----|
| <b>01</b> | Message from the Chief Procurement Officer . . . . .   | 01 |
| <b>02</b> | FY 2013 DHS Procurement Workforce<br>Accomplishments at a Glance. . . . .                                      | 02 |
| <b>03</b> | Updated Leadership Endorsements . . . . .  | 03 |
| <b>04</b> | Updated Procurement and Acquisition Structure . . . . .  | 05 |
| <b>05</b> | Procurement Priorities, Objectives, Initiatives, and Metrics<br>FY 2013 Progress and FY 2014 Outlook . . . . . | 07 |
|           | Priority 1 . . . . .   | 08 |
|           | Priority 2 . . . . .   | 11 |
|           | Priority 3 . . . . .   | 13 |
|           | Priority 4 . . . . .   | 16 |
| <b>06</b> | FY 2014 Procurement Priorities, Objectives, Initiatives,<br>And Metrics Summary . . . . .                      | 19 |
| <b>07</b> | Updated Strategic Plan Annual Execution. . . . .   | 24 |
| <b>08</b> | DHS Procurement– FY 2013 Profiles in Mission Support . . . . .   | 27 |

# 01

## MESSAGE FROM THE CHIEF PROCUREMENT OFFICER



### Dear DHS Procurement Professionals and Acquisition Stakeholders,

As the Department of Homeland Security (DHS) Chief Procurement Officer (CPO), I am pleased to present the Annual Progress Report for Fiscal Year (FY) 2013 to you—the 1,416 contracting professionals within the Department as well as all DHS acquisition stakeholders. This report serves as the second update to our Strategic Plan for FY 2012 to 2014.

The Annual Progress Report serves **two primary purposes:**

- 1. To share the collective, high-level FY 2013 accomplishments of the DHS procurement community;**
- 2. To provide you direction on our FY 2014 Procurement Priorities, Objectives, Initiatives, and Metrics.**

In FY 2013, the DHS procurement community bought \$18.7B in goods and services directly linked to the DHS missions—to prevent terrorism and enhance security, secure and manage our borders, enforce and administer our immigration laws, strengthen the security and resilience of cyberspace and critical infrastructure, and strengthen national resilience—while maturing and strengthening the Department.

As we execute our mission through FY 2014, I want to thank you for your tremendous public service in buying things to protect the United States at the least cost to the American taxpayer, while fulfilling public policy. I am sure that each of you will be able to link your individual contributions with many of the accomplishments highlighted in this year's report.

I hope you enjoy reading the Annual Progress Report and I look forward to working with each of you this fiscal year.

A handwritten signature in black ink that reads "Nick Nayak". The signature is fluid and cursive.

Nick Nayak, PhD

Chief Procurement Officer



**Homeland  
Security**

# 02

## FY 2013 DHS PROCUREMENT WORKFORCE ACCOMPLISHMENTS AT A GLANCE

### MISSION

#### SUPPORTING MISSION TO PROTECT THE HOMELAND

Awarded **\$18.7 billion** through **93,700** procurement actions to protect the homeland.

### JOBS

#### HELPING AMERICAN SMALL BUSINESSES

Earned an **"A"** from the Small Business Administration, the only agency of the top seven federal spenders to achieve an **"A"** for four consecutive years.

### BUSINESS

#### REACHING OUT TO NEW AMERICAN BUSINESSES

Awarded contracts to more than **2,300** American companies who were first-time DHS contractors, of which more than **1,700** were small businesses and **600** were medium and large businesses.

### SAVINGS

#### GETTING THE BEST VALUE

Saved **\$337 million** through leveraging buying power—Strategic Sourcing.

### WORLD-CLASS

#### TRAINING THE DHS ACQUISITION WORKFORCE

Trained **over 5,100** acquisition personnel with **220** highly rated formal training classes through the Homeland Security Acquisition Institute.

### ACCURACY

#### ENSURING TRANSPARENCY TO AMERICAN TAXPAYERS

Achieved **95%** Federal Procurement Data System (FPDS) data accuracy, another consecutive annual improvement – with a total accuracy rate increase of 10% over the last five years.

### AMERICAN

#### CONNECTING WITH AMERICAN BUSINESSES

Awarded contracts to nearly **14,000** large, medium, and small American companies.

### FAIRNESS

#### ENSURING FAIRNESS IN THE BUYING PROCESS

Experienced only **0.36%** contract awards protested and **5%** of those were sustained compared to the latest government-wide sustainment rate of **17%**.

### VETERANS

#### HELPING VETERANS

Awarded **\$898 million** in contracts to veteran-owned small businesses, including **\$703 million** to service-disabled veterans.

### WOMEN

#### HELPING WOMEN

Awarded **\$879 million** in contracts and received the Francis Perkins Vanguard Award from the Small Business Administration three times for promoting Women-Owned Small Businesses.

### GREEN

#### PROMOTING GREEN PURCHASING

Continued to be a leader in sustainable acquisition with **99%** of our procurements being environmentally preferable products and services for the third year in a row.

### NATIONWIDE

#### SUPPORTING U.S. COMPANIES ACROSS THE COUNTRY

Awarded contracts to nearly **14,000** American companies located in all **50 states**, supporting large, medium and small businesses across the United States.

### GOOD DEALS

#### GETTING A GOOD DEAL FOR THE AMERICAN TAXPAYER

Competed **70%** of contract dollars awarded, exceeding the government-wide average of **65%**.

### MINORITIES

#### HELPING MINORITIES

Awarded **\$1.7 billion** in contracts to African American, Hispanic, Native American, Asian Pacific, and Subcontinent Asian-owned small businesses, including **\$769 million** in awards under the 8(a) program.

### ECONOMY

#### HELPING THE ECONOMICALLY DISTRESSED

Awarded **\$416 million** in contracts to American small businesses located in Historically Underutilized Business Zones (HUBZone)—represents the highest award total among federal civilian agencies.

### COMMUNITY

#### PROVIDING WORK OPPORTUNITIES

Awarded **\$67 million** in contracts under the AbilityOne Program providing job opportunities for the blind and significantly disabled and awarded **\$8 million** in contracts under the UNICOR program supporting employment and job skills for federal inmates.

### STRENGTH

#### ACHIEVING HIGH-LEVEL OF EMPLOYEE SATISFACTION

In the Office of Personnel Management's annual "Federal Employee Viewpoint Survey," DHS contracting professionals reported a higher job satisfaction rate than all other government personnel and all other government contracting professionals.

# 03

## UPDATED LEADERSHIP ENDORSEMENTS

### OFFICE OF THE CHIEF PROCUREMENT OFFICER



**NICK NAYAK**  
CHIEF PROCUREMENT OFFICER



**ROBERT NAMEJKO**  
PROCUREMENT INDUSTRY LIAISON



**JOSE ARRIETA**  
PROCUREMENT OMBUDSMAN



**DANIEL CLEVER**  
DEPUTY CHIEF  
PROCUREMENT OFFICER



**LAURA AULETTA**  
EXECUTIVE DIRECTOR, POLICY  
AND ACQUISITION WORKFORCE



**DENNIS SMILEY**  
EXECUTIVE DIRECTOR, OFFICE OF  
PROCUREMENT OPERATIONS (HCA)



**DAVID GRANT**  
EXECUTIVE DIRECTOR, PROCUREMENT  
POLICY AND OVERSIGHT



**KEVIN BOSHEARS**  
EXECUTIVE DIRECTOR, OFFICE OF SMALL  
AND DISADVANTAGED BUSINESS  
UTILIZATION



**VICTORIA SHORT**  
ACTING DIRECTOR, ENTERPRISE  
ACQUISITION AND INFORMATION  
TECHNOLOGY



**WILLIAM THOREEN**  
EXECUTIVE DIRECTOR, OVERSIGHT  
AND STRATEGIC SUPPORT DIVISION



**TIM SHAUGHNESSY**  
SENIOR TECHNICAL ADVISOR



**DAVID DASHER**  
EXECUTIVE DIRECTOR, OFFICE OF  
SELECTIVE ACQUISITIONS (HCA)

## COMPONENT HEADS OF CONTRACTING ACTIVITY (HCAs)



**LATETIA HENDERSON**  
TRANSPORTATION SECURITY  
ADMINISTRATION



**RICHARD GUNDERSON**  
CUSTOMS AND BORDER  
PROTECTION



**WILLIAM WEINBERG**  
IMMIGRATION AND CUSTOMS  
ENFORCEMENT



**KELLY CURTIN**  
UNITED STATES  
SECRET SERVICE



**ASHLEY LEWIS**  
UNITED STATES  
COAST GUARD



**DAVID GRANT**  
FEDERAL EMERGENCY  
MANAGEMENT AGENCY (ACTING HCA)



**RICHARD FORMELLA**  
FEDERAL LAW ENFORCEMENT  
TRAINING CENTER



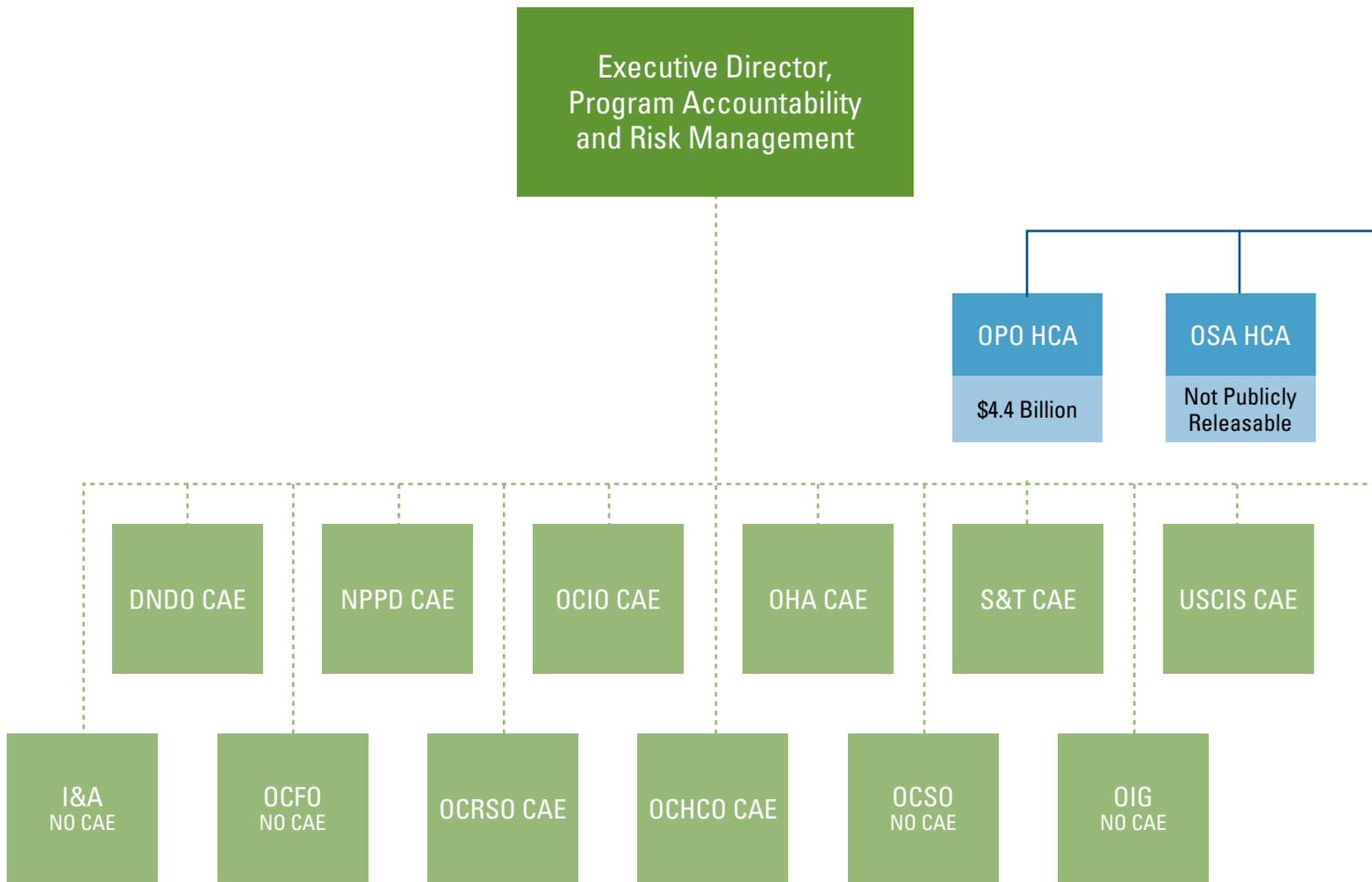
**DAVID DASHER**  
DHS HEADQUARTERS, OFFICE  
OF SELECTIVE ACQUISITIONS



**DENNIS SMILEY**  
DHS HEADQUARTERS, OFFICE OF  
PROCUREMENT OPERATIONS (HCA)

# 04

## UPDATED PROCUREMENT AND ACQUISITION STRUCTURE



Secretary

Deputy Secretary  
(Chief Operating Officer)

Under Secretary for Management  
(Chief Acquisition Officer)

Awarded **\$18.7B** in FY 2013 through  
**93,700** actions  
(Excludes purchase cards)

Chief Procurement Officer

USCG HCA

\$4.1 Billion

TSA HCA

\$3.7 Billion

CBP HCA

\$2.1 Billion

ICE HCA

\$2.1 Billion

FEMA HCA

\$1.4 Billion

USSS HCA

\$238 Million

FLETC HCA

\$261 Million

USCG CAE

TSA CAE

CBP CAE

ICE CAE

FEMA CAE

USSS CAE

FLETC  
NO CAE

## ACRONYM KEY

CAE—Component Acquisition Executive  
CBP—Customs and Border Protection  
DNDO—Domestic Nuclear Detection Office  
FEMA—Federal Emergency Management Agency  
FLETC—Federal Law Enforcement Training Center  
HCA—Head of Contracting Activity  
ICE—Immigration and Customs Enforcement  
I&A—Intelligence and Analysis  
NPPD—National Protection and Programs Directorate  
OCFO—Office of the Chief Financial Officer  
OCHCO—Office of the Chief Human Capital Officer  
OCIO—Office of the Chief Information Officer

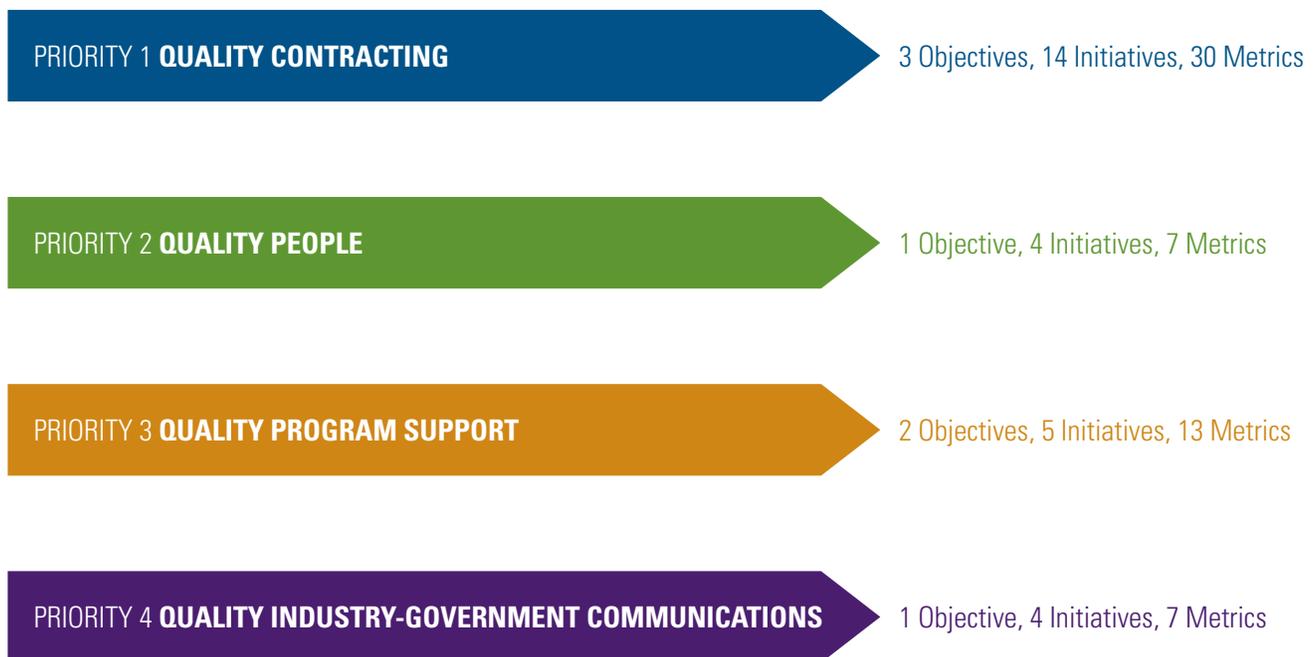
OCRSO—Office of the Chief Readiness Support Officer  
OCSO—Office of the Chief Security Officer  
OHA—Office of Health Affairs  
OIG—Office of Inspector General  
OPO—Office of Procurement Operations  
OSA—Office of Selective Acquisitions  
S&T—Science and Technology Directorate  
TSA—Transportation Security Administration  
USCG—United States Coast Guard  
USCIS—United States Citizenship and Immigration Services  
USSS—United States Secret Service

# 05

## PROCUREMENT PRIORITIES, OBJECTIVES, INITIATIVES, AND METRICS – FY 2013 PROGRESS AND FY 2014 OUTLOOK

Using a question and answer format, this section describes the accomplishments the DHS procurement community made in FY 2013 on furthering the priorities of the CPO Strategic Plan for FY 2012 to 2014, as well as the challenges DHS faced, and new or changing initiatives and performance metrics for FY 2014.

The four priorities the CPO has identified that most critically impact the DHS procurement community's ability to effectively deliver mission capability through the contracting of critical supplies and services are as follows:



# PRIORITY 1 QUALITY CONTRACTING

Quality contracting is essential to the Contracting Activities' ability to effectively procure critical supplies and services on behalf of their DHS customers. They are accountable to both their customers and taxpayers for procuring these supplies and services in a responsible manner by promoting sound business practices and decisions and complying with federal statutes and regulations.

## Q WHAT WERE SOME OF THE MAJOR ACCOMPLISHMENTS AND AREAS OF PROGRESS UNDER THE 14 INITIATIVES SUPPORTING QUALITY CONTRACTING?

**A** In the area of **Quality Contracting**, there were significant accomplishments and continued positive trends across our three primary objectives of Fiscal Responsibility, Small Business, and Contract Administration. First, under Fiscal Responsibility, DHS attained an overall **competition rate** of 70%, which exceeded our goal of 67%, as well as the government-wide average of 65%. We were able to achieve our overall competition goal, while awarding several large, complex awards that do not traditionally lend themselves to full and open competition; and also meet mission requirements in response to incidents such as Hurricane Sandy.

Our **Strategic Sourcing Program** continued to make tremendous strides; establishing new strategic sourcing contract vehicles and expanding utilization of the entire portfolio of 55 vehicles across DHS. In FY 2013, we established fourteen new strategic sourcing vehicles (see Section 8 for an overview of each award) and were able to provide targeted contract vehicles in specific mission support areas such as cybersecurity, information technology software and support services, wireless services and human resources support. Further, seven additional sourcing initiatives were in process in FY 2013, with anticipated awards in FY 2014 and beyond as follows:

- Detection Equipment
- Executive Sedan Services

- Mail and PC Postage Systems
- Special Munitions
- Uniforms II
- Vehicle Maintenance – National Discounts
- Vehicle Maintenance – Regional Contracts

DHS also made significant progress in our overall strategic sourcing utilization rate and contract savings. In FY 2013, we realized a savings of \$336.9 million with a total sourcing spend of \$2.6 billion. Since inception of our program in 2005, we have realized a total savings of approximately \$2 billion. In terms of overall utilization, we achieved a 42% DHS-wide utilization rate, exceeding our FY 2013 goal of 40%. DHS continues to be a recognized leader in federal strategic sourcing by organizations such as the Government Accountability Office (GAO) and the Office of Management and Budget (OMB) as well as key members of Congress. The Department is very active in strategic sourcing at the federal level and is one of seven agencies comprising the new Strategic Sourcing Leadership Council, led by the Office of Federal Procurement Policy (OFPP) and the General Services Administration (GSA). Several of the current federal-wide initiatives have been modeled after DHS's strategic sourcing execution and governance model. In addition, we have been a key participant in the Federal Wireless Initiative and are one of the top adopters of the Federal Office Supplies Initiative.

In the area of **protests**, DHS continues to experience a very low overall protest rate to the GAO and Court of Federal Claims (COFC). In FY 2013, 0.4% of eligible actions were protested to GAO or COFC, up slightly from our FY 2012 rate of 0.3%. Overall, the total number of protests filed with GAO or COFC increased from 79 protests in FY 2012 to 95 in FY 2013. Our protest sustainment rate also rose slightly from 4% to 5% for GAO/COFC protests. However, DHS's sustainment rate is significantly lower than the government-wide GAO rate of 17% in FY 2013. We also track the GAO Effectiveness Rate, which is a statistic that GAO tracks government-wide. Agencies strive to attain a low effectiveness rate on all protest actions filed with GAO. This rate is a percentage of all protests closed in a fiscal year and indicates the frequency of protesters obtaining some form of relief from the agency, either as a result of voluntary agency corrective action or GAO sustaining the protest. For FY 2013, the GAO Effectiveness Rate for DHS was 23%, significantly lower than the average overall government-wide rate of 42% over the past four years.

The **DHS Small Business Program** continues to be one of the DHS Procurement flagship initiatives. The unwavering support of the program was recognized again in FY 2013 with the Small Business Administration (SBA) awarding DHS an overall "A" on their scorecard, for a fourth consecutive year. DHS is the only

agency among the top seven spenders in the federal government to achieve this level of success. There are a myriad of individual success stories in FY 2013 that collectively resulted in our overall success in small business. Selected achievements include:

- Contracting with over 1,700 first-time small business DHS contractors;
- Obtaining an overall percentage of dollars awarded to small businesses of 30.5%, the second consecutive year that the rate exceeded 30%;
- Surpassing the SBA goal in six of seven socioeconomic categories; and,
- Obtaining a 42% total small business contracting rate under our Strategic Sourcing contract portfolio.

A critical requirement to enable accurate and transparent reporting of contracting accomplishments and metrics requires accurate and timely reporting of all contract actions into the Federal Procurement Data System (FPDS). This past fiscal year, DHS realized a 95% **FPDS accuracy rate** submission to OMB's OFPP. This accuracy rate surpassed FY 2012's rate of 93% and is a significant accomplishment given the breadth and depth of DHS contracting across more than 93,000 procurement actions in FY 2013. This accomplishment allows DHS to have tremendous confidence in reporting specific contracting process metrics to our stakeholders.

**Q****WHAT ARE THE NEW OR RECURRING CHALLENGES IN QUALITY CONTRACTING FOR FY 2014?****A**

As we execute the DHS contracting mission in FY 2014, we will continue to focus on our four priorities within the procurement line of business: empowering **Quality People** to execute **Quality Contracting** actions that enable **Quality Program Support**, while engaging in **Quality Industry-Government Communication**. Under our Quality Contracting priority, our procurement professionals will continue to balance the demanding and complex customer mission requirements with the hierarchy of government contracting statutes, regulations, and public policy. We will continue to focus on the core initiatives contained in our Strategic Plan –

- Enhance Competition
- Reduce High-Risk Contracts
- Increase Strategic Sourcing
- Improve Service Contracting
- Improve Acquisition Planning
- Increase Green Purchasing
- Reduce Sustained Protests and Corrective Actions
- Support UNICOR and AbilityOne Contracting
- Meet or Exceed Small Business Goals
- Improve Quality and Timeliness of Performance Evaluations
- Improve Federal Procurement Data Quality
- Maintain Strong Relationships with Oversight Organizations
- Reduce Prompt Payment Late Fees Paid
- Improve Timeliness of Contract Closeouts

**Q****DO YOU ENVISION ANY NEW OR REFOCUSED OBJECTIVES, INITIATIVES, OR PERFORMANCE METRICS UNDER QUALITY CONTRACTING FOR FY 2014?****A**

Within our Quality Contracting priority, we will retain our thirteen initiatives from FY 2013, while adding an additional initiative – Support UNICOR and AbilityOne Contracting. This initiative focuses on ensuring that DHS properly considers the resources and capabilities of both UNICOR and AbilityOne when conducting market research and developing acquisition strategies. We have added two additional metrics to measure our progress on this new initiative:

- UNICOR Dollars Obligated
- AbilityOne Dollars Obligated

## PRIORITY 2 QUALITY PEOPLE

Quality people are critical to procuring supplies and services in compliance with federal statutes and regulations and in a timely manner. The mission cannot be accomplished without experienced, trained, and motivated contracting professionals. The contracting community's role is greater than filling in a form or template—it is the contracting officer's role as a business advisor and the application of his or her judgment, experience, knowledge of the marketplace, and recognition of the inherent risks of a procurement approach that provides value to the DHS acquisition process.

### Q WHAT WERE SOME OF THE MAJOR ACCOMPLISHMENTS AND AREAS OF PROGRESS UNDER THE FOUR INITIATIVES SUPPORTING QUALITY PEOPLE?

A In FY 2013, we graduated 63 participants from the **Acquisition Professional Career Program (APCP)** and successfully placed each into the DHS acquisition workforce. This brings the total number of graduates from the program to 141. In FY 2014, we will graduate an additional 61 from the program. The APCP serves as the primary initiative to address the existing acquisition staff shortage and expectations of increasing future retirements through the targeted recruiting of highly motivated and talented individuals into entry-level acquisition positions in multiple career fields. In addition to growing the Department's acquisition talent, the program also develops future acquisition leaders and facilitates the goal of establishing the culture of "One DHS." The APCP is a major part of the DHS acquisition workforce's succession plan, delivering trained and certified new acquisition professionals every year to offset losses from retirements and transfers to other agencies.

Additionally, we issued 378 DHS **Federal Acquisition Certification-Contracting (FAC-C) certifications** (99 Level I, 138 Level II, and 141 Level III), and we assisted OFPP in the assessment of current FAC-C certification requirements and pending modification for greater alignment

with Department of Defense (DoD) Contracting certification requirements. The significant number of FAC-C certifications issued is a positive indication of the continued training and development of our 1102 workforce, honing our current contracting skills and improving our capability to effectively and efficiently execute our contracting functions. This continuous development of our 1102 workforce is an important aspect of our succession planning strategy. The pending modification of our current FAC-C certification for better alignment with DoD Contracting certification will present additional cost-effective options for acquiring requisite training, and will facilitate easier transition of contract specialists between DoD and DHS.

Also, we conducted a needs assessment survey of the 1102 community to obtain input on continued development opportunities for 1102 workforce members beyond certification. This survey provided valuable information that will allow us to design and implement additional workforce development tools to further enhance the capabilities, job satisfaction and retention rate of our 1102 workforce.

**Q** WHAT ARE THE NEW OR RECURRING CHALLENGES IN QUALITY PEOPLE FOR FY 2014?

**A** Our primary challenge for FY 2014 is the ability to deliver cost effective certification training to the 1102 community in remote locations. Over 90% of the DHS contracting workforce is located in the Washington DC area, however, the remaining population is scattered across 17 different states. The challenge remains for the Homeland Security Acquisition Institute (HSAI) to find efficient training alternatives and solutions for those who are unable to attend in-resident classes. HSAI will continue to explore ways to deliver training to small groups of our workforce situated in remote locations, including the use of distributed learning and video teletraining.

**Q** DO YOU ENVISION ANY NEW OR REFOCUSED OBJECTIVES, INITIATIVES, OR PERFORMANCE METRICS UNDER QUALITY PEOPLE FOR FY 2014?

**A** While we are not making any changes to our formal initiatives, we are adding a new metric entitled, “Employee Satisfaction – OPM Federal Viewpoint Survey” under our “Promote Employee Retention” initiative to capture the overall level of job satisfaction among DHS contracting professionals. However, our key focus for FY 2014 is to better measure the success of the APCP in a more meaningful way. We plan to conduct a survey of APCP graduates and their supervisors to gauge employee success and the program’s track record in preparing graduates for acquisition careers.

With almost 30% of our 1102 workforce eligible for retirement by 2018, and another 27% with five years of experience or less, we are exploring new ways of making our workforce “smarter, faster.” To that end, FY 2014 will include development of “simulation” format training and the evaluation of its effectiveness. This new training format is designed to allow students to learn by doing without leaving their desks. They will actively engage with the material in order to synthesize knowledge and experience it rather than be passively informed.

In addition, we will also focus our efforts on the transition of FAC-C certification to be more closely-aligned with the DoD Contracting certification.

## PRIORITY 3 QUALITY PROGRAM SUPPORT

Quality program support is a key priority for OCPO to ensure that sufficient human resources and critical funding are dedicated to maintaining a program support infrastructure across the Department. All too often, these program support initiatives are the first to be cut or eliminated entirely in tough budget times, resulting in short-term savings but long-term program degradation.

### Q WHAT WERE SOME OF THE MAJOR ACCOMPLISHMENTS AND AREAS OF PROGRESS UNDER THE FIVE INITIATIVES SUPPORTING QUALITY PROGRAM SUPPORT?

A HSAI successfully completed its first year of operations in its new facility at 90 K St. NE, Washington, DC. Student satisfaction remained Good to Very Good (~4.45 on a 5.0 scale) for the more than 5,100 students trained in more than 50 different courses delivered in FY 2013. This level of satisfaction applied to course content and instructional delivery, and also to staff support and training facilities. The HSAI is singularly focused on helping DHS acquisition professionals increase their skills, competencies and knowledge in ways that lead to greater efficiency, creativity and effectiveness in achieving the DHS mission. We continue to take steps to improve customer service from registration through graduation, including efforts to update and enrich course content, increase the frequency and methods of communications, and expand our use of training technologies.

Another important accomplishment is reflected in the two (2) new training-related Blanket Purchase Agreement (BPA) contracts awarded in FY 2013, both of which will effectively support the Contracting, Contracting Officer Representative (COR), and professional development courses in the HSAI training program for the next three to five years. These new BPAs give the HSAI more flexibility in meeting the demands of the DHS acquisition workforce, particularly for the Contracting and COR disciplines.

We also developed and deployed the **FY 2013 – 2017 Acquisition Workforce Strategic Human Capital Plan (AWSHCP)**, which identifies a number of initiatives within the following five strategic goal areas: 1- Strengthening workforce planning, 2- Formalizing acquisition career paths for the various acquisition disciplines, 3- Optimizing learning and development, 4- Improving recruiting, and 5- Enhancing communications. This first-ever Department-wide plan is a significant achievement, as it takes a strategic and holistic view of our DHS acquisition workforce of over 10,000 individuals, and establishes a set of goals and initiatives to enhance the Department's acquisition workforce's ability to achieve its acquisition mission to support the homeland. This plan was developed through extensive collaboration with acquisition professionals across the Department, and the implementation of initiatives contained within the plan is also being led and executed by representatives from across the Department.

Additionally, DHS supported the Federal Acquisition Institute (FAI) in the development and deployment of various enhancements to the Federal Acquisition Institute Training Application System (FAITAS) management system. Several examples include:

- The “program of record” that links acquisition workforce members to specific roles within acquisition program offices;
- The certification specialization module that identifies and tracks “core +” classifications (e.g., IT PM) for acquisition workforce members; and
- A mass e-mail feature that fosters communication between DHS acquisition leadership and all members of the acquisition workforce.

In terms of **training course development**, we continued to make great strides in FY 2013 by developing the Systems Engineering (SE) 201, and SE-301, and Test and Evaluation (TEV) 300 courseware, updating the TEV 200 courseware, and drafting and socializing the Program/Project Management Career Path. These are significant accomplishments as they expand the Department's ability to train our mid and senior level systems engineering and test and evaluation acquisition workforce to achieve the desired competence level, in order to better handle the more complex acquisition-related issues the Department routinely faces. Prior to the development of these courses, DHS was forced to rely on DoD systems engineering and test and evaluation certifications. Not only was it a challenge to obtain a sufficient number of seats, but the training itself presented a perspective that was not entirely consistent with DHS's framework.

Finally, the HSAI issued 3,216 **certifications** among the nine DHS acquisition certification categories during FY 2013. This substantial number reflects the Department's continued emphasis on developing the members of its acquisition workforce, across all functional disciplines, by honing their skills and better preparing them to effectively and efficiently deal with increasingly complex acquisition challenges. Our acquisition certification programs are also an important element of our acquisition workforce succession planning strategy.

## **Q** WHAT ARE THE NEW OR RECURRING CHALLENGES IN QUALITY PROGRAM SUPPORT FOR FY 2014?

**A** A continuing challenge of the HSAI is measuring the impact of acquisition training on professional performance in order to effectively support the Department's projects and programs. To begin to address this challenge, HSAI initiated a Level III evaluation pilot program for nine of our certification courses in FY 2013, implementing a postgraduate survey for both supervisors and

graduates. We gathered and are analyzing survey data through the first quarter of FY 2014 and the results will determine the value of the Level III evaluation pilot and whether the program will continue as is, expand to all certification courses, or be otherwise modified. The intended outcome of the Level III pilot program is to complete the training cycle by obtaining meaningful customer feedback and continually improving the training products we deliver to the DHS acquisition workforce.

Obtaining seats in Defense Acquisition University (DAU) classes is an ongoing challenge. Several of the DHS certification policies contain DAU course requirements, thus, difficulty in securing seats for DHS students constrains the number of certifications awarded each year. The HSAI has had some success in reserving seats from DAU for workforce members in Cost Estimating, Life Cycle Logistics, and Program Financial Management, but obtaining limited seats via an ad hoc process is not a sustainable approach to meet our needs.

Another challenge we face is implementing enhancements to the FAITAS management system. While FAITAS has been identified by the DHS Chief Procurement Officer as the Department's acquisition workforce management system, it is relatively new, federally-owned and managed and supports the entire federal acquisition workforce. This makes planning and achieving necessary system enhancements to support our DHS acquisition workforce a significant challenge. DHS-requested enhancements must be vetted and prioritized along with all other federal agency requested enhancements, thereby lengthening the cycle time for implementation. FAITAS is a key management tool for implementing the Department's AWSHCP and the ability to continuously improve the system is an important capability to help us achieve our AWSHCP goals.

**Q DO YOU ENVISION ANY NEW OR REFOCUSED OBJECTIVES, INITIATIVES, OR PERFORMANCE METRICS UNDER QUALITY PROGRAM SUPPORT FOR FY 2014?**

**A** We know that the quality of the HSAI training program is only as good as the accuracy, currency, and relevancy of the online and classroom information being presented to students. Therefore, in support of the requirement to maintain its government courseware, for each DHS-owned course (online and classroom), investments will be made in FY 2014 and FY 2015 to bring all courses in line with current policies, processes, principles, and practices. It is important that this work be done because government acquisition and procurement do not operate in a static environment. Whether it is changes to the Federal Acquisition Regulation, OFPP policies, or DHS policies and directives, the HSAI must stay in step with these changes to ensure that our workforce is provided the most up-to-date information.

Also in FY 2014, we are assessing the instructional delivery of relevant courseware to ensure it effectively provides the comprehensive information needed for students to learn COR responsibilities. The HSAI teaches COR duties and responsibilities to more than 800 DHS students annually.

Another FY 2014 initiative involves the CPO's Executive Development Program. This program enables executive-level training for high performing GS-15s and GS-14s, thus ensuring a pipeline of trained senior professionals ready

to assume senior procurement functions. In FY 2014, a survey of Executive Development Program graduates and their supervisors will be conducted to gauge employee success and the program's track record in preparing graduates for senior acquisition roles.

In terms of our formal initiatives and metrics outlined in the last CPO Strategic Plan Annual Progress Report for FY 2012, we are removing one initiative and its associated metrics, deleting another metric, and consolidating other selected metrics:

- We are deleting the initiative, "Support Federal Acquisition Institute Training Application System Implementation" and its two metrics because this process has matured and the initial goals represented by this initiative have been achieved.
- For our initiative, "Enhance Customer Service Experience," we are deleting one of the metrics – Customer Satisfaction Survey (Question 29) because we did not conduct the survey in FY 2013.
- We are consolidating five metrics (PFM Certificates Issued, CE Certificates Issued, LCL Certificates Issued, T&E Certificates Issued, and SE Certificates Issued) into a new single metric entitled, "Other DHS Acquisition Certifications Issued" to streamline our Procurement Health Assessment.
- The metric "Number of Students Trained" for our "Improve Quality of Acquisition Training Program" initiative is being revised to "Number of DHS Graduates" in order to provide a more accurate description of the metric.

# PRIORITY 4 QUALITY INDUSTRY-GOVERNMENT COMMUNICATION

Quality industry-government communication is a key element to OCPO maintaining open and transparent exchanges with the Department's vendor community. The contracting officers and specialists cannot procure quality supplies and services without an active and engaged vendor community. The Department directly benefits from quality communication with industry because it leads to increased competition, savings, and the identification of additional commercial sources, many of which are first-time DHS contractors or "non-traditional" federal contractors.

## Q WHAT WERE SOME OF THE MAJOR ACCOMPLISHMENTS AND AREAS OF PROGRESS UNDER THE FOUR INITIATIVES SUPPORTING QUALITY INDUSTRY-GOVERNMENT COMMUNICATION?

**A** Our priority on Quality Industry-Government Communication continues to be at the forefront of our Strategic Plan execution strategy in FY 2014. Communication is critical for an agency that touches all segments of industry through more than 93,000 actions and \$18 billion in obligations. Each of the five DHS mission areas cannot be met unless commercial products and services are provided to augment the dedicated work of our 240,000 employees each and every day. This priority is executed through several facets and initiatives.

One important accomplishment in FY 2013 was the creation and roll-out of **industry-led seminars**. DHS developed the concept of industry-led seminars where industry partners actually teach the DHS acquisition workforce about an acquisition challenge from industry's perspective. Seminars are led by an industry association with representatives from small, medium, and large companies, to ensure DHS contracting officials gain a comprehensive understanding of the concerns of different-sized businesses and different issues including topics such as strategic communications, best practices, strategic sourcing, and other risk and challenge areas. In FY 2013, DHS rolled out five industry-led seminars; through which a total of 64 industry partners participated and 150 DHS acquisition professionals were trained. This initiative came about from the realization that DHS contracting professionals receive contracting and project management training, but lack

training on how industry does business. This perspective is important to ensure a successful partnership that meets the needs of both government and industry.

Another notable FY 2013 accomplishment was the development and completion of the **first-ever DHS simulated debriefing training** to improve competition and lower costs by providing better feedback on the reasons a company won or lost a specific opportunity with DHS. This debriefing training initiative was established in response to industry partners who identified the mutual benefit of training that enabled them to practice debriefings in a mock scenario with government professionals. In FY 2013, DHS completed the first mock debriefing training sessions that involved 100 industry partners and 125 government employees and was facilitated by an acquisition expert. During the four-hour class, DHS officials were trained using three cases with mock solicitations for government personnel and mock proposals for the contractor. These cases covered service types with the largest DHS spend, GSA multiple award schedules, Program Management Support Services, and Information Technology Services.

In FY 2013, we also made significant strides in the improvement of **DHS procurement policy guidance**, which serves as the basis for actions taken by DHS's 1,400 contracting professionals. The updated policy documents provide clearer and more comprehensive guidance on how we do business that takes into consideration impact

on industry. Specifically, we solicited industry feedback to improve the following policy guidance: Market Research Guide, Debriefing Guide and Source Selection Guide.

External Engagement was another significant area of progress in FY 2013. The DHS Procurement Ombudsman and Industry Liaison continued their external engagement efforts with industry stakeholders by participating in numerous and wide-ranging outreach events. We engaged with industry through ten different industry associations:

- Armed Forces Communications and Electronics Association
- American Council for Technology-Industry Advisory Council (ACT-IAC)
- Coalition for Government Procurement (CGP)
- Homeland Security Defense and Business Council
- National Defense Industrial Association
- Washington Homeland Security Roundtable
- Government Technology Services Coalition (GTSC)
- Tech America
- Professional Services Council (PSC)
- Homeland Security Dialogue Forum

DHS procurement also conducted a “Mid-Tier Company Summit” to learn about the challenges over 8,000 companies under contract with DHS face once they graduate to the status of “other-than small businesses.” We coordinated a White House-sponsored Hispanic outreach session whereby 20 DHS participants interfaced with representatives of the largest Hispanic association in the United States to exchange ideas and information with regard to DHS procurement procedures. Extensive engagements were held with industry associations and various socioeconomic groups to provide guidance

on how to conduct business with DHS. In addition, we chaired more than 400 one-on-one meetings with individual industry partners and conducted 565 pre-proposal conferences as well other outreach events across the Department in FY 2013. Finally, we initiated several web site enhancements for industry and external stakeholders.

DHS’s accomplishments and high-level of performance in FY 2013 relating to industry-government communications have been recognized by procurement and contracting institutions at the state, national, and international level. In FY 2013, the OCPO was recognized as a leader in the following areas: partnership with industry, developing innovative policies that drive operational excellence, and efforts to stimulate and grow a dynamic industrial base of small and innovative businesses. Lastly, the Chief Procurement Officer of DHS, Dr. Nick Nayak has been asked to serve on an international board of contracting and procurement experts to share best practices and help advance the profession globally. Specific awards received for FY 2013 are listed below (see inside cover of this report for details on each award):

- CGP Excellence in Partnership Award
- GTSC Federal Small Business Champions Award
- ACT-IAC Office of Federal Procurement Policy Myth Busting Award
- PSC Public Service Partner of the Year Award
- International Association for Contract and Commercial Management (IACCM) – Innovation Award for Operational Improvement
- Coalition for Government Procurement – Lifetime Acquisition Excellence Award
- Partnership For Procurement Excellence – Small Business Engagement Award

## Q

### WHAT ARE THE NEW OR RECURRING CHALLENGES IN QUALITY INDUSTRY-GOVERNMENT COMMUNICATION FOR FY 2014?

## A

From an industry-government communication perspective, our continuous challenge for the next five years will be to train the next group of acquisition leaders to be “smarter, faster.” Part of that challenge is ensuring that procurement professionals within DHS understand our industry partners’ perspective and how they do business. Also, we must work to continually update policy and training related to interfacing with industry. This will help the Department lower costs, buy best value and improve our procurement organizations’ ability to support the mission. Furthermore, all of the initiatives that make up quality industry-government communication bring together ideas and innovations from across the entire Department and help intertwine the different cultures to collectively improve the way we do business with our industry partners.

## Q

## DO YOU ENVISION ANY NEW OR REFOCUSED OBJECTIVES, INITIATIVES, OR PERFORMANCE METRICS UNDER QUALITY INDUSTRY-GOVERNMENT COMMUNICATION FOR FY 2014?

## A

In FY 2014, the Office of the Procurement Ombudsman and Industry Liaison will be focusing on several efforts to further strengthen and expand DHS's priority of quality industry-government communication. DHS will continue with the initiatives that have been successful to this point relating to training and engagement. Furthermore, DHS will continue to innovate by learning from procurement organizations in the public and private sectors around the world. More specifically, DHS will focus on strengthening acquisition planning, developing policy guidance, engaging the workforce in outreach and training events, and establishing a robust Industry Liaison Council. Initiatives for FY 2014 include:

- **Advance Acquisition Planning Information.** DHS will introduce an enhanced version of the Acquisition Planning and Forecast System (APFS) and will regularly monitor data to ensure the information is current, complete, and accurate. Also, annually every November, we will publish the DHS Small Business Forecast of Contract Opportunities in APFS to ensure industry has access to the most up-to-date advanced acquisition planning information.
- **WebEx.** DHS will be replacing annual industry days with quarterly WebEx events on topics specified by industry to ensure we address issues and interests most relevant to companies doing business with DHS.
- **Industry-Led Seminars.** We will continue our Industry Seminar Series with preplanned topics such as acquisition planning, market research engagement strategies, buying consumption-based services, challenges of a lowest price technically acceptable acquisition strategy for small businesses, and post-award contract savings strategies.
- **Industry Liaison Council.** DHS will continue to engage an Industry Liaison Council across all nine Contracting Activities to facilitate effective and timely interaction with all companies doing business with DHS.
- **Mock Debriefing Training.** We will continue to expand and improve upon the successful debriefing training we initiated the last fiscal year by offering additional sessions to our contracting and program management staff.
- **Public and Private Sector Comparison Research Reports.** We plan to study government organizations and the private sector markets, regarding their strategic sourcing governance and

procurement organizational structures in order to find opportunities for new leading-edge practices.

Based on a review and analysis of last fiscal year activity, in support of this priority, we are making several changes for FY 2014. As we continue to innovate in this area, we believe that these metrics represent value to the entire organization and the industrial base that helps us achieve our mission. Annually, we expect to adjust and redesign metrics as we continue to find effective ways to transform our workforce, policies, and training activities to be more open as it relates to our industry partners.

For our initiative, "Improve Advance Acquisition Planning (AAP) Information," we are deleting the corresponding metrics of "Timely Creation of AAP Data" and "Timely Forecast Updates" and replacing them with a new, more measurable metric, "Number of APFS Entries." This metric previously was tracked under Priority 1 – Quality Contracting, but is being moved under Priority 4 – Quality Industry-Government Communications for better alignment within our priorities.

Under the "Increase Vendor Communications" initiative, we are expanding our "Number of Industry Days/Pre-Proposal Conferences" metric to include "Number of Outreach Events," in order to provide a more comprehensive and accurate measure.

For our seminar-related initiative, we are renaming "Conduct Business Process Exchange Seminars for the Acquisition Workforce" to "Conduct Industry-Led Seminars for the Acquisition Workforce" to more accurately convey the wide-ranging nature of the efforts under this initiative. In addition, we revised the metric from "Number of Seminars" to "Number of Seminar/Webinar Participants." Number of participants is a better effectiveness measure than looking simply at the number of events. Including "webinars" clarifies that the metric consists of online webinars as well as in-person seminars.

Also, we are removing the initiative called "Enhance and Maintain DHS Procurement Web Page" along with its metric (Number of Unique Visitors to the DHS Procurement Web Page). It is replaced by a new initiative entitled "Conduct Training on Industry Engagement Issues" and measured with two new metrics, "Number of Government Employee Participants" and "Number of Industry Participants."

# 06

## FY 2014 PROCUREMENT PRIORITIES, OBJECTIVES, INITIATIVES, AND METRICS SUMMARY

# MOVING FORWARD INTO FY 2014



THE CHIEF PROCUREMENT OFFICERS  
**FOUR PRIORITIES**  
HONESTY QUALITY CONTRACTING  
SMARTER BUSINESS  
QUALITY PEOPLE  
QUALITY INDUSTRY-GOVERNMENT COMMUNICATION  
PURCHASING  
OPEN  
SMALL MEDIUM  
LARGE  
ACQUISITION  
LEAD GREATER  
MORE  
PROGRESSIVE  
SUCCESS  
CONTRACT  
SOURCING  
DEALS  
QUALITY  
HIGHER  
ECONOMICALLY

**Strategic Plan**  
FISCAL YEAR 2012 to 2014

DEPARTMENT OF HOMELAND SECURITY  
Chief Procurement Officer



THE CHIEF PROCUREMENT OFFICERS  
**FOUR PRIORITIES**  
HELPING VETERANS RESULTS  
CONNECTING QUALITY CONTRACTING  
WITH AMERICAN BUSINESS  
QUALITY PEOPLE  
ENSURES TRANSPARENCY  
GETTING A GOOD DEAL  
FOR THE AMERICAN TAXPAYER  
OPEN TO  
QUALITY PROGRAM SUPPORT  
SUPPORTING MISSION  
TO PROTECT THE HOMELAND  
MORE  
IDEAS  
TRAINING  
FOR THE WORK  
FORCE  
PROFESSION  
ENGINEERING  
SUCCEED  
QUALITY  
ECONOMICALLY

**ANNUAL PROGRESS REPORT  
FOR FISCAL YEAR 2012**  
STRATEGIC PLAN FOR FISCAL YEARS 2012 TO 2014

DEPARTMENT OF HOMELAND SECURITY  
Chief Procurement Officer



THE CHIEF PROCUREMENT OFFICERS  
**FOUR PRIORITIES**  
HELPING VETERANS RESULTS  
CONNECTING QUALITY CONTRACTING  
WITH AMERICAN BUSINESS  
QUALITY PEOPLE  
ENSURES TRANSPARENCY  
GETTING A GOOD DEAL  
FOR THE AMERICAN TAXPAYER  
OPEN TO  
QUALITY PROGRAM SUPPORT  
SUPPORTING MISSION  
TO PROTECT THE HOMELAND  
MORE  
IDEAS  
TRAINING  
FOR THE WORK  
FORCE  
PROFESSION  
ENGINEERING  
SUCCEED  
QUALITY  
ECONOMICALLY

**ANNUAL PROGRESS REPORT  
FOR FISCAL YEAR 2013**  
STRATEGIC PLAN FOR FISCAL YEARS 2012 TO 2014

Homeland Security | Chief Procurement Officer



### ISSUED IN 2012

**4 PRIORITIES**  
**7 OBJECTIVES**  
**30 INITIATIVES**  
**66 METRICS**

### ISSUED IN 2013

**4 PRIORITIES**  
**7 OBJECTIVES**  
**27 INITIATIVES**  
**61 METRICS**

### ISSUED IN 2014

**4 PRIORITIES**  
**7 OBJECTIVES**  
**27 INITIATIVES**  
**57 METRICS**



# Homeland Security

# FY 2014 PROCUREMENT PRIORITIES

## 4 PRIORITIES | 7 OBJECTIVES | 27 INDICATORS

TEAR HERE AND TAKE AWAY

| INITIATIVE  | MEASURE CATEGORY         | METRIC  |
|---|--------------------------|---|
| <b>PRIORITY 1: QUALITY CONTRACTING</b>                          |                          |   |
| <b>OBJECTIVE 1.1: FISCAL RESPONSIBILITY</b>                     |                          |   |
| 1.1.1 Enhance Competition                                       | Effectiveness            | <ul style="list-style-type: none"> <li>Competition Rate (FYHSP) (USM MHA)</li> <li>Noncompetitive Contract Rate (AcqStat)</li> <li>One-Bid Contract Rate (AcqStat)</li> <li>Time-and-Materials and Labor-Hour Contract Type Rate (AcqStat)</li> <li>Cost-Reimbursement Contract Type Rate (AcqStat)</li> <li>Total High-Risk Rate (AcqStat) (USM MHA)</li> </ul>  |
| 1.1.2 Reduce High-Risk Contracts                                | Effectiveness            | <ul style="list-style-type: none"> <li>Strategic Sourcing Savings (AcqStat) (USM MHA)</li> <li>Strategic Sourcing Utilization Rate (AcqStat) (USM MHA)</li> </ul>   |
| 1.1.3 Increase Strategic Sourcing                               | Efficiency               | <ul style="list-style-type: none"> <li>Performance-Based Service Contracting Rate</li> </ul>  |
| 1.1.4 Improve Service Contracting                               | Efficiency               | <ul style="list-style-type: none"> <li>Number of Substantive Comments Generated from OCPO AP Reviews</li> </ul>   |
| 1.1.5 Improve Acquisition Planning                              | Effectiveness            | <ul style="list-style-type: none"> <li>Sustainable Purchasing Rate (FYHSP) (HCA)</li> </ul>   |
| 1.1.6 Increase Green Purchasing                                 | Effectiveness            | <ul style="list-style-type: none"> <li>Percent of Awards Protested to GAO &amp; COFC (HCA)</li> <li>Sustained GAO/COFC Protest Rate Based on Total Decided (USM MHA)</li> <li>GAO Effectiveness Rate</li> </ul>   |
| 1.1.7 Reduce Sustained Protests and Corrective Actions          | Effectiveness            | <ul style="list-style-type: none"> <li>UNICOR Dollars Obligated</li> <li>AbilityOne Dollars Obligated</li> </ul>  |
| 1.1.8 Support UNICOR and AbilityOne Contracting                 | Effectiveness            | <ul style="list-style-type: none"> <li>Percent of Contracts Awarded to Small Businesses (SBA) (AcqStat) (FYHSP) (USM MHA)</li> <li>Percent of Contracts Awarded to Overall SDB (SBA) (AcqStat)</li> <li>Percent of Contracts Awarded to 8(a) Small Businesses (SBA)</li> <li>Percent of Contracts Awarded to Non-8(a) SDB (SBA)</li> <li>Percent of Contracts Awarded to SDVOSB (SBA) (AcqStat)</li> <li>Percent of Contracts Awarded to WOSB (SBA) (AcqStat)</li> <li>Percent of Contracts Awarded to HubZone Small Businesses (SBA) (AcqStat)</li> <li>Percent Increase in Small Business Awards under SAT (AcqStat)</li> <li>Percent of Contracts Awarded to Small Businesses through IDIQ Contracts and Multiple Award Schedules (AcqStat)</li> </ul> |
| <b>OBJECTIVE 1.2: SMALL BUSINESS</b>                            |                          |   |
| 1.2.1 Meet or Exceed Small Business Goals                       | Effectiveness            | <ul style="list-style-type: none"> <li>PPIRS Compliance Rate (AcqStat)</li> <li>FPDS Annual Certification Rate (FYHSP) (HCA)</li> <li>OIG/GAO Recommendations Open &gt; 2 Years</li> <li>Prompt Payment Late Fees Paid (HCA)</li> <li>Number of Contract Actions Closed</li> </ul>  |
| <b>OBJECTIVE 1.3: CONTRACT ADMINISTRATION</b>                   |                          |   |
| 1.3.1 Improve Quality and Timeliness of Performance Evaluations | Effectiveness            |   |
| 1.3.2 Improve Federal Procurement Data Quality                  | Effectiveness            |   |
| 1.3.3 Maintain Strong Relationship with Oversight Organizations | Stakeholder Satisfaction |   |
| 1.3.4 Reduce Prompt Payment Late Fees Paid                      | Efficiency               |   |
| 1.3.5 Improve Timeliness of Contract Closeouts                  | Efficiency               |   |

# S, OBJECTIVES, INITIATIVES AND METRICS SUMMARY

## INITIATIVES | 57 METRICS

### PRIORITY 2: QUALITY PEOPLE

#### OBJECTIVE 2.1: WORKFORCE

|       |   |                          |   |
|-------|---|--------------------------|---|
| 2.1.1 | Continue Acquisition Professional Career Program              | Effectiveness            | <ul style="list-style-type: none"> <li>APCP Graduation Rate</li> <li>APCP Attrition Rate</li> </ul>   |
| 2.1.2 | Improve Quality of Contracting Workforce                      | Effectiveness            | <ul style="list-style-type: none"> <li>1102 Certification Rate (AcqStat) (HCA)</li> </ul>   |
| 2.1.3 | Apply DHS Procurement Staffing Model to All HCA Organizations | Efficiency               | <ul style="list-style-type: none"> <li>1102 Staffing Variance (HCA)</li> <li>HCA Contractor Support Spend (HCA)</li> </ul>                          |
| 2.1.4 | Promote Employee Retention                                    | Stakeholder Satisfaction | <ul style="list-style-type: none"> <li>1102 Attrition Rate (USM MHA)</li> <li>Employee Satisfaction – OPM Federal Viewpoint Survey (HCA)</li> </ul> |

### PRIORITY 3: QUALITY PROGRAM SUPPORT

#### OBJECTIVE 3.1: CUSTOMER SATISFACTION

|       |                                     |                          |   |
|-------|-------------------------------------|--------------------------|---|
| 3.1.1 | Enhance Customer Service Experience | Stakeholder Satisfaction | <ul style="list-style-type: none"> <li>Total Obligations (AcqStat) (HCA) (USM SDC – OPO)</li> <li>Total Transactions (HCA) (USM SDC – OPO)</li> </ul> |
| 3.1.2 | Maintain Timeliness                 | Stakeholder Satisfaction | <ul style="list-style-type: none"> <li>Procurement Action Lead Time - OPO (IPR) (HCA)</li> </ul>  |

#### OBJECTIVE 3.2: ACQUISITION TRAINING AND CERTIFICATION

|       |   |                          |   |
|-------|---|--------------------------|---|
| 3.2.1 | Enhance Acquisition Certification Program       | Effectiveness            | <ul style="list-style-type: none"> <li>PM Certificates Issued (AcqStat)</li> <li>COR Certificates Issued (AcqStat)</li> <li>Contracting Certificates Issued</li> <li>Number of IT/PM Certificates Issued</li> <li>Other DHS Acquisition Certifications Issued</li> <li>Comparison of CORs to Contracts</li> </ul> |
| 3.2.2 | Improve Quality of Acquisition Training Program | Stakeholder Satisfaction | <ul style="list-style-type: none"> <li>Overall Student Satisfaction</li> <li>Supervisor Assessment of Employee Training Effectiveness</li> <li>Number of DHS Graduates</li> </ul>   |
| 3.2.3 | Maintain Executive Development Program          | Effectiveness            | <ul style="list-style-type: none"> <li>Executive Program Completion Rate</li> </ul>   |

### PRIORITY 4: QUALITY INDUSTRY-GOVERNMENT COMMUNICATION

#### OBJECTIVE 4.1: INDUSTRY OUTREACH

|       |   |               |  |
|-------|---|---------------|--|
| 4.1.1 | Improve Advance Acquisition Planning Information            | Effectiveness | <ul style="list-style-type: none"> <li>Number of APFS Entries</li> </ul>   |
| 4.1.2 | Increase Vendor Communications                              | Effectiveness | <ul style="list-style-type: none"> <li>Number of Industry Days/Pre-Proposal Conferences/Outreach Events (HCA)</li> <li>Number of Requests for Information/Draft Requests for Proposals (HCA)</li> <li>Number of Contractors Receiving First-Time DHS Awards</li> </ul> |
| 4.1.3 | Conduct Industry-Led Seminars for the Acquisition Workforce | Effectiveness | <ul style="list-style-type: none"> <li>Number of Seminars /Webinar Participants</li> </ul>   |
| 4.1.4 | Conduct Training on Industry Engagement Issues              | Effectiveness | <ul style="list-style-type: none"> <li>Number of Government Employee Participants</li> <li>Number of Industry Participants</li> </ul>  |

**TURN PAGE AND REMOVE  
ON MICROPERFORATION**

# DHS PROCUREMENT COMMUNITY BUYING THINGS TO PROTECT THE UNITED STATES AT THE LEAST COST TO THE AMERICAN TAXPAYER, WHILE FULFILLING PUBLIC POLICY THROUGH **93,700 CONTRACTING ACTIONS**

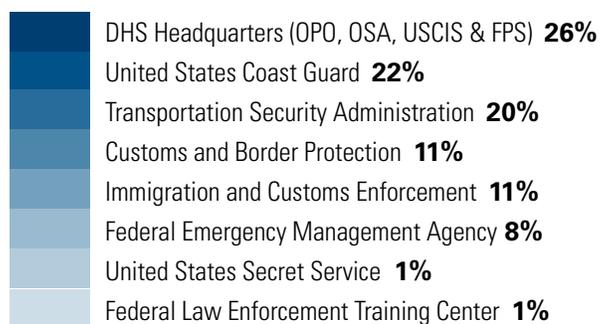
During FY 2013, the 1,416 DHS procurement professionals executed approximately 93,700 contracting actions totalling \$18.7B, all in support of the DHS Mission and Responsibility areas. The diagram below depicts FY 2013 DHS contract spending by product/service type as well as by Component.



## CONTRACT SPEND BY PRODUCT/SERVICE TYPE



## CONTRACT SPEND BY COMPONENT



# 07

## UPDATED STRATEGIC PLAN ANNUAL EXECUTION

Successfully implementing the CPO Strategic Plan requires active participation throughout our procurement community. The timeline on the following pages outlines the recurring activities and events that the CPO, Deputy Chief Procurement Officer (DCPO), OCPO leadership, and HCAs will lead or participate in to implement the Strategic Plan initiatives.

Each event supports one or more of the CPO's four priorities: Quality Contracting, Quality People, Quality Program Support, and Quality Industry-Government Communication. Most of the events can be categorized as oversight, support, or outreach. Oversight includes

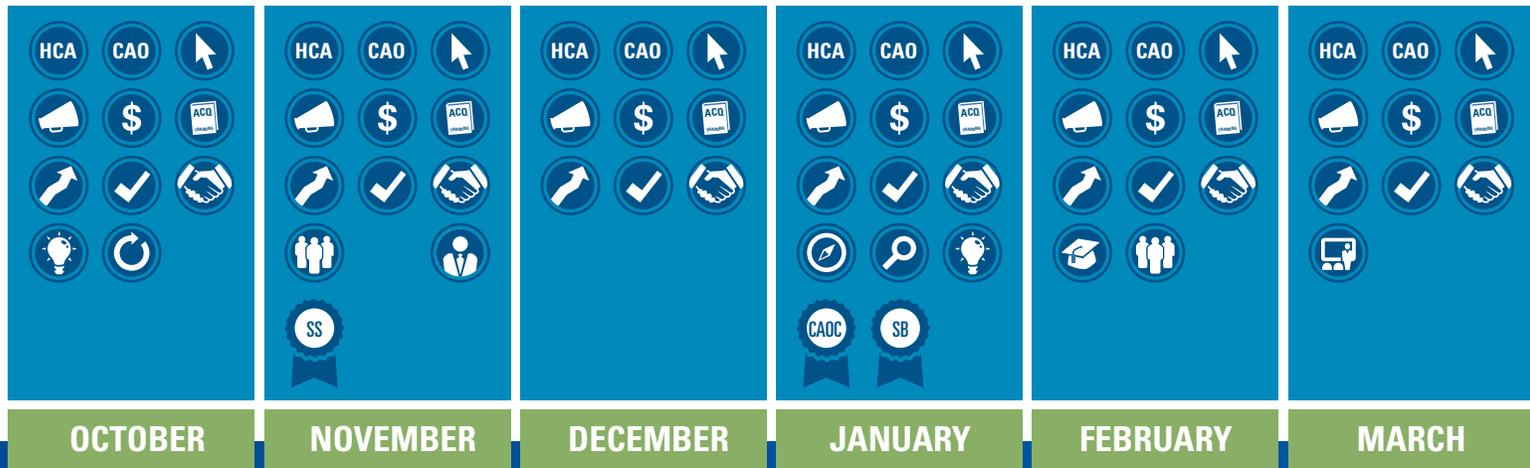
meetings or reviews of Contracting Activities' progress in implementing the CPO Strategic Plan initiatives. Support includes OCPO activities that reinforce the Strategic Plan initiatives, such as acquisition training. Outreach includes communications with external stakeholders, such as industry and OFPP.

The Strategic Plan Annual Execution has been updated to include the DHS Small Business Forecast of Contract Opportunities, DHS Component Industry Liaison Council Meetings, and Industry WebEx Events in lieu of the Annual Industry Day.



# 07

## UPDATED STRATEGIC PLAN ANNUAL EXECUTION



### ALL PRIORITIES



#### HCA GOAL & PRIORITY LETTERS

The CPO issued FY 2014 Goal & Priority Letters for all nine HCAs in conjunction with the FY 2013 HCA end-of-year performance assessments. These letters summarize FY 2013 results and set goals for selected metrics in FY 2014. The goal letters were also provided to each HCA's reporting official for their use in establishing HCA performance plans.



#### HCA PERFORMANCE ASSESSMENTS

On a semi-annual basis, the CPO conducts formal performance assessments of the operations of the HCAs and their progress in meeting annual goals, as outlined in the CPO Procurement Health Assessment.



#### HCA COUNCIL MEETINGS

The CPO chairs monthly meetings with the HCAs to collectively discuss progress in implementing the Strategic Plan initiatives.



#### CAO COUNCIL (CAOC) MEETINGS

OFPP chairs monthly Chief Acquisition Officers Council meetings, which include procurement executives from DHS and the Federal Government, to discuss federal procurement initiatives and challenges.



#### OFPP CONDUCTS ACQSTAT REVIEW WITH CPO

OFPP conducts an annual review of DHS's progress in meeting OFPP initiatives and goals.



#### ONLINE HCA PROGRESS MONITORING

Several times a month, OCPO monitors the HCAs' progress in meeting goals through the online dashboard, ERA. OCPO also monitors updates on each HCA's top 10 procurements in ERA.



#### STRATEGIC PLAN ANNUAL PROGRESS REPORT

To support implementation and execution of the CPO FY 2012-2014 Strategic Plan, annual progress reports are issued each January. In January 2014, CPO published the FY 2013 Annual Progress Report describing DHS procurement workforce accomplishments and updates to the Strategic Plan's initiatives and metrics based on HCA, OCPO leadership, and other stakeholder feedback.

### QUALITY CONTRACTING



#### HIGH VISIBILITY PROCUREMENT TOPIC REVIEWS

OCPO conducts approximately 8-10 high visibility procurement topic reviews throughout the year. These reviews include a comprehensive review on a particular procurement topic, such as the use of past performance evaluations or time-and-material contracts.



#### SMALL BUSINESS OUTREACH

The Office of Small and Disadvantaged Business Utilization (OSDBU) leads or participates in over 75 small business outreach events a year.



#### SMALL BUSINESS VENDOR OUTREACH SESSIONS

OSDBU hosts approximately 10 vendor outreach sessions a year which include 15-minute, one-on-one sessions for small business owners with DHS small business specialists and program officials.



#### COMPONENT PROCUREMENT OVERSIGHT REVIEWS

Every three years, OCPO conducts a comprehensive assessment of a Contracting Activity's operations, which includes an audit of the activity's contract files. OCPO conducts two reviews each year.

### QUALITY PEOPLE



#### APCP GRADUATION

OCPO graduates approximately two cohorts of contracting and acquisition professionals each year. Upon graduation, the professionals begin permanent assignments within DHS.



#### DHS PROCUREMENT STAFFING MODEL

In response to GAO's high risk assessment of DHS acquisition management, a procurement staffing model was developed to determine the optimal number of operational contracting personnel (1102s) required for each Component. OCPO updated the model in November 2013 and provided each HCA with their respective staffing recommendation for FY 2014. This model will be applied on an annual basis and results included in the annual HCA Goal & Priority Letters.

CPO ASSESSES HCA PERFORMANCE PROGRESS 

CPO ASSESSES HCA PERFORMANCE PROGRESS 



APRIL

MAY

JUNE

JULY

AUGUST

SEPTEMBER

## QUALITY INDUSTRY-GOVERNMENT COMMUNICATION

### PROCUREMENT RECOGNITION PROGRAMS

OCPO manages or participates in four annual recognition programs that support key priorities and initiatives.



#### COMPETITION AND ACQUISITION EXCELLENCE (C&AE)

Recognizes individual and team initiatives and accomplishments that contribute to the promotion of competition, industry communication, and the use of innovative and best practices.



#### SMALL BUSINESS (SB)

Recognizes small business advocates and supporters for their outstanding contributions to DHS's small business program.



#### STRATEGIC SOURCING (SS)

Recognizes individuals, teams, and Components for their achievements in strategic sourcing such as reducing costs and improving process efficiencies.



#### CAOC ACQUISITION EXCELLENCE

Recognizes federal employees engaged in team or individual activities that lead to excellent results in the following four acquisition categories: buying smarter, effective vendor communication, strategic sourcing, and small business.



#### INDUSTRY WEBEX EVENTS

The Procurement Ombudsman and Industry Liaison are beginning a new initiative to host quarterly WebEx events on topics specified by industry to ensure that DHS addresses the issues and interests most relevant to companies doing business with DHS. This online collaboration effort will replace the annual industry days conducted in previous years.



#### DHS COMPONENT INDUSTRY LIAISON COUNCIL MEETINGS

The Procurement Ombudsman and Industry Liaison chair quarterly meetings with each Contracting Activity's Industry Communication Liaison to discuss progress in improving communications with vendors.



#### INDUSTRY-LED SEMINARS

In FY 2013, DHS introduced the concept of industry-led seminars to increase DHS's understanding of the concerns and challenges of companies and how they do business, which is important to ensure a successful partnership between government and industry. In FY 2013, DHS held five industry-led seminars where a total of 64 industry partners participated and 150 DHS acquisition professionals were trained.



#### SMALL BUSINESS FORECAST OF CONTRACT OPPORTUNITIES

The DHS Small Business Forecast of Contract Opportunities is published annually every October in the Acquisition Planning Forecast System (APFS), where our industry partners can access real-time advanced acquisition planning information. In addition, DHS program offices add new or update existing contract opportunities throughout the year to provide industry with a continuously updated forecast of DHS business opportunities.



#### ACQUISITION PLANNING FORECAST SYSTEM (APFS)

DHS program offices add new and re-compete contract opportunities in APFS to provide industry with a continually up-to-date forecast of DHS business opportunities. New opportunities represent requirements not previously awarded and re-compete opportunities are contracts that are ending and must be re-competed.

## QUALITY PROGRAM SUPPORT



#### ACQUISITION REVIEW BOARDS/ EXECUTIVE STEERING COMMITTEES

Several times a month, the HCAs participate in these boards/committees to provide procurement guidance on major program acquisitions.



#### ACQUISITION TRAINING

OCPO offers 220 classes a year at 25 Component locations nationwide. These classes are offered to the entire acquisition workforce to include program and contracting professionals.

# 08

## DHS PROCUREMENT – FY 2013 PROFILES IN MISSION SUPPORT

This section highlights a small sampling of significant contract awards made across the Department in FY 2013 to demonstrate the DHS procurement community’s direct contribution to protecting the homeland. Specific events and DHS missions are identified as well as the contract’s positive impacts, which provided the essential support that resulted in DHS’s ability to successfully meet its mission. In addition to these highlighted contract awards that were executed across each of our nine Contracting Activities, each of the 14 FY 2013 DHS Strategic Sourcing Program contract awards are profiled as well.

### DHS MISSIONS & RESPONSIBILITIES



**MISSION 1** PREVENT TERRORISM AND ENHANCE SECURITY



**MISSION 2** SECURE AND MANAGE OUR BORDERS



**MISSION 3** ENFORCE AND ADMINISTER OUR IMMIGRATION LAWS



**MISSION 4** STRENGTHEN THE SECURITY AND RESILIENCE OF CYBERSPACE AND CRITICAL INFRASTRUCTURE



**MISSION 5** STRENGTHEN NATIONAL RESILIENCE



MATURE AND STRENGTHEN THE DEPARTMENT

### FY 2013 Strategic Sourcing Awards

**.223 Caliber Remington Ammunition | Executive Agent: ICE**

Provides small arms duty ammunition for use by all DHS federal law enforcement communities. Reduces number of orders and contracting actions, lowers overall prices, improves tracking and inventory controls, and increases consistency in ammunition performance due to fewer suppliers.



**Adobe Blanket Purchase Agreement | Executive Agent: OPO**

Provides Adobe products, services, and training with pre-negotiated, discounted pricing for the full suite of Adobe software and maintenance, including training and consulting services across DHS. Lowers overall life-cycle cost and enables the ability to deploy the latest Adobe technologies in the most cost effective manner.



**Academy Class Management System | Executive Agent: CBP**

Provides DHS law enforcement agencies with the software to track training qualifications and certifications to ensure agents are qualified to perform their duties. Supports multiple locations, is highly configurable, and is scalable for increased functionality with 508 compliance. Also eliminates fragmented and redundant processes and reduces operational costs.



**Assessment of Internal Controls Support Services | Executive Agent: OPO**

Provides assessments of internal controls over financial management reporting that conform to Federal financial management systems support in assessment work, corrective action planning, project management and technical support. Leverages DHS’s volume for better pricing and provides an opportunity for Components to obtain services that will assist in DHS’s goal of obtaining a clean financial audit.



**Continuous Diagnostics and Mitigation (CDM) | Executive Agent: GSA**

Provides specialized information technology (IT) tools and Continuous Monitoring as a Service (CMaaS) to enhance cybersecurity efforts. Provides department-wide efficiency through consolidation, flexible/evolving cybersecurity technologies and achieves cost savings through tiered price discounts and negotiated task order discounts.



**Enterprise Acquisition Gateway for Leading-Edge Solutions II (EAGLE II) - IT Solutions | Executive Agent: OPO**

Preferred source of IT services for the majority of DHS enterprise infrastructure and initiatives, including end-to-end solutions support for DHS development, deployment, operation, maintenance, and sustainment requirements. Provides a flexible means of meeting IT needs quickly, efficiently, and cost effectively, and reduces the overhead associated with multiple acquisitions.



**Transportation: Employee Shuttle Services | Executive Agent: OPO**

Provides employee shuttle services to transport Federal employees between their places of business and mass transit stations for the purpose of facilitating employee commutes and conducting of official government business. Enables DHS and its components to strategically leverage its buying power through a simplified, expedited and lower cost method of procurement that can save time and reduce administrative costs.



**Enterprise Talent Management System (ETMS) | Executive Agent: OPO**

Provides Software as a Service (SaaS) Enterprise Talent Management System (ETMS), including vendor-hosted solutions such as user access, configuration, data migration, training, change management, program management, and IT professional services. Provides fully integrated, automated support and enables cost efficiencies and savings with improved customer service, reporting and tracking.



**Financial Management and Reporting Support Services (FMRSS) | Executive Agent: OPO**

Provides financial management and reporting support services, including analytical support, data quality validation and reconciliation management of external audits & internal management assessments, accounting records maintenance, financial policy, procedures and documentation, cost modeling and technical support. The BPA leverages DHS's volume for better pricing.



**Geospatial Technical Support Services (GTSS) | Executive Agent: OSA**

Provides comprehensive enterprise geospatial technical support services, including program and project management, technical planning, engineering and implementation, analytics and processing, enterprise and technical architecture, data processing and management, and operations and maintenance. Enables improved pricing through consolidation of requirements and a streamlined, efficient ordering process.



**Oracle Blank Purchase Agreement | Executive Agent: OPO**

Provides all DHS Headquarters offices and Components with the ability to purchase Oracle products, maintenance and services. Enables a flexible means of obtaining Oracle software and associated maintenance requirements quickly, efficiently, and cost effectively.



**Remote Sensing to Support Incident Management and Homeland Security (RSIM) | Executive Agent: OPO**

Provides comprehensive remote sensing support to fulfill the broad spectrum of requirements for airborne imagery and data needed by mission managers across the DHS enterprise. Enables the ability to deploy resources efficiently to disaster locations and streamlines ordering for remote sensing and mapping services.



**Federal Strategic Sourcing Initiative (FSSI) Wireless | Executive Agent: GSA**

Provides wireless devices and services to support mobile technology requirements. Improves the management of wireless contracts across DHS with lower purchase and operational life-cycle costs and improved management of mobile technology. Leverages federal government buying power by consolidating requirements for a government-wide vehicle.



**Workers' Compensation Medical Case Management Services (WC MCMS) | Executive Agent: OPO**

Provides medical review and oversight of Workers' Compensation claims ensuring timely and appropriate medical treatment to DHS employees and their successful return to the workforce. Services include injury care support services, medical case management services and access to a case management database. Reduces costs through decreased claims and time spent on Workers' Compensation, increases economies of scale through consolidation of services, and facilitates consistent quality of medical intervention care.



CBP

**Aerial Patrol and Surveillance**

During the 2013 Memorial Day weekend, Customs and Border Protection (CBP) Office of Air and Marine P-3 air surveillance crews stopped multiple drug smugglers in speedboats transporting narcotics to the U.S., resulting in cocaine seizures worth more than \$1 billion. CBP P-3 crews, operating in a 42 million square mile area of the Western Caribbean and Eastern Pacific, detected the speedboats and positioned law enforcement partners who successfully intercepted the boats. CBP's Procurement Directorate awarded the contracts that provide maintenance and service-life-extension of the mission-critical fleet of 16 P-3 aircraft, enabling 5,000+ flight hours to conduct aerial patrol and surveillance to support land and sea transnational counter-narcotic operations like the Memorial Day weekend operations.



FEMA

**Disaster Assistance**

During FY 2013, the Federal Emergency Management Agency (FEMA) responded to nine national disasters providing disaster assistance for the April 17 explosion of the fertilizer plant in West, Texas; the tornadoes that struck Illinois, Oklahoma, and Mississippi; and, the severe storms, flooding, landslides and mudslides in Colorado and Alaska. More than 13,000 housing inspections were conducted under FEMA's Housing Inspection Services contract. These inspections enabled FEMA to award in excess of \$500 million in timely disaster housing and individual assistance to survivors of these tragic events.



FLETC

**Human Trafficking Prevention**

In July 2013, the Federal Bureau of Investigation joined forces with an estimated 230 agencies around the U.S. to conduct a 72-hour, 76-city nationwide undercover operation (Operation Cross-Country), targeting panderers involved in child sex human trafficking, which resulted in the rescue of 105 teens ranging mostly in age from 13 to 17 years old, with the youngest victim being 9 years old, and the arrests of 150 panderers. Federal Law Enforcement Training Center (FLETC) contracts totaling over \$500,000 for scenario role playing, video production, and the development of web-based and classroom human trafficking law enforcement training in support of the DHS Blue Campaign, provided federal, state, and local law enforcement the training needed to effectively stem the proliferation of human trafficking.



ICE

**Removal of Criminal Illegal Aliens**

On June 28, 2013, U.S. Immigration and Customs Enforcement (ICE) deported a MS-13 gang member wanted for four murders in El Salvador. The gang-member was flown from the U.S. to El Salvador aboard a charter flight coordinated by ICE's Enforcement and Removal Operations, Air Operations Unit. Upon arrival, the suspect was turned over to officials from the El Salvadoran Civilian National Police. The ICE Charter Flight contract enables the removal of all illegal aliens in ICE custody with particular emphasis on aliens with criminal records, including the MS-13 gang member and 101,764 other illegal aliens with criminal records, that were removed from the U.S. in FY 2013, significantly contributing to public safety and national security.



**Detainee Health Care**

ICE Health Service Corps provides direct medical care to approximately 15,000 detainees housed at 21 designated facilities throughout the nation and oversees medical care provided to an additional 17,000 detainees housed at non-ICE Health Service Corps (IHSC) staffed detention facilities across the country. The ICE medical staffing contract enables IHSC to deploy a multidisciplinary workforce of U.S. Public Health Service commissioned officers, federal civil servants, and contract support staff in order to accomplish its mission, significantly contributing to quality medical services to those trusted to ICE's care.



|  |  |   |
|--|--|---|
| OPO  | <p><b>Security and Protection of Government Personnel</b></p> <p>On September 16, 2013, a lone gunman fatally shot 12 people at the Naval Sea Systems Command (NAVSEA) Headquarters, Building 197 located inside the Washington Navy Yard in Washington, DC. Due to the damage sustained during the attack and the location being an active crime scene, NAVSEA personnel from Building 197 were relocated to the former Coast Guard HQ facility in Washington, DC for approximately two years. Proactively, understanding that unexpected critical and time-sensitive requirements can occur at any time, the Federal Protective Service (FPS) Acquisitions Division had an IDIQ contract in place to support the move of the U.S. Coast Guard to their new headquarters facility at the St. Elizabeth's campus and provide Protective Security Officer services to ensure facility security for NAVSEA personnel.</p>  |    |
|  | <p><b>Government Facility Security</b></p> <p>In July 2013, as part of the DHS consolidated headquarters complex, the United States Coast Guard (USCG) relocated its headquarters facility to the campus of the former St. Elizabeth's Hospital, completing Phase 1 of the plan to consolidate more than 35 DHS office locations currently throughout the Washington, DC area. FPS Acquisitions Division awarded a \$48 million, three-year contract to support this phase of the DHS initiative, which significantly increased contract security coverage at this site, including a number of unique requirements such as contract security personnel being trained in chemical, biological, radiological, nuclear and explosives detection, as well as being armed with shotguns to enhance the security of the site and USCG personnel. In supporting the DHS consolidation effort, the contract facilitated enhanced operational effectiveness and increased efficiency and communication across DHS.</p>  |    |
|  | <p><b>Security Services for Disaster Relief</b></p> <p>On the October 29, 2012, the East Coast of the United States was hit by Hurricane Sandy, the largest Atlantic hurricane in recorded history and one of the world's largest displacement events in 2012. In response to this disaster, FEMA stood up hundreds of field offices and disaster relief centers throughout the affected areas to provide assistance to those left displaced and devastated by the vast destruction caused by this monumental storm. The FPS Acquisitions Division provided enhanced security services support to FEMA facilities and personnel by issuing 13 contracts with 10 different local vendors for Protective Security Officer Services. These services allowed FEMA staff to safely and securely conduct critical disaster relief operations throughout New Jersey, New York, Connecticut, Rhode Island and West Virginia.</p>   |    |
|  | <p><b>Instant Verification of Employment Eligibility</b></p> <p>In FY 2013, U.S. Citizenship and Immigration Services (USCIS) released enhancements to its E-Verify program that helped combat identity fraud by identifying and deterring fraudulent use of Social Security numbers (SSNs) for employment eligibility verification. E-Verify is a free Web-based service that allows employers to quickly verify the employment eligibility of new employees. In FY 2013, U.S. employers used E-Verify to authorize workers more than 25 million times. The USCIS Office of Contracting, in collaboration and partnership with the Office of Information Technology and the Enterprise Services Directorate, developed several contract vehicles to support this significant security enhancement. The contracts also provided a critical safeguard to the E-Verify system by providing for the detection and prevention of potential fraudulent use of SSNs to gain work authorization.</p>  |    |
| <p><b>Flexible, Cost-Effective Information Technology Contracting</b></p> <p>In FY 2013, the DHS Office of Procurement Operations awarded FirstSource II, a re-compete of the highly successful FirstSource initiative (one of DHS's first-ever strategically-sourced procurement vehicles) for obtaining IT commodities and value-added reseller services, which provided DHS HQ and Components with a flexible means of meeting IT needs quickly, efficiently, and cost effectively in support of their mission requirements. FirstSource II has saved DHS more than \$29 million and is expected to generate savings over the life of the vehicle comparable to those experienced under FirstSource (more than \$670 million). FirstSource II is also one of the largest small business set-asides of any federal agency; establishing set-asides in five different socioeconomic categories and leveraging a streamlined procurement approach to help DHS achieve its socioeconomic goals. In FY 2013, DHS obligated more than \$128 million to small and disadvantaged businesses under FirstSource II.</p> |  |    |
| OSA  | <p><b>Cybersecurity for Government Networks</b></p> <p>On August 9, 2013, DHS partnered with the General Services Administration to award a \$6 billion BPA that facilitates the purchase of leading-edge cybersecurity technologies and services to government agencies as part of DHS's Continuous Diagnostics and Mitigation (CDM) Program. The CDM contract supports not only Federal civilian agencies, but also Federal defense and legislative agencies as well as state, local, tribal, and territorial organizations. The contract award marks a crucial first step towards delivering and maintaining integrated cybersecurity solutions across the ".gov" domain, allowing more efficient use of information technology resources throughout the government enterprise, enhancing situational awareness, and reducing operational risks to .gov networks.</p>   |  |
| TSA  | <p><b>Increased Access to Expedited Screening</b></p> <p>During FY 2013, Transportation Security Administration (TSA) had over 11,000 pieces of deployed security equipment in airports across the country and TSA officers found 1,512 firearms at airport passenger screening checkpoints. To support this capability to defend against threats at U.S. airports, but still provide a positive, efficient travel experience for the public, in FY 2013, TSA rolled out the Pre✓ Application initiative that allows U.S. citizens to directly enroll in TSA Pre✓, which is a new approach to expanding the population of known air travelers who present a low risk to the transportation system and are eligible for expedited screening. This is one of the highest priorities within TSA and five contracts were utilized during FY 2013 to provide the cost effective enrollment support, infrastructure refinement, and communications capabilities needed to support the Pre✓ Application initiative and the public desire for expedited, risk-based screening in the aviation environment. The rollout of this new Application was announced by the White House and DHS in December, 2013.</p> |  |
|  | <p><b>Advanced Baggage Screening Technology</b></p> <p>TSA awarded contracts for the acquisition of Bottle Liquid Scanners, Advanced Technology - 2 X-Ray screening equipment, and medium speed explosive detection equipment that improved the effectiveness of airport security checkpoint operations nationwide. To ensure that this mission critical equipment is maintained in the best possible way, TSA also awarded a third party maintenance contract for checkpoint equipment. Valued at approximately \$450 million over five years, this contract resulted in over \$28 million in savings to the Government through successful competition.</p>   |  |
| USCG   | <p><b>Restore the Capability to Safeguard U.S. Waterways</b></p> <p>On the evening of October 29, 2012, Hurricane Sandy, the largest Atlantic hurricane in recorded history made landfall in Southern New Jersey. Just like the surrounding community, U.S. Coast Guard (USCG) buildings and assets were significantly damaged. To rebuild, USCG is awarding many reconstruction/repair contracts like the one currently in use to replace station components at the USCG Station Shark River, Avon by the Sea, New Jersey. Restoration of buildings, grounds, and waterfront facilities at USCG Station Shark River is critical to execution of the USCG mission. This station enables Homeland Security, Search and Rescue, Maritime Law Enforcement, Marine Environmental Protection, Aids to Navigation, and Recreational Boating Safety missions.</p>   |  |
| USSS   | <p><b>Cyber Crime Investigations</b></p> <p>The U.S. Secret Service (USSS) Electronic Crimes Task Forces (ECTFs) investigate cases involving electronic crime. The USSS contract that provides specialized equipment in support of the ECTF's mission of cyber-investigations has resulted in 840 successful arrests out of 1,220 cases in FY 2013 alone.</p> <p>In support of the Criminal Investigative Division, USSS Procurement also awarded a contract for a communication intercepts software tool in FY 2013 to assist law enforcement investigations and support the DHS mission to prevent terrorism and enhance security. The award totaled only \$1.1 million in the initial year and provided the ability to expand capabilities and coverage over the life of the IDIQ contract, giving USSS the flexibility to meet changing mission needs and the ability to do so at a cost lower than the approximately \$1.6 million per year anticipated.</p>  |  |

# A DAY IN THE LIFE OF DHS PROCUREMENT IN FY 2013

Each day in FY 2013, DHS procurement staff focused on fulfilling their fundamental responsibility of buying things to protect the United States at the least cost to the American taxpayer, while fulfilling public policy.

|              |   |  |
|--------------|---|--|
| <b>CBP</b>   | To prevent terrorists and terrorist weapons from entering the United States and ensuring security at America's borders and ports of entry   |  |
| <b>FEMA</b>  | To prepare for, protect against, respond to, recover from, and mitigate all hazards   |  |
| <b>FLETC</b> | To ensure the nation maintains fully trained law enforcement personnel responsible for protecting the homeland  |  |
| <b>ICE</b>   | To conduct criminal and civil enforcement of border control, customs, trade and immigration laws  |  |
| <b>OPO</b>   | To provide contract support for DHS offices performing critical responsibilities, such as implementing domestic nuclear detection efforts, advancing risk-reduction, & conducting science and technology research to protect the homeland |  |
|              | <b>FPS</b>  | To provide integrated security and law enforcement services to federally-owned and leased buildings, facilities, properties and other assets |
|              | <b>USCIS</b>  | To oversee lawful immigration to the United States   |
| <b>OSA</b>   | To execute contracts for classified and other sensitive products and services to safeguard our national security efforts  |  |
| <b>TSA</b>   | To help protect the nation's transportation systems & ensure freedom of movement for people and commerce  |  |
| <b>USCG</b>  | To provide the vital capabilities needed to protect America's coastlines and waterways  |  |
| <b>USSS</b>  | To help safeguard the nation's financial infrastructure & payment systems and to protect national leaders, visiting heads of state & government, designated sites & events  |  |

EACH DAY  
IN FY 2013, THE 1,416  
DHS CONTRACTING  
PROFESSIONALS...

**OBLIGATED**  
\$74,628 MILLION

**AWARDED**  
373 ACTIONS

**STRATEGIC SOURCING PROGRAM**

**SAVED OVER  
\$1.3 MILLION**



VALUE OPEN LEADER

HIGH IDEALS MARGIN

FAIR FOCUS VISION

MORE SUCCESS BETTER JOBS

# ANNUAL PROGRESS REPORT FOR FISCAL YEAR 2013

STRATEGIC PLAN FOR FISCAL YEARS 2012 TO 2014



# Homeland Security

PUBLISHED FEBRUARY 2014