



Homeland  
Security

EMPOWER

COLLABORATE

INNOVATE

PROCURE

O|C|P|O

Office of the Chief Procurement Officer

**FY2024**  
ANNUAL REPORT



PAUL COURTNEY  
DHS Chief Procurement Officer



*We made significant strides in expanding training opportunities and implementing new technologies to streamline our operations.*

**PRIORITY 1**

PREPARE &  
EMPOWER OUR  
PEOPLE TO EXCEL

**PRIORITY 2**

ENERGIZE  
PARTNERSHIPS THROUGH  
COLLABORATION

**PRIORITY 3**

INSPIRE INNOVATION  
TO ENHANCE  
MISSION CAPABILITY

**PRIORITY 4**

ENRICH THE DHS  
PROCUREMENT  
EXPERIENCE

It's my pleasure to present the Fiscal Year (FY) 2024 Office of the Chief Procurement Officer (OCPO) Annual Report, which highlights the continued evolution of the work carried out by the Department of Homeland Security's (DHS) procurement community. This year, our collective efforts focused on enhancing workforce capabilities, fostering innovation, and driving efficiency to support our critical DHS missions.

We made significant strides in expanding training opportunities and implementing new technologies to streamline our operations. By leveraging automation and enhancing our strategic sourcing agreements, we've been able to provide more resources to DHS Components while achieving greater cost savings.

Additionally, our commitment to process improvement continued with policy updates that accelerated timelines and improved efficiency, making our procurement operations more responsive and agile.

At the heart of these achievements is our dedication to collaboration, innovation, empowerment, and mission-first procurement. To our entire DHS procurement community on behalf of the leadership team, thank you for your ongoing contributions to our mission. Your hard work and dedication are integral to our success.



# PREPARE & EMPOWER

OUR PEOPLE TO EXCEL

## EVERY STEP YOU TAKE MATTERS!

In March 2024, a statutory change to DHS's Congressional Notification (CN) requirements led the Acquisition Policy and Oversight (APO) team to review and update the CN policy. Their findings were astonishing! Ambiguity in policy language was causing significant overreporting of CNs, resulting in unnecessary delays in awarding contracts and modifications. Collaborating with the Office of General Counsel (OGC) and contracting officers (COs), APO refined the policy and provided a practical job aid, which enabled COs to award most modifications and some contracts three days faster than they did before March 23, 2024.

| PRIORITY 1



## SUBSIDIZING PEACE OF MIND

DHS prioritizes employee well-being and resilience. Leadership recognizes that employees' peace of mind at home directly impacts their ability to stay focused and productive while executing the DHS mission. In a major milestone, the Office of Procurement Operations (OPO), in collaboration with the Office of Health Security (OHS) and the

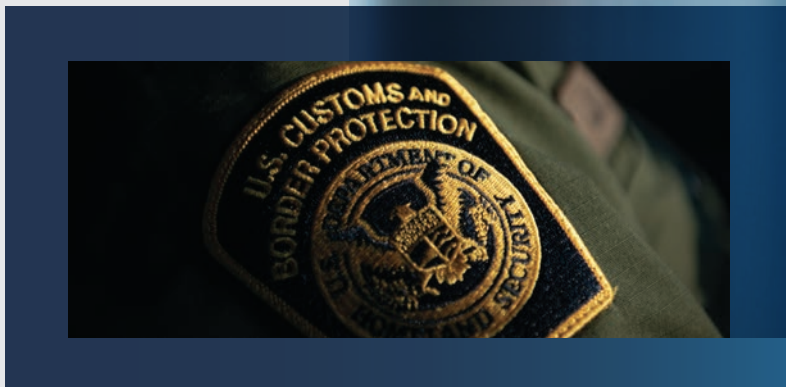
Strategic Programs Division (SPD), established the DHS-wide Childcare Subsidy Program (CCSP) strategic sourcing vehicle to provide financial relief to qualified federal employees needing childcare. The Federal Emergency Management Agency (FEMA) became the first DHS Component to leverage this new initiative, setting the stage for others to follow

suit. This groundbreaking program is a key resource for federal employees, offering them both financial support and a greater sense of security, and empowering them to perform at their best while balancing family responsibilities.



## WON'T YOU BE MY NEIGHBOR?

It's a beautiful day in the Procurement Innovation Neighborhood (PIN)! In December 2023, the Procurement Innovation Lab (PIL) launched the PIN to strengthen the DHS procurement community. The PIN meets monthly and provides acquisition professionals with the ability to interact and collaborate in a live dynamic forum. The PIN has featured the successful application of PIL techniques by Components, including U.S. Customs and Border Protection (CBP). CBP presented its innovative technical price proposal technique, which was tested on a \$55 million contract and resulted in improved technical and price evaluations. So far, the PIN has held ten successful sessions attended by 1,125 people, earning an impressive 4.8/5 satisfaction rating.





## 2024 MARKS 10 YEARS OF LEARNING AND DEVELOPMENT EXCELLENCE

Since 2014, the Homeland Security Acquisition Institute (HSAI) has empowered acquisition professionals through over 2,092,743 hours of impactful learning experiences and education. HSAI has worked with Office of Acquisition Workforce (OAW) career managers and Department-wide partners to expand

their use of eLearning and to support diverse learning formats, while also coordinating acquisition workforce access to Federal Acquisition Institute (FAI) and Defense Acquisition University (DAU) training. Through its ongoing efforts, HSAI has enabled 3,528 instructor-led events and

courses at DHS, serving 182,737 students. This has increased the skills, competencies, and creativity of acquisition professionals, ensuring that we remain at the forefront of professional development for the DHS acquisition workforce.



# ENERGIZE PARTNERSHIPS

## THROUGH COLLABORATION

### HOW'S MY FIT?

DHS's law enforcement officers no longer have to choose safety over comfort. They can have both. OCPO was tasked with leading the charge to solve the body armor fit, measurement, and safety issues identified by the law enforcement community. In under 30 days, the SPD established the DHS-wide Body Armor Council co-chaired by U.S. Immigration and Customs Enforcement (ICE) and the Transportation Security Administration (TSA), with participation from CBP, FEMA, Federal Law Enforcement Training Centers (FLETC), Management, the United States Coast Guard (USCG), and the United States Secret Service (USSS). The council set out to identify key areas for improvement in body armor policy, procurement, and program management efforts. As a result, procurement language has been strengthened, clearer policies have been established, improved fit and measurement resources have been socialized, and best practices have been adopted across the Department. Those who have leveraged the resources and made the proper fit adjustments to their existing body armor can now comfortably do their jobs at an improved safety level.

## | PRIORITY 2



**Kelei Walker**  
*Deputy Field Office Director  
ICE ERO*

**Jaclyn Rubino**  
*Executive Director,  
Strategic Programs Division  
OCPO*

**Alana Bell**  
*Supervisory Air Marshal in Charge  
TSA FAMS*



*I found myself in a position where I had to take several classes in April to maintain my COR [Contracting Officer's Representative] certification. I was frustrated to have to 'endure' all these classes. I wanted to let you know that I was pleasantly surprised and actually very much enjoyed the fact that I had a few classes under your tutelage. Not only was I engaged, but I actually learned something because of your attitude, and the content was so on point. Thank you for not [only] the CLPs but helping me grasp concepts better than I did before.*

—CBP Participant

## SUPERCHARGING CONTINUOUS LEARNING!

With the continuous learning deadline looming, more than 11,000 certifications were at risk of lapsing. The OAW took quick action by crafting a multipronged strategy to improve certification tracking and increase access to meaningful training sessions. In partnership with the Acquisition Systems Branch (ASB), they created the continuous learning dashboard, enabling Component Acquisition Career Managers (CACMs) and employees

to easily track their progress toward recertification. Additionally, the OAW launched an aggressive “30 in 30” campaign, which delivered 30 learning cafés in 30 days to entice the workforce to earn more continuous learning points (CLPs) and achieve recertification. The surge in engagement was unprecedented. Training registrations leapt from 1,900 to over 8,000, and the number

of certifications at risk of lapsing decreased from 11,000 to under 5,000. The strategy delivered. Not only did the OAW ease the path to compliance, but they also strengthened the readiness of the acquisition workforce!

30 Learning Cafés in 30 Days

# 30 IN 30

Meet Your Continuous Learning Requirements



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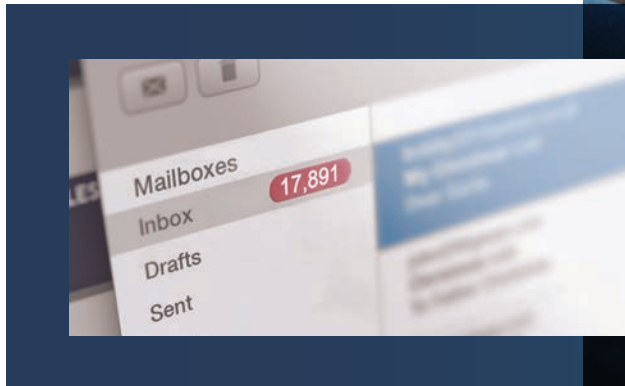
## WHEN DISASTER STRIKES, THE PRICING TEAM DELIVERS

Ensuring that disaster survivors have housing and necessities is an essential element of the FEMA mission. FEMA faced a critical challenge when only one bid was submitted for a key disaster housing contract, priced at \$938 million—well above the budget estimate. The experts from the Pricing Team were called in to help, and they quickly identified proposal discrepancies that resulted in a \$40 million price reduction while enabling vital services to reach disaster survivors without delay.



## TRANSFORMING REVIEWS, ONE PORTAL!

The Office of Small and Disadvantaged Business Utilization (OSDBU) no longer has to lose sleep over missing an email, thanks to its innovative Small Business Review Portal (SBRP), launched in FY2024. Faced each year with a flood of emails containing small business review forms, the OSDBU knew it was time for a change. Partnering with the OPO, the OSDBU developed and implemented a game-changing system that revolutionized the internal small business review form submission and approval process. The portal enables COs to track the progress of their form throughout the process. This drives remarkable efficiency by cutting processing times significantly.





## HSAM DISCOVERY SESSIONS: UNCOVERING HIDDEN POLICY GEMS TO STREAMLINE CONTRACTING

In February 2024, the PIL hosted Homeland Security Acquisition Manual (HSAM) Discovery sessions to identify how existing policies and procedures might hinder efficient contract awards. COs and specialists from eight DHS contracting activities participated, providing candid feedback on the impact of DHS-level policies and unique contracting activity

procedures. The sessions created a safe environment for honest discussions, which allowed the PIL to gather valuable feedback on areas where changes could reduce burdens on the workforce. The insights were consolidated and presented to the Acquisition Policy and Legislation (APL) branch and the Heads of the Contracting Activities (HCAs).

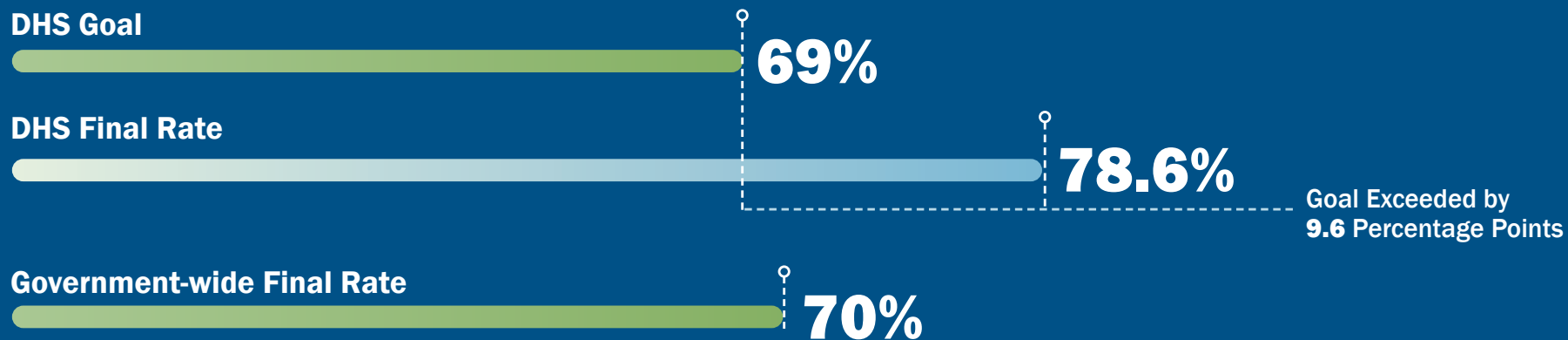
This collaborative approach increased awareness of bottlenecks in the procurement process and identified priorities for meaningful improvements based on user needs. While the feedback remains anonymous, the sessions laid the groundwork for ongoing efforts to streamline and empower DHS contracting processes.

# DHS PROCUREMENT

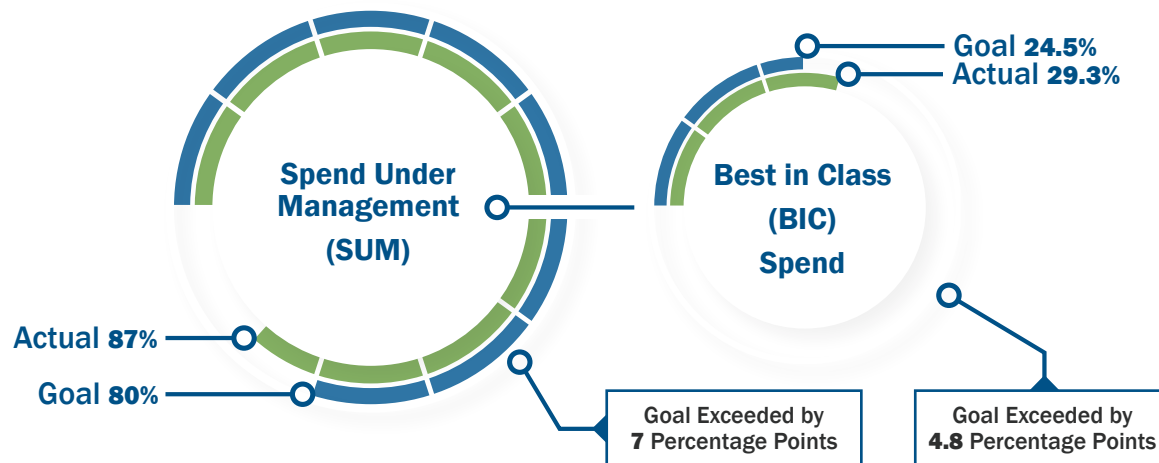
BY THE NUMBERS

## FY2024: CONTINUED SUCCESS WHILE CRUSHING PROCUREMENT GOALS

### FY2024 COMPETITION RATE GOAL VS. ACTUAL FIGURES



### BREAKING CATEGORY MANAGEMENT GOALS



**\$9.9B**  
Total Strategic Sourcing Vehicle (SSV) and BIC Contract Spend

**\$3.76B**  
Went to Small Business Prime Contractors

**38%**  
of the Total SSV and BIC Contract Spend Went to Small Business Prime Contractors

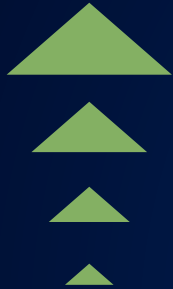
**\$502M**  
Saved in FY2024

We Achieved a **5%** Savings Rate

**\$7.8B**  
Cumulative Savings Since FY2005

**DHS TOTAL  
FY2024  
OBLIGATIONS**

Total Obligations  
**\$26.7B**



Resulted in  
**65K**  
Total Actions



**LEVELING UP STRATEGIES**

PIL Boot Camps and training sessions enable procurement professionals to generate new ideas, work together, and share lessons learned.



**FIRST-TIME BUSINESSES WORKING WITH DHS IN FY2024**



## FY2024 SMALL BUSINESS PRIME OBLIGATIONS

**\$9.8B**

FY2024 Small Business Spend -  
Excluding Deobligations

**\$9.9B**

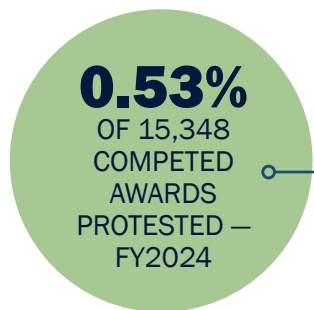
FY2023 Small Business Spend

## LARGEST FEDERAL AGENCY TO RECEIVE 15 CONSECUTIVE “A” GRADES ON SBA’S ANNUAL SMALL BUSINESS PROCUREMENT SCORECARD



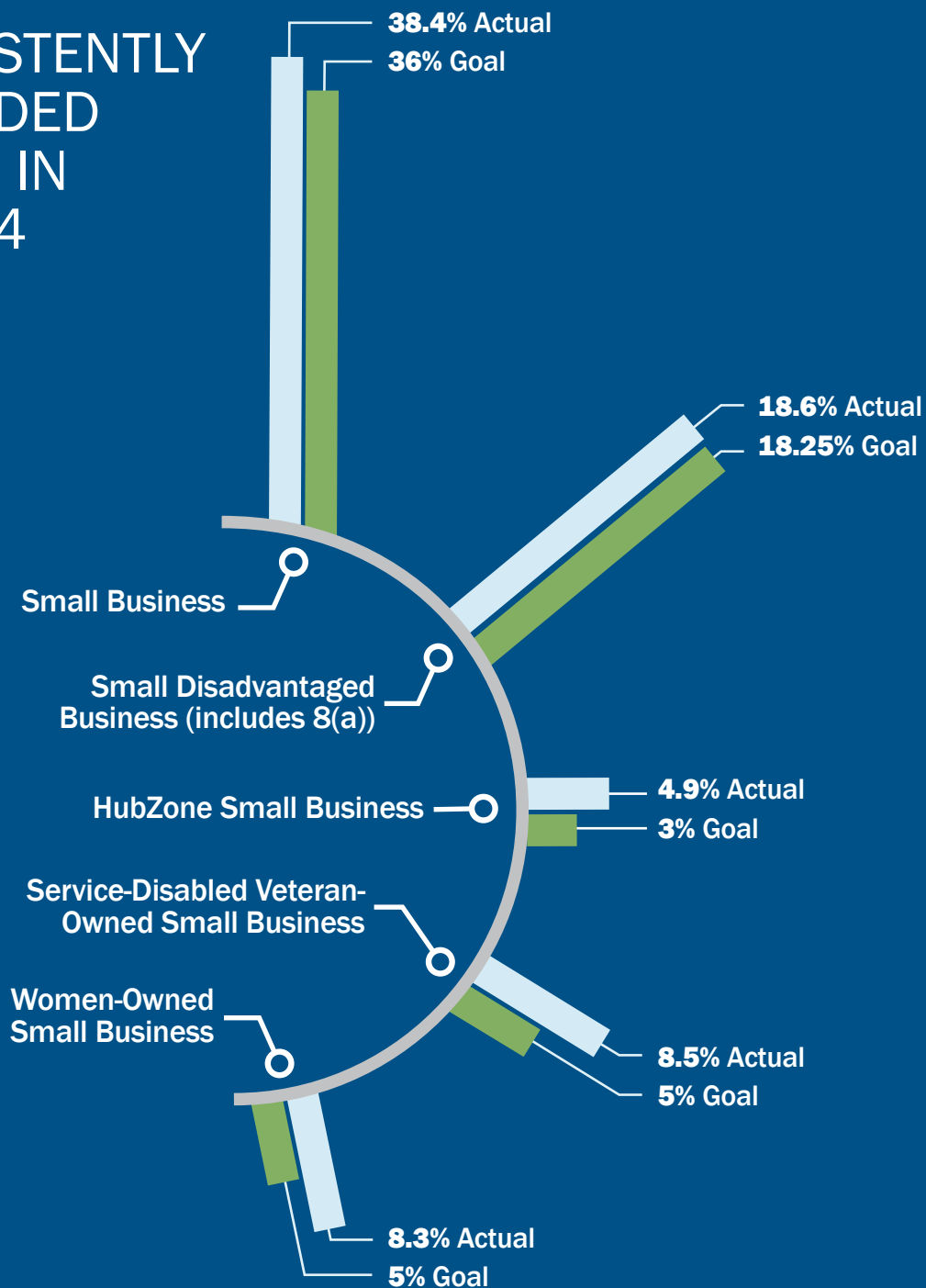
In FY2024, the Small Business Administration (SBA) Small Business Procurement Scorecard was released with the grades based on the FY2023 results.

The SBA once again awarded DHS an A+ on its Small Business Procurement Scorecard; that’s 15 consecutive years of receiving a grade of “A” or higher and eight consecutive years with an “A+” grade.



FY2024:  
104 PROTESTS

## DHS CONSISTENTLY EXCEEDED GOALS IN FY2024



**430**

HSAI Instructor-led, eLearning,  
and Learning Café/  
Webinar Training Events  
to **20,000+** Students Across  
the Entire DHS Enterprise

**29,000+**

Training Completions

**2,223**

Certifications Issued

**98%**

of 1102s  
Job Series  
Were Certified

**96**

Digital IT Acquisition  
Professional (DITAP)  
Credentials Issued



EDUCATION, DEVELOPMENT,  
GROWTH & EXCELLENCE  
(EDGE) MENTORING PROGRAM

The EDGE Mentoring Program  
held its end-of-the-year  
graduation for its **93** program  
participants representing  
**8** Components and **6** DHS  
Headquarters offices across  
the Department.

**APCP**  
celebrated  
**17** new  
graduates  
in **FY2024!**



## | PRIORITY 3



# INSPIRE INNOVATION

TO ENHANCE MISSION CAPABILITY

## CUTTING COSTS, BOOSTING EFFICIENCIES

All DHS Components rely on Microsoft Office software and operating systems for daily operations, making access to these tools essential for efficiency and mission success. With the Microsoft Enterprise License Agreement (ELA) coming to an end, the Strategic Solutions Office (SSO), in partnership with the OPO and the Office of the Chief Information Officer (OCIO), worked diligently to deliver an enhanced fifth-generation Microsoft strategic sourcing vehicle. The new agreement provides streamlined access to Microsoft products and support, offering features such as license transferability across DHS Components at no extra cost and volume discounts ranging from 17 percent to 35 percent. The new ELA is already delivering significant benefits, including over \$35 million in savings, enhanced operational efficiency, and access to emerging Microsoft technologies, ensuring DHS remains agile and well-equipped for the future.







## MEET THE NEW HIRES: BOTS!

In FY2024, the Acquisition Workforce and Systems Support (AWSS) teams have employed the use of five new bots to help the procurement community streamline their workloads. OCPO-sponsored bots now total eight, including the Army's Determination of Responsibility Assistant (DORA) bot. Did you know that since adopting DORA, it is estimated that 3,792 hours of productivity, equivalent to approximately two full-time employees, have been regained? Bots have processed over 4,500 vendor data requests from contracting professionals across the Department. The implementation of bots has dramatically enhanced efficiency, saving a considerable amount of time and significantly streamlining processes.



*Once I tried using the Bot, DORA was a game changer for me. From market research to contract award, DORA handled the administrative task of performing multiple vendor lookups, which allowed me more time to focus on making thorough contractor responsibility determinations.*

–ICE User

## CYBERSECURITY FIRST, AWARD SECOND

Cybersecurity is a nonnegotiable top priority for protecting the critical systems and data of DHS. This year, DHS introduced a pioneering evaluation factor that enables contracting teams to assess vendors' cybersecurity maturity before awarding contracts, prioritizing vendors who meet rigorous data protection standards. Together with the OCIO's Chief Information Security Officer's (CISO) team, OCPO's APL, PIL, and OPO tested this new pre-award, cyber-hygiene evaluation factor on three critical procurements. With no other federal agency adopting a similar pre-award cyber assessment, DHS now leads the way, setting a new standard for cybersecurity by ensuring only qualified contractors safeguard DHS's data and bolster the agency's resilience against cyber threats.





*Strategic Programs Division Team*



## SEEING IS BELIEVING!

*OCPO hit the road to generate innovative solutions for our frontline operators.*

### SITE VISITS

This year, the SPD prioritized mission visits to gain valuable insights into our strategically sourced goods and services. Team members visited airports, the border, and ports of entry, where they saw first-hand how mission operators use the critical equipment and services provided through our DHS-wide strategic sourcing vehicles (SSVs). Feedback received on body armor, detection equipment, tactical communications, temporary facilities and services, and uniforms will be incorporated into bolstering existing and future SSVs.

### JUMP TEAMS

The DHS Jump Teams were formed to support the Secretary's priorities on employee morale and well-being. The PIL was invited to join the Puerto Rico Jump Team—the first team with multiple DHS Components in attendance. Over the week, site visits were conducted across the island to gather feedback on the challenges faced by DHS employees. The PIL identified issues, such as workspace limitations at San Juan airport, and worked with U.S. General Services Administration (GSA) Leasing to follow up on potential solutions.

Jump Team visits demonstrate to field operators that leadership at every level cares about them. The visits also provide an opportunity for DHS and Component headquarters personnel to observe and better understand mission conditions. This enables both short- and long-term solutions to be developed and implemented for programs, policies, and procedures that are potentially causing unintended negative consequences for the front line.



# ENRICH THE DHS

## PROCUREMENT EXPERIENCE

### SMALL BUT MIGHTY . . . IMPACT!

Why are small businesses so important to the DHS mission? They support economic diversity, foster innovation, and advance critical public policy goals while strengthening the Government's supplier base and driving a more competitive marketplace. Bottom line, DHS cannot achieve its critical missions without their support. This is why the DHS OSDBU, in partnership with the entire DHS procurement community, prioritizes the use of small businesses. In FY2024, DHS awarded a historic \$2 billion in contracts to both Women-Owned Small Businesses (WOSBs) and Service-Disabled Veteran-Owned Small Businesses (SDVOSBs)—the largest sum ever in these categories. Although small in size, their impact is enormous!



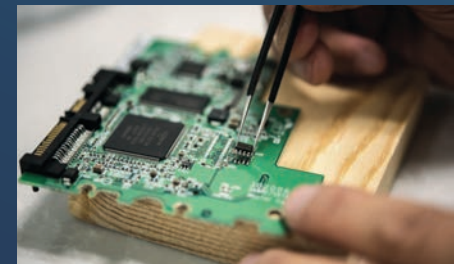
## | PRIORITY 4





## DITAP CHAMPIONS: DHS ON TOP

When budget constraints and limited training spots threatened DHS's ability to meet an Office of Federal Procurement Policy (OFPP) mandate for digital services contracting, the AWSS team acted. They introduced a cost-saving DITAP training program through a BPA. In FY2024, AWSS launched three DITAP cohorts, graduating 235 employees and saving \$36,000. Now, DHS leads the federal workforce with the highest number of DITAP-certified professionals, enhancing digital service delivery and reinforcing its commitment to fostering expertise within its workforce.



## STRATEGIC EVENTS, REVOLUTIONARY INSIGHTS

Industry is consistently seeking insights into what is coming and where the Department is headed. For the first time in a decade, OCPO delivered not one but two major Strategic Industry Conversation (SIC) events that each attracted hundreds of industry attendees and yielded satisfaction ratings of up to 96 percent. In early FY2024, the SPD and the Science and Technology Directorate (S&T) cohosted the first SIC focused entirely on Innovation, Research, and Development (IRD), perfectly timed with the release of DHS's inaugural IRD Strategic Plan. This event delivered critical insights into the Department's collective IRD needs and spotlighted the vision for the future. In the spring, OCPO hosted the second SIC focused on emerging technologies, which included forward-thinking Artificial Intelligence (AI) roundtables to explore how AI can enhance DHS's mission and operational efficiency. These roundtables enabled a dialogue between members of industry and representatives from S&T, ICE, U.S. Citizenship and Immigration Services (USCIS), and FEMA. With these back-to-back successes, the SPD proved that strategic collaboration is key to DHS's innovative potential.



## SIMPLIFIED PROCEDURES PROVIDE SWIFT AID

When the contracting activities ask APL for flexibility, they deliver! This year, APL put policy in place increasing the BPA call limit threshold from \$250,000 to \$7.5 million or more in some circumstances so more BPA calls could be awarded using simplified procedures. The change allowed FEMA to rapidly acquire essential supplies, direct-lease housing, and emergency services, deploying aid swiftly to affected communities. Now, some BPA calls can be awarded in hours instead of days, ensuring the timely delivery of vital assistance during crises. In FY2024 alone, FEMA obligated over \$50 million using this HSAM flexibility, emphasizing the agency's commitment to efficient and effective disaster response. These changes to the HSAM demonstrate our ability to speed up the contracting process to enable the mission at every opportunity.





*I will use 100% of this course content at my job.*

–Class Participant

## INTERACTIVE LEARNING, DHS STYLE

Training just got a makeover! In August 2024, the PIL and HSAI launched a game-changing e-learning module for the DHS acquisition workforce—and it’s anything but boring. This interactive pilot focuses on an “On-the-Spot Consensus” technique and lets learners step into roles like contracting officer, program

manager, or legal advisor, making every decision count in a “choose your own adventure” style. The results? Immediate impact. Since launch, over 100 DHS professionals have registered, and 32 have already completed the course. Feedback has been overwhelmingly positive.

FEMA’s Section Chief for Portfolio Management called it “an excellent resource . . . honestly, no negative feedback.” Available now across DHS via DAU CSOD (Defense Acquisition University Cornerstone OnDemand), this isn’t just a training tool—it’s the start of a whole new era of learning.



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