EVENT EXECUTIVE SUMMARY

The Department of Homeland Security (DHS) Strategic Industry Conversation VII (SIC VII) entitled “Innovation and Collaboration for Mission Success” was held on December 7–8, 2021. Session topics included Procurement Priorities for Optimizing Performance Now and in the Future; Cybersecurity and Infrastructure Security Agency (CISA): Protecting Our Supply Chain and Critical Infrastructure; Office of Partnership and Engagement; Artificial Intelligence/Technology and Advanced Analytics; Innovative Solutions Underway at Science & Technology Directorate; and Heads of Contracting Activities Panel Discussion.

Approximately 594 out of 601 registrants attended virtually via phone or Adobe Connect. A total of 569 people attended SIC VI in 2020.

The 10-question post-event survey was completed by 92 attendees, resulting in a 15 percent response rate. Survey respondents reported that they valued the content of the presentations as well as the opportunity to pose questions during the event (89% ranked very satisfied or satisfied).

Respondent feedback included:

- I enjoyed the topics and discussion. Would recommend additional time for Question & Answer.
- Great content. Excellent speakers.
- Please consider quarterly events. Once a year is nice but doing shorter quarterly events would be more beneficial.
- “This was the best SIC so far - I’ve attended at least 5 and I really appreciated the openness and candor of the session speakers. They were so prepared and each of them really made me feel (as an industry member) that I was a critical part of meeting the needs of the DHS mission.”
- I was surprised to see how open the leaders were to following-up with industry. Thank you for making yourselves available. We look forward to supporting the mission.

DECEMBER 7, 2021

Moderator: Lauren Edwards, Communications & Industry Liaison, Office of the Chief Procurement Officer (OCPO), DHS

Ms. Edwards welcomed attendees, encouraged participation in the post-event survey, and provided housekeeping notes regarding Chat Pod and Q&A messages. She then introduced Paul Courtney, Chief Procurement Officer (CPO), DHS.

Welcoming Remarks

Speaker: Paul Courtney, Chief Procurement Officer (CPO), DHS

CPO Paul Courtney welcomed attendees and highlighted the purpose and history of the event, including the opportunity to discuss priorities and determine ways to better partner with industry. He outlined the agendas
for both days and encouraged attendees to interact with presenters. He then introduced Nitin Natarajan, Deputy Director, CISA.

**Keynote Address**

**Speaker:** Nitin Natarajan, Deputy Director, CISA

Mr. Natarajan noted he has been in his role since February. He said he attended previous SIC events and appreciated the opportunity to talk through where we are as an organization.

Mr. Natarajan said CISA is heavily focused on strengthening its engagement with industry. Most recently, CISA has consolidated much of its acquisition oversight and procurement operations into a new office of the Chief Acquisition Executive. CISA is 3 years old and the newest Component. CISA is building its vendor engagement program to advance industry dialogue and meet the needs of the organization. In FY21, CISA executed more than 600 requests for a little over $1.43 billion. He expects growth in funding and requirements in FY23 and beyond. Cybersecurity remains a major focus to strengthen the agency’s defensive posture. He wants to tackle increased requirements and a complex adversary in a way that is collaborative. He said it’s important to remain nimble when addressing new threats and to pivot when necessary. CISA is examining timelines and seeking ways to decrease majority fourth quarter procurements. Mr. Natarajan plans to use his experience in the private sector as a lens into resolving these matters and identify opportunities for growth.

CISA hosted an industry day in August and is committed to doing more throughout the year. Starting in January, CISA will host monthly mini-industry days, or “better engagement speed dating” to discuss needs with industry. A specific topic will be covered each month, subject-matter experts will provide overviews, and there will be time allotted for direct questioning.

**Procurement Priorities for Optimizing Performance Now and in the Future**

**Speakers:** Paul Courtney, CPO, DHS; Nina Ferraro, Deputy Chief Procurement Officer (DCPO), DHS

Ms. Ferraro opened the session by stating that she and Mr. Courtney would discuss the newly released strategic plan, including the priorities and what they mean for industry partners. She referenced that the strategic plan is posted on DHS.gov and shared link in the chat pod: OCPO-strategic-plan | Homeland Security (dhs.gov). She then asked Mr. Courtney the following questions.

**Q:** Why did you change priorities and what was your approach in doing that?

**A:** Mr. Courtney said he built upon the strong foundation that Ms. Correa had laid. His goal was to build energy and excitement around the new strategic plan, which includes items captured from his conversations with industry partners. The plan includes four key themes: Empower, Collaborate, Innovate, and Procure.

**Q:** What does empowerment mean for you?

**A:** Mr. Courtney said an empowered acquisition professional is one who is prepared, confident, and always engaged.

**Q:** What would you like to tell industry today about what they can expect at this point when it comes to collaboration?

**A:** Mr. Courtney said proactive and transparent communication isn’t going to stop and that he wants to continue open dialogue with industry partners.
Q. Tell me why innovation is an important priority within our strategic plan and why it isn’t becoming just another buzz word?

A. Mr. Courtney said innovation is key to what we do here, and we put emphasis on innovation that affects our procurement processes. He requested feedback and ideas from industry.

Q. What is your perspective on equity and ensuring that underserved communities and individuals are represented equitably in the services we provide and contracts we award?

A. Mr. Courtney said we are laying out the framework to attract new entrants to the DHS industrial base. Mr. Courtney said we need to create new opportunities for those organizations. The administration has challenged us to increase that to 15 percent by 2025. We’re working on a plan now that educates underserved communities on how to do business with DHS.

Q. You have spoken about strategic sourcing and category management. We are hearing quite a few questions from industry about what might change in those areas. What can you share with us about that?

A. Mr. Courtney said category management remains a government-wide initiative. We’ll promote the vehicles on DHS.gov and post updates to SAM.gov.

Q. The strategic plan’s final priority is to enrich the DHS procurement experience. What does the procurement experience mean to you?

A. Mr. Courtney noted the customer experience is a key piece to the procurement experience. This includes employees, acquisition professionals, and the entire enterprise across DHS. It’s a collaborative culture and the entire customer experience. For example, we’re trying to reduce burden in the procurement process to help save industry time. Our goal is to have everyone feeling great about the experience they’ve had.

Ms. Ferraro thanked Mr. Courtney and encouraged attendees to view the brief strategic plan on DHS.gov.

**Session I – CISA: Protecting Our Supply Chain and Critical Infrastructure**

**Speakers:** Juan Arratia, Deputy Director, Office of Procurement Operations (OPO), DHS; Bob Costello, Chief Information Officer, CISA

Mr. Arratia and Mr. Costello introduced themselves and provided background on priorities within their areas. Both mentioned a focus on increasing security, enhancing contract language, and vetting the IT procurement process. Questions came from various industry representatives.

Q. Regarding the software supply chain, what are the biggest hurdles that you face?

A. Zero trust means a lot of different things. We don’t always do a good job of ensuring that the repositories we’re pulling from are secure, vetted, and do not have malicious activity. You have to make sure you have confidence in your pipeline. The other major concern is how do we be good partners? Much of this stems from the contracts.

Q. What partnerships are you doing regarding the supply chain initiative?

A. Both noted meetings are upcoming to explore this further.

Q. Are you looking to build low ship high models?

A. Both needed more clarification.

Q. What are the biggest capability needs in the next two to five years?
A. There will be more of a need for us to own our own systems and have a lot of agility here at CISA. Some of the biggest needs for FY22 are more foundational. Initially, it’s going to be some real core functions. It’s going to be a cultural shift in certain environments.

Q. How will you be upscaling cyber professionals to keep pace with the evolving cyber threat landscape?
A. It’s a huge challenge. We are starting to do individual development plans. We want to get people into roles that they’re happy in so they can get in that continuous learning cycle. We have a good funding stream and training at CISA, which is important.

Q. Can you talk a little bit about procurement strategy?
A. We are in the process of working to get additional team members on board. We do have a very capable team that has been working on requirements. The organization is growing, and requirements are changing. So, we want to understand how to continue to build the requirement process. We want to make sure we continue the trend of a very tailored small business program.

Q. Will CISA more actively assess the highly adaptive cybersecurity services?
A. The short answer is yes.

Q. Which CISA offices are responsible for supply chain critical infrastructure missions?
A. For critical infrastructure, we have the infrastructure security, and the cybersecurity division plays a role as well. Supply chain is DHS, it’s not just CISA. Our partners at CBP and ICE play a huge role as well.

Q. What is CISA’s response to Executive Order 13985?
A. We’re still working on more of the requirements in the acquisition planning.

Q. Can you speak to the level of oversight you have regarding technical platforms?
A. We’re very small. The core focus is ensuring that we have good systems to support to those offices.

Q. Will CISA utilize the U.S. digital services procurement for better up-to-date technology?
A. We have used this for the last couple of years. We’re going to have a team looking at those requirements and asking the right questions.

Session II – Office of Partnership and Engagement

Speaker: Jamie Lawrence, Deputy Assistant Secretary, Private Sector Office, DHS

Ms. Lawrence stated her philosophy of business and government strategy for the Secretary and senior leaders. Her experience has been in both the government and private sector. She believes the magic happens when government and business come together. She said when talent meets insight and institutional knowledge and history, great things are created. This industrial base helps to keep our nation safe.

After breaking down the various offices and committees within the Office of P&E, Ms. Lawrence discussed the purpose and mission of the Private Sector Office. The main responsibilities are building relationships by bringing the Secretary’s message to industry and to keep an ear on the pulse of industry. A large part of this is to proactively bring the Secretary issues, thoughts, and insights on the needs of industry.

She said industry leaders are the experts in the field, and it is the Secretary’s goal to provide insight in the following key areas: Cybersecurity, Supply Chain, Trade, Border Security and Immigration, Travel and Tourism,
Transportation and Travel, Climate Change, and various other hot areas such as Afghanistan and Operation Allies Welcome. She also mentioned Domestic Violent Extremism.

Ms. Lawrence noted industry fills the capability gaps that the Department needs to fulfill their mission. She acknowledges the Department can be more transparent and provide a more forward-looking perspective on where it is headed. This includes helping connect industry with various Components or even engaging with the Secretary or other senior leaders. She said she is always interested in hearing thoughts and ideas on ways to continue to host connecting events such as Industry Roundtables, CEO One-on-Ones, and other opportunities for effective engagement.

She said expanded voice is another focus for the office as they enter the new year. The Secretary wants to have more diversity of thought with small and medium-sized businesses, which will provide various stakeholders’ input. The Office of P&E would like to be seen as a great resource for supporting industry with various strategic areas. They seek to efficiently engage with industry, listen to ideas, and provide a platform where industry can demonstrate how the office can further support them.

**Q&A from attendees:**

Q. How can industry help with ongoing partnerships to garner equitable messaging or aid in providing access to individuals across the United States for any of your initiatives?
A. That is more for the Social Initiative office within P&E. The Office of P&E is solely focused on getting industry’s viewpoint on the business side.

Q. How would someone in industry go about connecting with the Secretary?
A. He is interested in conversing with industry CEOs around the before-mentioned key areas. Contact the office to arrange a meeting with the Secretary and/or other senior leaders.

Q. Could you clarify the difference between the Office of P&E and Industry Liaisons?
A. The Office of P&E’s priority is the Secretary’s mission, while the liaisons focus on their specific Components’ needs and requirements.

Q. Do you anticipate an event such as a Hack-a-Thon, where industry will be able to showcase their capabilities?
A. The Components will but it is not always on the schedule for the office of Ms. Lawrence. They are interested in ideas, so send her an email.

Q. Could you give an example of the type of conversations that are around policy?
A. The office welcomes those harder conversations as it relates to the focus areas.

Q. How can we get involved with your office?
A. We try to be as proactive as possible with outreach initiatives. It helps to have various leaders involved in dialogue. Reach out through email for more support.

**Session III – Artificial Intelligence/Technology and Advanced Analytics**

**Speaker: Mike Horton, Chief Data Officer (CDO), DHS**

Mr. Horton said his primary role is to identify data fraud opportunities, including how DHS uses and deals with data, and how to manage the enterprise data inventory. The office uses a process to collect data, analyze it, and
formulate a written recommendation or conclusion that they communicate to their stakeholders. The goal for his office is to use this same process across the board with the large scale of data they collect to help field operators, leadership, and citizen customers understand how the data can help them make better informed decisions.

He said AI is designed to collect tons of data that is unable to be analyzed by humans, and they don’t have resources to manage. Network security data is an example of how the data can pile up and become seemingly impossible for humans to analyze. The CDO is still in the planning phase. The vision is compiling the data and using the data catalog to help make better decisions by putting that lazy data into perspective. The current use of dashboard and other software provide an important picture of the data, but that only offers a small snapshot of information to industry. CDO’s goal is to use more data to produce a more technology-based system, where the customer can create their own conclusion and decisions based on their processes and tools CDO provides them with.

There are other CDO areas that provide a foundation for the direction of AI and advanced analytics. The main conversations are around the challenges and opportunities of data management, data sharing, and data governance at the DHS and Federal CDO council levels. Data sharing as we see it is culture-based, which typically prevents us from sharing information that should be released. This has been a work in progress for many years. Another example issue is finding ways to help our partners as they come into the DHS enterprise. These are all questions that lead to conversation and the understanding is that they must have a solution to create and/or provide the most efficient advanced analytics system.

**Q&A from attendees:**

Q. How is DHS upskilling its IT workforce to build data analytics and AI machine learning skills?
A. Through trial and error to include some failures and a few setbacks. They are aware they are competing with every top industry to recruit the best talent. They are, however, taking a two-part approach to building data literacy and data training within DHS and CDO. They are working with OPO/CPO on determining the next generation of contracts or enterprise vehicle. This would include getting the right kind of data talent to do the work they are attempting to do, which will also generate the right plan, language, and rates in the vehicle to attract and sustain data work at DHS. These conversations are held daily with other Components to get ideas around the direction they need to focus on.

Q. How do you respond to the misguided assumptions that automation will replace analysis? I take the position that automation truly empowers analysis and team members to spend more time doing what they truly want to do and most valued for time and positioning.
A. AI is neither artificial nor intelligent. It is simply computing power, and it empowers analytical staff. It is not going to take our jobs. AI should be looked at as a tool to help us do more of the work that matters and to separate the labor-intensive items from the decision-based tasks our team performs.

Q. How can industry reach out to you?
A. Please connect via email for more information.

Q. What collaborative opportunities are there with DIA and JSOC on advances in or application of machine learning and AI?
A. Yes, they work with Office of Innovation Statistics, the DHS evaluation officer, DOD, and other organizations and councils. They are focused on learning and looking forward to opportunities that make the most sense.
They know it is hard to make a long-term decision or commit to tools when the enterprise technology is not in place.

Q. Do you engage with ideas presented by the Components on real AI or machine-learning to help operationalized models?
A. That was a system-based program collecting data for training used behind a system wall. It was more about a system view, but they wanted a larger view for the type of data products they want.

Q. We are developing a Predictive Data Analytics simulation and modeling tool that will forecast future movement of a cyber-attack in a compromised network. Who should we contact at DHS?
A. Reach out via email. CDO is interested in Industry Days for this type of talent.

Q. What is your perspective on AI integration into autonomy for uncrewed/robotic systems?
A. Those systems or programs can’t be successful without it.

Q. Do you partner with the CISO to assure the integrity of the enterprise data inventory? Do you also identify the data owner that would guide policy on how the data is to be appropriately used?
A. They work with Ken, the CISO rep, and a lot of their inventory comes from the work from the CISO office. They keep track of where systems are and what they do, and those documents help outline what that system is used for.

Q. Within the next 12 months, what are your biggest areas of investments for the enterprise data inventory project?
A. The thought is around helping the Components with resources, legal help, and direction on institutionalized inventory. They want to fully automate data in a way that really matters.

Q. How will we find out about Industry Days?
A. Email OCIO vendor engagement or email Mr. Horton him.

**Closing Remarks/Key Takeaways**

**Speaker: Jackie Rubino, Executive Director, Strategic Programs Division, DHS**

Ms. Rubino summarized the day’s topics and noted DHS is committed to communicating with industry partners. She emphasized how discussions like those held at the SIC are of great value.
procurement priorities, the Department will continue to evolve internal and external relationships to improve procurement outcomes and customer experience. The hope is that through these sessions, Department leaders and subject-matter experts will gain insights about industry solutions that can advance the mission.

**Keynote Address**

**Speaker:** *Deputy Secretary, John K. Tien, DHS*

Mr. Tien said focusing on energizing partnerships through collaboration is the priority and central to the DHS identity. As a Department, we must communicate, coordinate, and cooperate with all our internal and external stakeholders to be able to complete our task. We also must identify the organizations to best help us accomplish our mission to safeguard the American people, our homeland, and our values.

He noted these conversations help us to announce our goals and future initiatives. He views the Biden/Harris President Management Agenda as the blueprint on how business will be conducted. He supports the focus on strengthening and empowering the federal workforce, delivering excellent and equitable customer experience, and managing the business of government to Build Back Better. Mr. Tien said the government wants to use contracts to drive competitions and responsibly cooperate in critical areas such as cyber hygiene and energy efficiency as well as diversity, equity, and inclusion. The pillars of diversity, equity, and inclusion are part of the Department’s foundational plan. He said we are dedicated in realizing that vision to ensure underserved individuals will be able to compete and be represented no matter the business size or background.

Mr. Tien noted the DHS contracting process is an opportunity to encourage and drive smarter, stronger, and more responsible citizens. He said we are one of the largest buyers in the federal government and competition for our contracts can be fierce. Therefore, it is important to explore opportunities to use this competition as a platform to encourage responsible and cooperative behavior. We want to be an overall more efficient and effective Department with initiative across the government. He said we should be responsible in everything we do, from advertising funds to use of equipment.

The Department recognizes the importance of the role industry plays to keep our information and systems secure. Mr. Tien is working with the CPO to establish the Department’s next step to advance the modern transition and assessments in cyber hygiene clauses with many of our contract practices. This will require industry’s full support and patience to do what is right and in keeping with smart business.

**Session IV – Innovative Solutions Underway at Science & Technology Directorate (S&T)**

**Speaker:** *Kathryn Coulter Mitchell, Senior Official Performing the Duties of the Under Secretary for S&T*

Ms. Coulter Mitchell said the Department is tested daily with safeguarding our people, infrastructure, and communities. We cannot secure without the immediate support of industry. The demands to reduce risk and keep our nation moving are not slowing down. Industry’s insight and expertise is valued and will inform how we will conduct research and development, and solve problems going into the next year and beyond.

S&T serves as the research, development, and innovation arm of the Department. Their contribution of science saves lives and funds the development of promising capabilities to help the Department succeed in challenging operational environments. They house science, engineering, and analytical experts, and are responsible for turning research into tangible results by executing a robust RD&I portfolio. That portfolio includes 5 national labs, 7 technical centers, and 10 university centers.
Their primary customers with DHS mission include TSA, Coast Guard, FEMA, CDP, and officials from critical infrastructure, mass transit, public safety, and the international community. They understand the critical mission is to get ahead of immigrant threats and transition new technology for front line workers. Global threats such as COVID-19, the climate crisis, and cyber hacking represent a new threat era that compromise our nation’s critical infrastructure and hinder homeland security operations. This is the challenge of our time and speaks to the Build Back Better priority, in which S&T is challenged to leverage state-of-the-art solutions to solve these immediate problems. Clear and consistent communication with industry is crucial.

The major areas of focus include how technology is disrupting the security enterprise landscape and impacting security operations across the country, and how S&T’s RD&I model is structured to help keep pace with global change in innovation and threat cycles. The government research community is facing the pressure to adapt and stay informed of the future innovation cycle needed to improve decision making, lines of efficiency, and mitigate risk. This is important for lifecycle planning to ensure technology transitions on time. Ms. Coulter Mitchell said they need industry’s help to check their ability to pivot, as well as share their perspectives of what we don’t know and what it will take to scale, transition, and commercialize immigrant technology.

Ms. Coulter Mitchell posed a question for industry: Looking through the lens of operational need and adopting new solutions, how will the convergence of technology and the escalation of emergent threats change the way we invest in RD&I to solve our problems?

She said these are the types of questions that speak to the fundamental goals of S&T. They must focus on and excel in new approaches in problem solving and they need processes in place to onboard and position staff when necessary.

A few examples of the science-based technology being worked on include:

- The DHS SCIR program has a pre-solicitation with 11 topics, such as check point security and AI. The solicitation will be December 15, 2021 – January 19, 2022.
- Updating the playbook for enhancing climate threats and resilience for droughts, floods, and infrastructure breakdowns.
- World Outreach Cooling Solutions Challenge through late January with more to come.
- Silicon Valley program issued a solicitation to improve DHS wellness, specifically CBP workforce. The deadline is January 13, 2022 and the application must align with the following three topics:
  - Biometric wearables,
  - Recovery enhancements, and
  - AI-enabled mobile apps
- Preparing and training the workforce of the future to better manage physical and digital risk and developing the next generation of scientists and engineers.

Ms. Coulter Mitchell provided their website for reference and answered a question.

Q. How is DHS upscaling its workforce?
A. The goal is to network to a broader community of experts to include partnering with industry and university staff.

Session V – Heads of Contracting Activities Panel Discussion

Moderator: Sherry Frank, Director, Communications & Industry Liaison, OCPO, DHS
Speakers: Vicky Short, Head of Contracting Activity, OPO, DHS; Bill Weinberg, Head of Contracting Activity, Transportation Security Administration; Keith O’Neill, Head of Contracting Activity, U.S. Coast Guard

Ms. Frank posed three questions to the Heads of Contracting Activities.

Q1. How have your teams adapted to the virtual environment?

Ms. Short: One of the benefits has been planning industry days virtually, which has been a simpler logistical process for us.

Mr. Weinberg: I was pleasantly surprised with the workforce’s ability to adapt to doing everything online. We evolved our meeting technology to different platforms to get the work done remotely. I fear that the longer we do this the more we’ll miss the things that meeting in person offer. The sharing of anecdotes, history, the chatting around the water cooler. Remote working has become the norm and I don’t want to lose people because we take that away.

Mr. O’Neill: We have been promoting flexibility. A lot of employees like working virtually so being able to offer that has been great. Some of our challenges are IT-related.

Q2. Tell us about procurements on the horizon

Mr. Weinberg:

- **Procurement Title:** Second Generation Credential Authentication Technology (CAT-2) Procurement
- **Description:** CAT-2 production units to include equipment, batteries, shipping, and installation. CAT-2 will provide the capability of validating passenger credentials while allowing for network connectivity to Secure Flight.
- **Dollar Value Estimate:** $140M
- **Estimated Release:** FY22 Q3
- **APFS#** F2020051576

- **Procurement Title:** Checkpoint Property Screening System (CPSS) Full-Size
- **Description:** Full-Size Computed Tomography (CT) systems, warranty, ancillary equipment, and services for screening of accessible property at the airport checkpoint.
- **Dollar Value Estimate:** $626M
- **Estimated Release:** Solicitation was released in FY21 Q3
- **APFS#:** F2021053254

- **Procurement Title:** Checkpoint Property Screening System (CPSS) Base-Size
- **Description:** Base-Size Computed Tomography (CT) systems, warranty, ancillary equipment, and services for screening of accessible property at the airport checkpoint.
- **Dollar Value Estimate:** $344M
- **Estimated Release:** Solicitation was released in FY21 Q3
- **APFS#:** F2021053253

- **Procurement Title:** Computer Network Defense (CND) Recompete
- **Description:** Services used to address Information Assurance capabilities to protect and defend TSA information technology infrastructures against current and future cyber security threats.
- **Dollar Value:** ~$100M
- **Estimated Release:** 1 August 2022
- **APFS#:** 2022056892

**Procurement Title:** Human Capital Operations Support (HCOS)

**Description:** Services to support Recruitment and Hiring (R&H), Personnel Actions, Payroll, and Benefits (PP&B) programs. The Contractor will provide support throughout the full spectrum of human capital integrated processes supporting the employee, from recruitment and onboarding through retention and development to separation and retirement by utilizing TSA-provided systems and equipment.

- **Dollar Value:** $360 Million
- **Estimated Release:** March 2022
- **APFS#** F2021052931

**Mr. O’Neill:**

- **Title:** NEXTGEN COMSATCOM
  - **Description:** This acquisition will combine current Ku-Band (large cutter), KVH (small cutter), and L-Band (fleet broadband) COMSATCOM connectivity solutions into a new vehicle for COMSTACOM services and associated hardware.
  - **Estimated Value:** ~$500 million
  - **Estimated Release:** FY2022, QTR3/4

- **Title:** Application Product Line Enterprise Services (APLES) III
  - **Description:** Application support to include preventative, corrective, and adaptive maintenance for all USCG enterprise-wide applications
  - **Dollar Value:** ~$400 million
  - **Estimated Release:** FY2022, QTR2/3

- **Title:** Installation Logistics & Management Support (ILMS)
  - **Description:** Services and materials to deploy and sustain C4IT platform IT systems (radios, radars, antennas, etc.)
  - **Dollar Value:** ~$250 million
  - **Estimated Release:** FY2022, QTR3/4

- **Title:** Ship Design Team Services
  - **Description:** Provide services to assist in facilitating engineering, technical, design support, and acquisition and lifecycle management of new and existing cutters and boats.
  - **Dollar Value:** ~$150 million
  - **Estimated Release:** FY2022, QTR2/3

- **Title:** MH65E Radar Sensor Systems (RSS)
  - **Description:** Purchase of approximately 180 RSS to support the MH60E an MH65E helicopter radar sensor systems to include operator and maintenance training and engineering support services
  - **Dollar Value:** ~$55 million
  - **Estimated Release:** FY2022, QTR 3
• **Title:** Dockside Repairs for USCG Cutters in Honolulu, HI  
  • **Description:** Multiple award task order contract for various repairs of USCG cutters in Honolulu via dockside support services  
  • **Dollar Value:** ~$10 million  
  • **Estimated Release:** TBD

*Ms. Short:*

• **Procurement Title:** MGMT (OCIO/OCSO) Information Technology Asset Management Services  
  • **Description:** IT Asset Management Services (Laptops, Monitors, etc.)  
  • **Dollar Value:** $20M  
  • **Estimated Release:** Solicitation (Jan./Feb.); Site Visit (TBD)

• **Procurement Title:** MGMT (OCIO/OCSO) Technical Refresh Project  
  • **Description:** HSPD-12 (Enrollment Workstations, Services, etc.)  
  • **Dollar Value:** $65M  
  • **Estimated Release:** Solicitation (Dec.)

• **Procurement Title:** CISA Vulnerability Management Operational Support Services  
  • **Description:** Provide independent analysis of the cybersecurity posture and risk exposure of the wide-variety of CISA’s customers and partners.  
  • **Dollar Value Range:** $50M-$100M  
  • **Estimated Release:** RFI (Dec.); Solicitation (Q3)

• **Procurement Title:** S&T Operations and Requirements Analysis (ORA)  
  • **Description:** Acquire operations analysis and program management support services.  
  • **Estimated Value:** $210M  
  • **Estimated Release:** Solicitation (Dec.)

• **Procurement Title:** CWMD Technical Assistance  
  • **Description:** Training support for radiological and nuclear materials handling  
  • **Estimated Value:** $7.1M  
  • **Estimated Release:** Solicitation (Jan.)

**Q3.** Everyone talks about using different techniques and streamlining processes. What has your team been doing that you have found to be useful and what benefit have you seen from implementing these new techniques?

*Mr. O’Neill:* The advisory down-select with the industry opt-out. We use this most in the IT arena when we get a lot of vendors participating. It is a good opportunity to not impose a lot of work on the vendor side. Confidence ratings have really helped the program staff as they’re evaluating. Those are two big ones.

*Mr. Weinberg:* Advisory down-selects have been well-utilized. We’re using oral presentations more because we want to get perspectives from the vendors and talk to the people who would be working on the project. Virtual industry days and proposal evaluations also help to streamline things.
Ms. Short: The advisory down-select is a major tool to create a more manageable pool of proposals. One-on-ones are something the team is becoming more comfortable with as well.

Q&A from attendees:

Q: Most recently, prime contracting past performance vs. team past performance has been the single evaluation criteria for Phase 1 of multiple phase bids procured through GWACs. Can you speak to why?
A: This depends upon the procurement. While the prime is the key, we try to include team capabilities as much as we can, understanding that it takes a team to address a procurement – we’ve even looked to include subcontractors and don’t focus solely on the prime.

Q: What can industry do to assist you in streamlining the procurement process and ensuring clarity in expectations and requirements to support great competition levels while reducing pre- and post-award protests?
A: We encourage industry to ask questions about the process. Sometimes industry is not comfortable asking out there to everyone; in those cases, send in something for us to take a look at and talk about. As for protests, being open to telling us about concerns and asking questions is key because then we can address it. Please reach out.

Q: Who do we contact with questions?
A: Do not hesitate to reach out. We want your feedback as no procurement is perfect and if you have questions please let us know. Attend industry days as well. DHS has Industry Liaisons that serve as entry points to the Department and can help you. We’re posting the link in the chat to the contact information. Business Information and Contacts | Homeland Security (dhs.gov)

Q: Are there preferred contracting vehicles for your respective Components?
A: The DHS-wides are preferred as there is a lot of work that goes into building these for our needs. Of course there’s the BICs as well. The preferred contracting vehicle honestly depends upon what we’re trying to buy. Market research helps us to determine the solution. There are many vehicles out there and market research leads us to the “right pond to fish in.”

Q: Could you speak to what happened with the USCG Cyber small business opportunity? The requirement keeps getting cancelled.
A: I will have to get back to you on the specific Cyber reference. The program offices and end users’ knowledge of the procurement process has caused a lot of delays and it is possible on the Cyber reference that more research was needed and it wasn’t ready to go public so it may have been cancelled. We’re working to get better.

Q: Will TSA be using GSA STARS III for its FY22 procurements?
A: I don’t have a specific answer as I haven’t heard this one mentioned anywhere yet. Some procurements are going through that vehicle, but due to the dollar amounts I may not be aware of it.

Closing Remarks

Speaker: Nina Ferraro, DCPO, DHS

Ms. Ferraro extended a special thank you to all DHS leaders and subject-matter experts who shared their priorities and activities. She said all their remarks were helpful and inspiring. Ms. Ferraro said the theme of the event was exhibited by every speaker over the last two days. She said we are a large agency with an even larger
mission, and we need to continually evolve to the way we do business to serve our great nation. It’s the power of the people that fuel the ideas and the partnerships that enable that kind of transformation. Ms. Ferraro summarized the day’s topics, highlighting the themes of the strategic plan. She thanked attendees for participating and reminded them of the post-event survey. She thanked event organizers and those behind the scenes. Ms. Ferraro wished attendees happy holidays and a wonderful day. She turned it back over to Mr. Slade.

Mr. Slade asked attendees to complete the post-event survey, thanked them for their participation, and wished them happy holidays.