



Homeland  
Security

Office of the  
Chief Procurement Officer

# Procurement Transformation

## *A Framework for Federal Procurement* *Innovation*

March 24, 2021,  
12:20PM ET



# Procurement Innovation Lab Framework

## What is the PIL?

A virtual lab where the DHS acquisition community can have a safe space to test new ideas, share lessons learned, and **foster cultural change** to promote innovation and managed risk-taking through a continuous feedback cycle.

## PIL Mission:

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

## PIL Focus:

The obtain phase of the Acquisition cycle.  
Solicitation → Evaluation → Award

## The PIL wants to:

**Lower** entry barriers for non-traditional and innovative contractors,

**Shorten** the time-to-award, thereby delivering capabilities to customers faster.

**Encourage** competition by providing interested vendors with a better understanding of the goals and objectives for each procurement.

**Increase** the likelihood of successful outcomes by focusing on evaluation techniques to identify the most qualified contractors.

## TESTING (Experimenting)



1. Identify **test projects**
2. PIL engages w/ Integrated Project Team (IPT) to assist on **acquisition strategy**
3. IPT submits 1-pager describing **innovation techniques** to be applied and expected **benefits**
4. PIL innovation coach and IPT conduct bi-weekly 15-min "**Sprint Chat**" until completion
5. PIL receives post-award **customer feedback**
6. IPT/PIL captures lessons-learned

## SHARING (Institutionalizing)



- A. Select IPTs share detailed **case studies** on innovative techniques and sample documents via PIL Webinar
- B. **Individuals** choosing to fulfill certain learning events can earn the designation of DHS "Innovation Coach" and "Innovation Master"
- C. Innovation Coaches/Masters **coach IPTs** in new PIL projects
- D. Engage and exchange innovations w/ **external innovators**

Slide 2



# PIL Results



**99**  
Procurement  
Projects



**30**  
Process  
Improvements



**57**  
Boot  
Camps



**52**  
Webinars



**1,586**  
Digi-Badge  
Holders



**14,256**  
Webinar  
Attendees

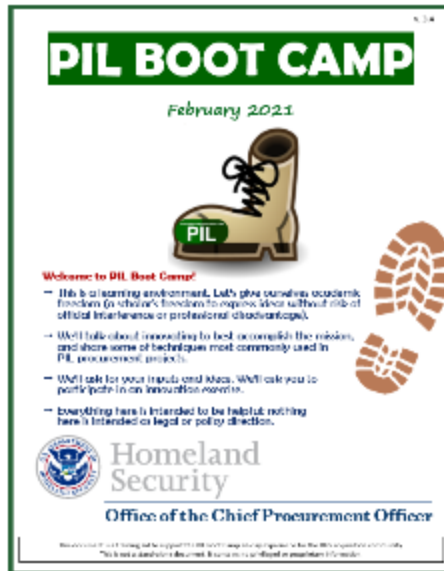


# PIL Boot Camps

# Industry Feedback

## Innovative Procurement Techniques - 4 Hour Class

1. Oral Presentation
2. Product/Technical Demonstration
3. Confidence Ratings
4. Down-Select
5. Comparative Evaluation
6. Select Best-Suited, then Negotiate
7. On-the-Spot Consensus Evaluation
8. Streamlined evaluation and Selection Documentation
9. Discovery
10. Group Oral Debriefings



## What We've Heard From Industry on Techniques

### Oral Presentation

- ✓ puts them in front of the government and they can engage in dialogue with them
- ✓ helps level set them against the competition
- ✓ makes them more likely to pursue the opportunity

### Advisory Down-Selects

- ✓ allows them to learn early if they are even competitive enough to continue pursuing opportunity
- ✓ conserves B&P dollars
- ✓ want some sort of feedback but getting it later is fine

### Pre-Solicitation Communications

- ✓ want draft solicitations
- ✓ want continuous updates on the estimated date for solicitation release
- ✓ promotes transparency
- ✓ permits better management of their B&P dollars

### Oral Debriefings

- ✓ Encourage teams to share full tech eval report



# STORY TIME

- Federal Emergency Management Agency
- Office of Response and Recovery
- Doctrine writing & support services
- High Competition
- \$20 Million
- Shorten time to award
- Get evaluators back to day jobs



# How It Was Procured Last Time

- ❑ Open-Market, FAR 15.3, IDIQ, Single-Phase, \$14M
- ❑ 22 Proposals Received



**The day before**



- A** RFP Issued
- B** Proposals Due (39 Days)
- C** Award (269 Days)

**Total = 308 Days!**



# Evaluation Approach

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## PHASE 1 - Written

Factor 1: 5-Page Relevant Experience  
Factor 2: 5-Page Concept Paper

7 Days

*Advisory Down-Select*

Interactive  
Dialogue!

3

## PHASE 2 – Oral Presentations

Factor 3: Oral Presentation on Tech & Mgmt.  
*Factor Questions: On-the-spot and interactive dialogue*  
Factor 4: Capability of Key Personnel  
Factor 5: Past Performance  
Factor 6: Price

*Tradeoff Selection Decision based on all Factors.*

# Acquisition Timeline

## JANUARY 2020

			1	2	3	4
5	6	7	8	9	10	11
12	13	14	<b>A</b>	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	<b>B</b>	

## FEBRUARY 2020

						1
2	3	4	5	6	7	8
9	10	11	12	13	<b>C</b>	15
16	17	18	19	<b>D</b>	<b>E</b>	22
23	24	25	26	27	28	29

## MARCH 2020

1	2	<b>F</b>	4	5	<b>G</b>	7
8	<b>G</b>	<b>G</b>	11	12	13	14
15	16	17	18	19	20	21
22	<b>H</b>	24	25	26	27	28
29	30	31				

\*Date of PIL Engagement was March 2019



Draft RFP Released (-16 Days)



Final RFP Released (Day 0)



Phase 1 Proposals Due (18 proposals)  
(Day 14)



Phase 1 Evaluations Complete (Day 20)



Down-Select Letters Sent (Day 21)



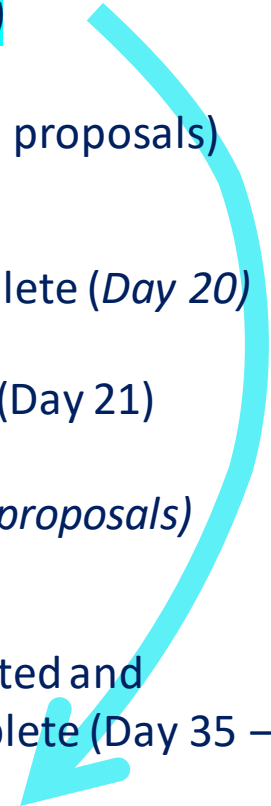
Phase 2 Proposals Due (3 proposals)  
(Day 32)



Oral Presentation Conducted and  
Phase 2 Evaluations Complete (Day 35 – 39)



Awards Made (Day 52)





# Industry Feedback Process



## PIL Post Award Interview (30 min)

1. Compared to other Federal Government procurements of similar size and complexity, how would you rate this procurement with respect to:

A. Adequacy of Pre-solicitation Communications

- Better
- About the Same
- Worse

B. Clarity of Source Selection Instructions & Evaluation Criteria

- Better
- About the Same
- Worse

C. Efficiency of Source Selection Process

- Better
- About the Same
- Worse

2. A number of innovative source selection techniques were used in this procurement. Please identify and explain whether you feel those innovations were effective.

Innovation 1: Brief Written Submissions (5 pages for Factor 1 and 2)

Effective/Ineffective, Why?

Innovation 2: Two-Phased Procurement

Effective/Ineffective, Why?

Innovation 3: Advisory Down-select

Effective/Ineffective, Why?

Innovation 4: Confidence Ratings

Effective/Ineffective, Why?

- A. Did your company participate in Phase 2?

- B. If yes, proceed to Innovation 5.

- C. If no, then proceed to Question 3.

Innovation 5: Oral Presentations

Effective/Ineffective, Why?

3. Can you share with us an estimate of your bid and proposal costs? We are interested in understanding the impact on industry.
4. How did the cost burden compare to other similar procurements?
- Less Costly
  - About the Same
  - More Costly
5. On a scale of 1 to 5, with 1 being the least and 5 being the most satisfied, how satisfied are you with the outcomes related to the procurement innovations?
6. Today, if you happened to see the OCPO Chief Procurement Officer in an airport and the conversation turned to the ORR Doctrine procurement, and an off-the-record chat occurred, what feedback would you provide?
7. Is there anything else about this procurement that has not been asked above that you would like to share?



# Real Industry Feedback

- “You hit the deadlines, that was good.”
- “It’s a low barrier to entry. It also demonstrates to industry that you’re looking for content and knowledge.”
- “You get the cream to rise to the top and give them an opportunity to come in for oral presentations.”
- “I liked that during our prep time [in oral presentations], we were able to call back to the mothership to talk and access data/factoids we didn’t have available to us.”
- “This was just two, five-page write-ups, so it’s [our cost] probably less. Many of our larger proposals are significantly more costly.”
- “The government often wants best value but doesn’t know how to get there. I see the PIL innovations helping them get there.”



- ✓ DHS PIL External Site (PIL Boot Camp Workbook, PIL Annual Report, PIL Yearbooks, and more)
- ✓ PIL Primer on [FAI](#) or [YouTube](#)
- ✓ Innovations in Acquisitions Seminar (DHS Application of Implementing Innovation, Chapter 4)
- ✓ Periodic Table of Acquisition Innovations: <https://www.fai.gov/periodic-table>
- ✓ Office of Federal Procurement Policy Myth-Busting #4 Memo (30 April 2019)

*"They call it coaching but it is teaching. You do not just tell them...you show them the reasons."*



*"Confidence is contagious. So is lack of confidence."*

*"The only place success comes before work is in the dictionary."*