



Homeland
Security

OCPO

Office of the Chief Procurement Officer

ANNUAL REPORT



FY2023

EMPOWER
COLLABORATE
INNOVATE
PROCURE



PAUL COURTNEY

It's my pleasure to present the Fiscal Year (FY) 2023 OCPO Annual Report. This report is just a small representation of the excellent work and amazing accomplishments of our Department of Homeland Security (DHS) procurement community. The following pages highlight stories across offices and teams who worked tirelessly to enable our critical DHS missions. Our collective work continues to embody our four procurement strategic priorities – empower, collaborate, innovate, and procure.

“ This year, we continued to exceed our goals, including our competition rates, small business achievements, and category management accomplishments. ”

Our teams elevated the quality of training offerings, increased our outreach to stakeholders and customers, and advanced the resources available for our internal and external partners. As you will see, our achievements didn't stop there!

In FY2023, we celebrated the Department's 20th anniversary with many acknowledgments, including a special Procurement Town Hall event. A highlight for me this year was the opportunity to recognize the 84 plank holders across the procurement community who have been with the Department since it was stood up 20 years ago.

To those of you in our DHS procurement community, you should feel proud of your important role in these significant achievements. On behalf of the entire DHS Procurement leadership team, myself, and Nina Ferraro, Deputy Chief Procurement Officer, thank you for all your exceptional contributions to the Department.

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



THE MISSION CAN'T WAIT FOR COMPETITION...OR CAN IT?

DHS equips procurement professionals with the skills and knowledge to maximize competitive procurement opportunities. By doing this, it inspires strong competition for innovative solutions and drives successful outcomes. A successful competitive procurement was shown by the U.S. Customs and Border Protection (CBP). CBP understands that the mission CAN wait for competition! Despite a tight timeline and supplemental funding received late in FY2023, CBP competed four orders totaling \$1.2 billion for border construction, roads, high-speed internet, and complete border protection. Quick-turn border requirements have previously been sole-sourced. However, CBP leveraged a DHS-wide contract vehicle to deliver a competitively sourced solution while meeting the mission and ensuring migrants are treated humanely at the border.



PREPARE & EMPOWER OUR PEOPLE TO EXCEL





ON GUARD AGAINST HUMAN TRAFFICKING

In 2023, the third DHS Quadrennial Homeland Security Review (QHSR) introduced a new, sixth DHS mission, “Combat Crimes of Exploitation and Protect Victims.” The Chief Procurement Officer (CPO) has been designated as the Senior Accountable Official (SAO) responsible for preventing human trafficking in DHS contracts and acquisitions and plays a critical role in this mission. To further awareness of human trafficking, the CPO issued a new training mandate for the entire acquisition workforce. The training, “Combating Trafficking in Persons,” was created by DHS with significant support from the Acquisition Policy and Legislation (APL) team and managed by the Federal Acquisition Institute. This training helps members of the acquisition workforce understand how to identify human trafficking or trafficking-related activities during the performance of a contract and their responsibility to report any indicators or credible information. In FY2023, 3,813 people took “Combating Trafficking in Persons” training (up from 2,376 in FY2022 and 64 in FY2021).

BUILDING PRACTICAL GUIDES TO INDUSTRY ENGAGEMENT

Over the years, OCPO has leveraged Micro-Reverse Industry Days (Micro-RIDs), acquisition innovation roundtables, and specialized training sessions to provide meaningful forums for industry to share perspectives and insights with the acquisition workforce. While these forums are effective, attendee feedback from the acquisition community expressed a desire for on-demand, digestible resources containing the key takeaways and important tips to industry engagement for use after such events. Likewise, OCPO heard the recurring theme that DHS could improve its engagement with industry as requirements are being developed and “way left of the buy.” As a result, the Strategic Programs Division (SPD) stepped up to the plate and delivered “A Practical Guide to Industry Engagement for Program Managers, Requirements Owners, and Contracting Officer’s Representatives” — a document focused on encouraging industry engagement during the requirements development process with tips on best practices to increase the effectiveness of industry engagement.

“

I thought I couldn’t talk to industry without a contracting officer; however, this guide helps me understand that I CAN speak to industry and at what point I need a contracting officer present. What a helpful tool!



The pro tips are great — such simple advice I can apply to my work. ”

OCPO SHADOW PROGRAM GIVES EMPLOYEES A PEEK INTO LEADERSHIP ROLES

This year, the highly successful OCPO shadowing program created by the Office of Acquisition Workforce (OAW) for the Acquisition Professional Career Program (APCP) participants was expanded. Approximately 43 shadowing events for APCPs took place with an additional 25 shadowing opportunities afforded to the broader OCPO workforce and participants of the Executive Development Program (EDP) for Acquisition Leaders. Leaders across the DHS Procurement Community embraced opportunities for staff to shadow them, including those led by the United States Secret Service (USSS) Head of Contracting Activity (HCA), to the world-renowned USSS Forensic Services Division Laboratory and the USSS Museum. CBP's HCA also brought team members down to the southern border to see operations first-hand. These opportunities exposed procurement professionals to invaluable insights about industry perspectives on doing business with DHS, secretarial priorities and initiatives touching on procurement, and perspectives into leadership decision-making.



Shadowing the Chief Procurement Officer during the 2023 Homeland Security Summit was an enlightening experience. His keynote speech at the Summit not only fostered my understanding of federal procurement but also exposed me to the forefront of cutting-edge trends in homeland security.



APCP participants Tony Rodriguez, Temitayo Paul, and James “Hayman” Davis traveled up to Philadelphia to shadow the Deputy Chief Procurement Officer (DPCO) Nina Ferraro and the Senior Advisor Polly Hall as they as they visited the Federal Protective Service (FPS) Acquisitions Division within the Office of Procurement Operations (OPO) on April 19, 2023, for their All-Hands ceremony. The APCP participants were able to learn about other parts of the organization and their work, gain insight into the mission they serve, and have one-on-one discussions with leadership.



KNOWLEDGE ITSELF IS POWERFUL

DHS’s small business goals keep increasing each fiscal year, and that’s why it is important that the acquisition community is trained on small business programs and the rules and regulations that govern small business procurements. The Office of Small and Disadvantaged Business Utilization (OSDBU) identified the need to improve awareness of several key topics this year, including North American Industry Classification System (NAICS) codes and the 8(a) Program. The OSDBU held eight courses that reached more than 2,600 DHS acquisition professionals and earned an overall average satisfaction rating of 95%. These courses equipped attendees with a greater understanding of how adhering to small business guidance helps advance DHS small business achievements. Additionally, DHS fulfilled its requirement from a Government-wide U.S. Government Accountability Office (GAO) audit that identified the need to provide subcontracting training that provides practical and useful content for attendees.

“ I like the real-life scenarios provided.

A lot of helpful information was shared.

The instructors provided great information.

It explained some things I had questions about. ”



GETTING A JUMPSTART ON MARKET RESEARCH

Sometimes, the hardest part of market research is knowing where to start! The Procurement Innovation Lab (PIL) is helping DHS to get a jumpstart on this daunting task by leveraging Artificial Intelligence (AI). The PIL implemented an AI Market Research Pilot, providing 225 personnel across five Components with access to new AI market research software tools. In a matter of seconds, the tool generates a report based upon user searches that is a starting point for the market research. Users have experienced a time savings of approximately four to eight hours per report by leveraging AI to perform the previously manual task of extensive web searches and data compilations. The process has been radically simplified, ultimately helping to improve the quality of market research reports and freeing up time for program and procurement professionals to focus on other tasks.



ENERGIZE PARTNERSHIPS THROUGH COLLABORATION

PLAYING MATCHMAKER FOR SMALL BUSINESS

Small businesses, particularly those identifying as being part of underserved groups, may have difficulty navigating the federal procurement process due to various reasons, including limited resources and overwhelming amounts of information. The OSDBU changes that narrative, giving small businesses an opportunity to take advantage of special outreach programs to aid in navigating the DHS landscape. To assist with small business outreach, the OSDBU created the Vendor Outreach Matchmaking Event (VOME) in 2022. In March 2023, the OSDBU hosted a VOME and for the first time invited other federal agencies to join DHS. OSDBU identified underserved groups outside the set-aside programs and solicited large businesses to participate. The VOME saw participation from nearly 1,000 vendors and four federal agencies, resulting in approximately 400 scheduled meetings.



“

Very thorough and organized discussion. As a DHS vendor, it was very helpful to see a little bit behind the curtain — this gives us a new perspective on the procurement process.



The explanation of each technique and the interaction for each helped me understand how [DHS is] evaluating and what I can do better next time.”

BOOTS ON THE GROUND

The procurement process can be challenging to understand. The PIL has responded to this challenge by offering Boot Camps since 2018 to DHS-wide and Government-wide acquisition communities. The PIL Boot Camp demystifies the federal procurement process, grants procurement staff the power to make informed decisions, and helps industry truly understand Government needs. The interactive experience allows attendees to roll up their sleeves and perform hands-on exercises as they learn about ten innovative techniques, such as comparative evaluations and confidence ratings. To further boost PIL experiential learning, in FY2023 PIL worked closely with the Homeland Security Acquisition Institute (HSAI) to improve the delivery of “PIL Boot Camp — The Next Level” as well as its introductory Boot Camps. Based on collected feedback, HSAI recommended increased interaction and exercises throughout the Boot Camp session rather than waiting until the end. With even more opportunities for experiential learning, Boot Camp attendees come away prepared with insights for real-world procurement challenges — and better outcomes for industry and Government. As a result, the Boot Camp average satisfaction rating increased from 4.6/5.0 in FY2022 to 4.7/5.0 in FY2023.



APCP participant Lauren Suydam touring the USCG Aviation Logistics Center in Elizabeth City, North Carolina.



COMING TOGETHER TO CLOSE OUT

During FY2023, DHS had over 500,000 outdated contract actions awaiting close-out, with 80 percent, or 400,000, belonging to the United States Coast Guard (USCG). Based upon an idea developed out of OCPO’s EDP, USCG tackled their challenge of addressing outdated contract close-out actions by leveraging the APCP and its ascension program, the Student Hire Internship Pathway (SHIP). As a pilot program, OCPO collaborated with USCG to provide staff, including SHIP interns, to assist USCG with organizing information and prioritizing actions for closure. The collaboration saved USCG more than 45 years of labor, improving DHS’s financial position in time for the FY2023 financial audit and creating a record of the closed transactions for the public. This effort also allowed interns to perform meaningful work and receive invaluable career experience.



PUTTING BODY ARMOR IN REACH

Many common requirements exist across Government, such as the need for body armor to protect law enforcement personnel. The Strategic Solutions Office (SSO) led a collaboration between law enforcement across DHS — including CBP, FPS, Immigration and Customs Enforcement (ICE), USSS, and other Government partners across the Department of Justice and the General Services Administration (GSA) Inspector General — to develop and establish the Body Armor IV Government-wide best-in-class contract vehicle. This collaboration resulted in a contract vehicle that provides equipment at a discount of up to 50 percent while still meeting the National Institute of Justice protection levels. It includes a seven-year equipment warranty and reduces the cost of ownership for body armor by reducing the need for total replacements and repairs by implementing the modular design.



PROCUREMENT AND PATRIOTISM: DHS MAKES PPE IN AMERICA

The Make PPE in America Act meant DHS had to meet three acquisition challenges: support American jobs, procure gloves and other personal protective equipment (PPE) made to rigorous standards, and make procurement as easy as possible. OCPO coordinated with the Components and Office of General Counsel (OGC) to draft internal policies and procedures. In a demonstration of leadership, DHS implemented the Act

in ten months, which also facilitated the implementation of the Act by the U.S. Department of Health and Human Services (HHS) and Veterans Affairs (VA). HHS used the DHS deviation as a model for crafting its regulatory guidance and policy. The DHS contracts for PPE manage data and inventory at a high level, making DHS the only agency that can manage inventory successfully while ensuring compliance with the act.

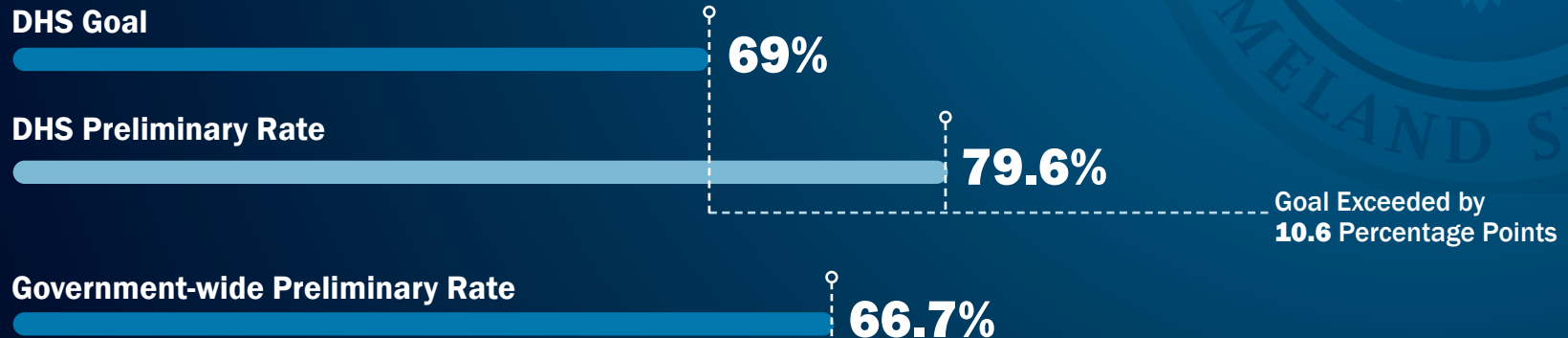


Gary Porter (OCPO), Reggie McDonald (Office of the Chief Readiness Support Officer [OCRSO]), and Tom Chaleki (OCRSO) on a site visit at the American Nitrile factory.

DHS PROCUREMENT BY THE NUMBERS

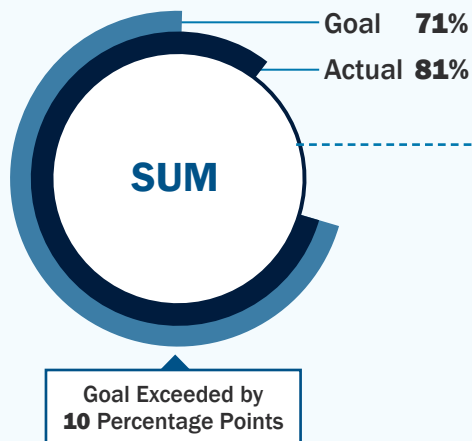
FY2023: CONTINUED SUCCESS WHILE CRUSHING PROCUREMENT GOALS

FY2023 COMPETITION RATE GOAL VS ACTUAL FIGURES



BREAKING CATEGORY MANAGEMENT GOALS

Spend Under Management (SUM)



Best in Class (BIC)



\$9.3B

Total Strategic Sourcing Vehicle (SSV) and BIC Contract Spend

\$4B

Went to Small Business
Goal Exceeded by Prime Contractors

43%

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

\$502M

Saved in FY2023

We Achieved a

5%

Savings Rate

\$7.29B

Cumulative Savings Since FY2005



DHS TOTAL FY2023 OBLIGATIONS

Total Obligations
\$28.6B



Resulted in
62K
Total Actions

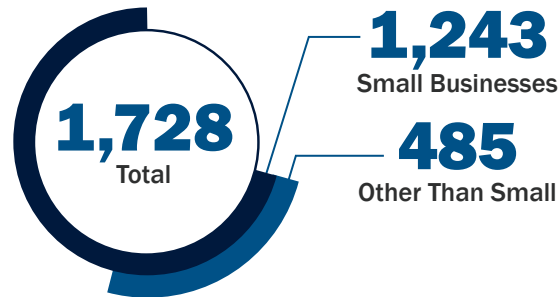


LEVELING UP STRATEGIES

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 FY2023

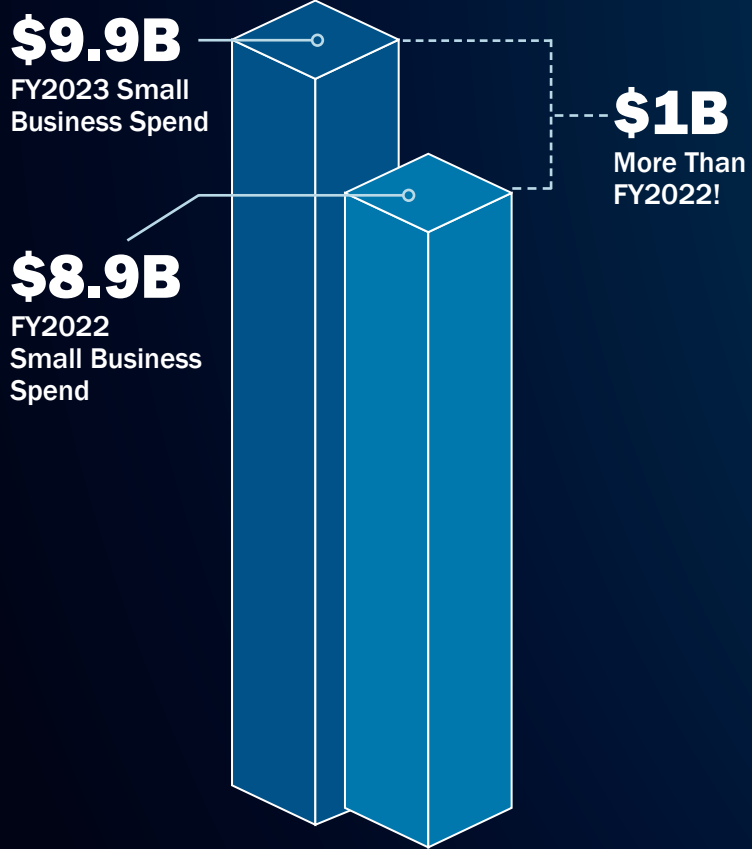


LESS THAN 1% OF COMPETED AWARDS PROTESTED

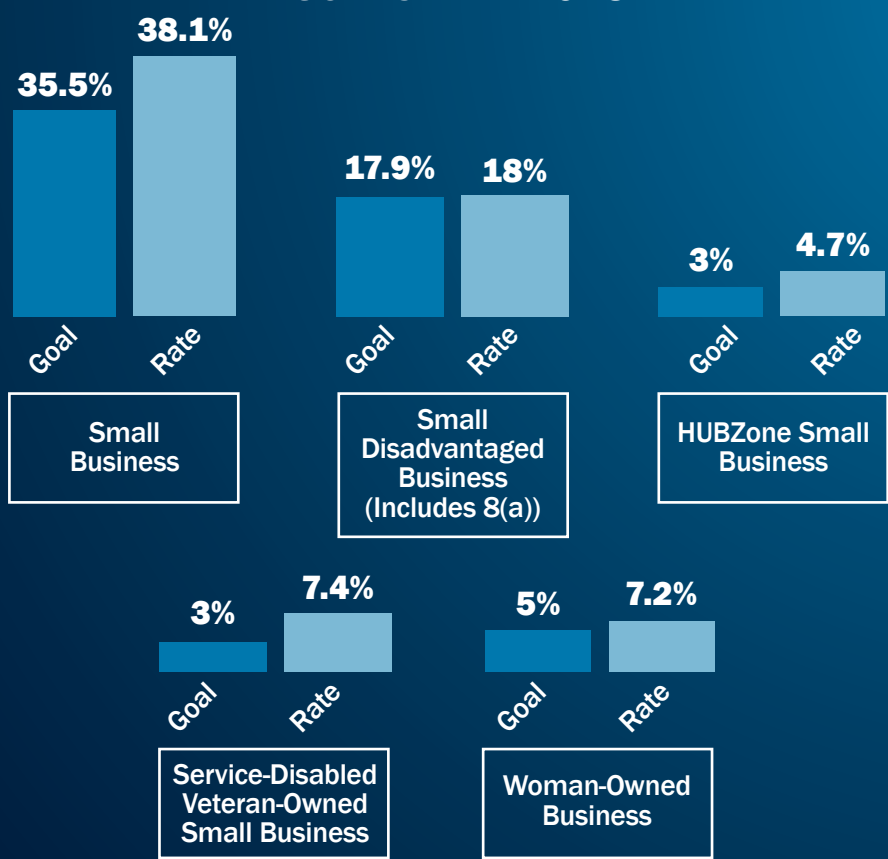


Of 15,531 protestable awards, 0.38% were protested

FY2023 SMALL BUSINESS PRIME OBLIGATIONS



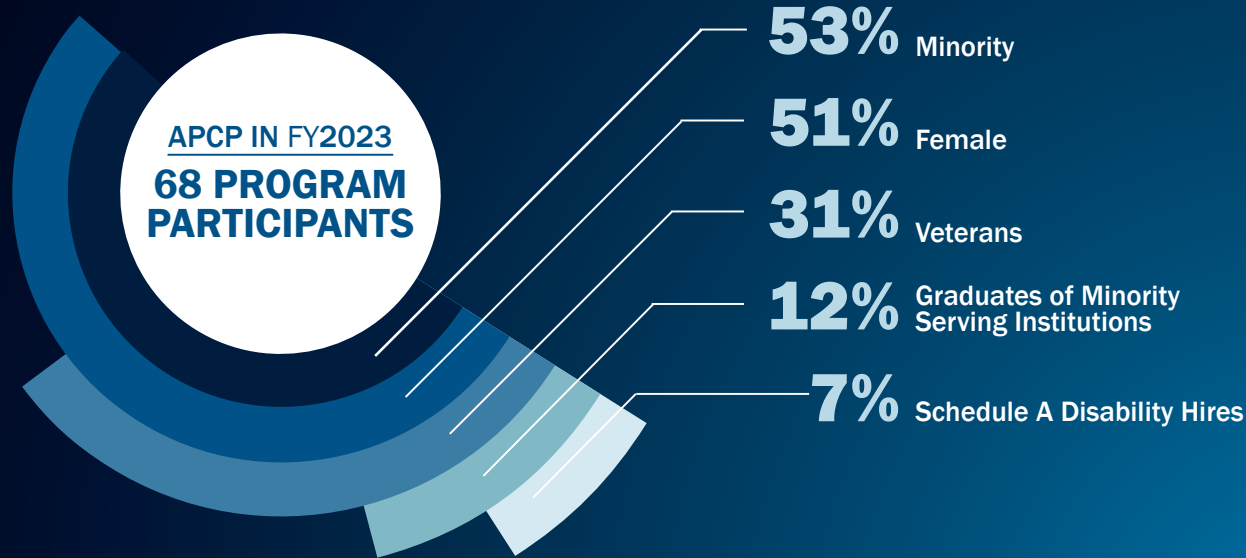
DHS CONSISTENTLY EXCEEDED GOALS IN FY2023



LARGEST FEDERAL AGENCY TO RECEIVE 14 CONSECUTIVE “A” GRADES ON SBA’S ANNUAL SMALL BUSINESS PROCUREMENT SCORECARD

In FY2023 the Small Business Administration (SBA) small business procurement scorecard was released with the grades based on the FY2022 results. The SBA once again awarded DHS an A+ on its Small Business Procurement Scorecard; that’s 14 consecutive years of receiving a grade of “A” or higher and seven consecutive years with an “A+” grade.

DIVERSITY IN THE APCP



HSAI Completed
300+

Combined Instructor-led and eLearning Courses, Classes, and Webinars for 20,000+ Students Across the Entire DHS Enterprise

20,130
Completion Certificates Issued

83%

of 1102s Job Series Were Certified at the Appropriate Level

91%

of Federal Acquisition Certification in Contracting (FAC-C) Level III Holders Were Certified at the Appropriate Level

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

The EDGE Mentoring Program held its end of the year graduation for its **95** program participants representing **14** Components and offices across the Department.



APCP AND WARRIORS-TO-DHS (W2DHS)

APCP and W2DHS celebrated 14 new graduates in FY2023, ten graduates of APCP and four from W2DHS. The graduates joined nearly 400 professionals who graduated from the program and now support mission-critical acquisition activity across DHS.

APCP and W2DHS
14
New Graduates



INSPIRE INNOVATION TO ENHANCE MISSION CAPABILITY



GETTING A GOLD STAR

The micro-credential PIL Digi-Badge program began in 2016 and recognizes acquisition workforce members who took procurement training and applied innovative procurement techniques. FY2023 saw many firsts, including its first Level 3 Innovation Master PIL Digi-Badges earned:



Acquisition Innovation Advocate (AIA) Spenser Sams of the Federal Emergency Management Agency (FEMA) and AIA James Abyad of ICE earned Level 2 Innovation Coach Digi-Badges.



Chad Parker of the U.S. Citizenship and Immigration Services (USCIS) is the first Component AIA and the first active operational procurement professional to earn a Level 3 Innovation Master Digi-Badge.



AIA Brenda Peterson of the OPO earned a Level 3 Innovation Master Digi-Badge.



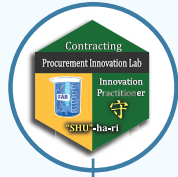
Brenda Peterson passed away this year, but her impact and her passion for innovation will not be forgotten. She was a valued member of our team and her absence is felt strongly.



LEVEL 1

INNOVATION PRACTITIONER

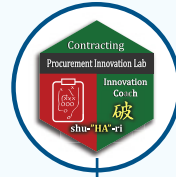
Recognizes people who have attended PIL Boot Camp, virtually or in person, or have attended five PIL webinars.



LEVEL 2

INNOVATION COACH

Recognizes those who regularly apply innovative procurement techniques to their projects and have led one coach-the-coach project.



LEVEL 3

INNOVATION MASTER

Recognizes those who routinely lead procurement teams as they test and share procurement innovation techniques and demonstrate procurement innovation leadership.



A DIGITAL SCRUB FOR BETTER CYBER HYGIENE

Security risks and data spills or breaches are dangerous at any level, especially with sensitive data accessed and used by DHS, its employees, and its vendors. To prevent DHS data from winding up in the hands of bad actors, DHS is leading the way in developing a sustainable model to measure, monitor, and assess industry partners’ cyber posture while being considerate of the limited resources available to many businesses. As part of a Secretarial Priority, OCPO, including members of APL and OPO, has worked with the DHS Chief Information Security Officer Directorate (CISOD) within the Office of the Chief Information Officer (OCIO) and the OGC to create a reasonable approach and methodology for industry to perform cyber hygiene self-assessments. This approach was tested on over 400 vendors with the cyber hygiene clause in their contracts or agreements. Through this process, vendors gain an improved understanding of where opportunities exist to increase their cybersecurity posture and hygiene, resulting in increased protection of DHS data.



IN FY2023, ROSTER BOT ASSISTED HSAI IN ITS PROCESSING FORCE



MAKING IT COUNT USING BOTS

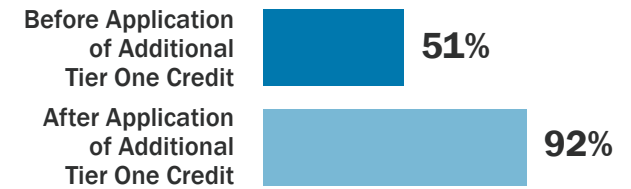
Maintaining certifications and credentials is essential for the DHS acquisition workforce. Until recently, crediting students for webinar attendance required manual input, taking valuable time from session hosts to perform these administrative tasks. The OCPO Robotic Process Automation (RPA) Team in the Acquisition Systems Branch (ASB) developed a bot to automate and streamline the training administration process for HSAI. With the launch of the “Roster Bot,” HSAI has eliminated the administrative burden of reconciling virtual meeting attendance reports against lists of pre-registered students from the session hosts. Since its inception in March 2023, the Roster Bot has assisted HSAI in processing more than 8,700 learning event attendees in a total runtime of just under 1.25 hours – a savings of almost 80 hours of total manual labor. Now, session hosts can spend time on critical tasks, including improving webinars and event materials, providing subject matter expertise input and support, and training the acquisition workforce.



CRAFTING UNIQUE SOLUTIONS TO MEET COMMON SPEND GOALS

Innovation isn't just about technology – it's about problem-solving. Before FY2023, the Transportation Security Administration (TSA) was consistently struggling to meet its Category Management SUM goals because unique spending was being classified as common across the Government. The SSO partnered with TSA to conduct a spend analysis and develop a justification to demonstrate that no other entity across Government has a common need for much of the detection equipment used by TSA. By working together, SSO and TSA advocated to the Office of Management and Budget (OMB) that DHS should receive Tier One SUM credit for this unique spend based on TSA's management of the requirements and contracts. SSO coordinated with seven Government-wide Category Managers to obtain buy-in and consensus on this approach. As a result, TSA met its SUM goal for the first time in FY2023 and achieved an increase of 41 percentage points, or \$834M.

TSA's FY2023 SUM Results



 **Increase of 41 percentage points, or \$834M**



ON THE MOVE WITH INNOVATION

In FY2023, Federal Law Enforcement Training Centers (FLETC) had a requirement for Transportation and Motor Pool (TMP) services which included the successful contractor providing management, supervision, all personnel, equipment, tools, materials, and other items and services necessary to support this requirement. Understanding that the effort was a 100% small business set-aside, FLETC collaborated with the PIL to leverage a streamlined procurement process. They utilized innovative acquisition techniques that successfully engaged small businesses while being mindful of barriers small businesses face in the procurement process. The innovative techniques utilized for this requirement included Advisory Down Select, Confidence Ratings, and On the Spot Consensus. The results benefited both the Government and the contractor as FLETC was able to award a five-year, \$32M contract to a Service-Disabled Veteran-Owned Small Business quickly and efficiently.



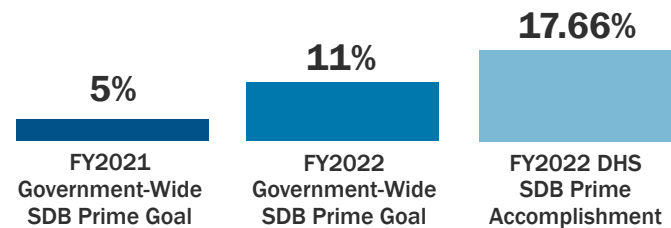
ENRICH THE DHS PROCUREMENT EXPERIENCE



REACHING BIG GOALS FOR SMALL BUSINESS

President Biden issued Executive Order 13985, “Advancing Racial Equity and Support for Underserved Communities Through the Federal Government,” in 2021. As a result, the Government-wide FY2022 small, disadvantaged business (SDB) prime goal increased from five percent to 11 percent. DHS was recognized in FY2023 for surpassing this goal with an SDB achievement of 17.66 percent — the highest achievement ever for the Department. Two key examples of how the OSDBU supports small business include hosting Vendor Outreach Sessions (VOS) exclusively reserved for women-owned, service-disabled owned, small disadvantaged including 8(a), and HUBZone small businesses. OSDBU also attends small business conferences and provides information about doing business with DHS.

Advancing Racial Equity Support for Underserved Communities





INDUSTRY MATTERS

Industry is not shy about sharing what it needs from DHS. And DHS can proudly say it delivered in FY2023 in multiple ways.



Industry is craving more in-person engagement with DHS. The Annual DHS Strategic Industry Conversation (SIC) returned to an in-person format in February 2023. The event, which drew nearly 500 attendees, included newly added and highly desired networking areas supported throughout the day by DHS Industry Liaisons, small business specialists, HCAs, and Program Officials. The SIC received a 93 percent overall satisfaction rating from attendees!



Industry wants to better understand how to do business with DHS, including more insights into supporting Research and Development. In July 2023, the SPD published the revamped “How to Do Business with DHS Guide” on DHS.gov, which provides enhanced insights into Component and Office buying behaviors and needs, as well as an expanded section that covers Research and Development procurement pathways. The briefing has received positive feedback from users of the online version as well as those who attended live presentations.



DHS met with ten industry association leaders to gain feedback on programs and how to improve collaboration. All ten association leaders indicated that they view DHS as a leader in industry engagement and transparency across Government with effective programs, events, and meetings to keep them fully informed!



It is always a delight to sit with you and exchange ideas about DHS – you always listen thoughtfully and share freely.



Thank you again for the amazing presentation/discussion last week – our members were thrilled!!



MODELING FOR SUCCESS

As an essential function that enables DHS front line operations, it is imperative that the procurement line of business use data-driven methodologies to support appropriate staffing needs. What does it really mean for the DHS procurement workforce to be “fully staffed?” In order to justify and support the resources needed to fulfill procurement functions, OCPO created a staffing model for the 1102 job series of positions. This model received accreditation in a record four months from the Office of the Chief Financial Officer (OCFO) Program Analysis & Evaluation (PA&E) Office through their Verification, Validation and Accreditation (VV&A). The new model will identify and guide staffing decisions and ensure the DHS procurement leadership team has a proven methodology to help advocate for resources.

Data-Driven Decisions Result in:



PUTTING USERS FRONT AND CENTER

OCPO faced the challenge of modernizing its systems while ensuring data integrity and availability of organizational health metrics. To address this need, OCPO deployed multiple enhancements to dashboards and reporting tools to improve user experience and system functionality. Enhancements made to the Knowledge Management System (KMS) support better organizational collaboration and knowledge sharing OCPO-wide as part of continuous improvement efforts. The result is better visibility and reporting of program metrics, which in turn reduces the level of effort associated with data analysis and reporting.





CROWDSOURCING PLATFORM RAISES DHS ABOVE PROCUREMENT CHALLENGES

Improving the procurement process is critical for fostering an environment of innovation that leads to continued procurement successes. How can DHS make sure great ideas don't slip through the cracks? PIL's crowdsourcing platform, the PIL Idea Competition, invites the DHS acquisition workforce to submit innovative ideas to tackle procurement challenges. Judges and advisors from across DHS select the winners, and their solutions are then prototyped. Two PIL Idea Competitions were awarded in FY2023.

Streamlining Procurement with Technology

Administrative and repetitive tasks impede the DHS procurement workforce's ability to focus on complex program solving. The Streamlining Procurement with Technology contest looked for innovative ways to reduce redundant duties. In FY2023, the winning team submitted a concept to solve the disjointed electronic document approval workflow process across DHS Components, leveraging commercial tools for a more streamlined process. Thanks to this winning idea, market research is currently underway to source an IT tool that will help DHS procurement professionals save both time and bandwidth.

WINNERS

Kathy Ekstrom | USCG

Brynn Sheehan | TSA

Jordana Covrigaru | USCIS

HSAM Appendix G – Checklist for Sensitive Information Process

The "Checklist for Sensitive Information" found in Appendix G in the Homeland Security Acquisition Manual (HSAM) is often cited as delaying procurements. Requirement owners must determine and document whether contractors require access to sensitive information or facilities, but current processes are considered burdensome and inefficient. As a result of this PIL Idea Competition, a Class Appendix G form was added to the HSAM along with a revision to the existing language, resulting in more clarity and less delay for requirements owners.

WINNERS

Faith Berry | FEMA

Nelson Claridge | FEMA

Madeline Ward | ICE

Phillip Smith | TSA



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