



Homeland Security Advisory Council

Customer Experience and Service Delivery Subcommittee

Final Report

December 6, 2022

This publication is presented on behalf of the Homeland Security Advisory Council, Homeland Security Advisory Council (HSAC) Subcommittee for Customer Experience and Service Delivery Subcommittee, Co-Chaired by Lynn Good and Scott Kirby to the Secretary of the Department of Homeland Security, Alejandro N. Mayorkas.



Lynn Good, Co-Chair
Chair, President & CEO
Duke Energy



Scott Kirby, Co-Chair
Chief Executive Officer
United Airlines Holdings, Inc.

This page is intentionally left blank.

TABLE OF CONTENTS

SUBCOMMITTEE FOR CUSTOMER EXPERIENCE AND SERVICE DELIVERY	5
HOMELAND SECURITY ADVISORY COUNCIL STAFF	5
EXECUTIVE SUMMARY	6
METHODOLOGY	7
RECOMMENDATIONS	8
CONCLUSION	14
APPENDIX 1: TASKING LETTER	15
APPENDIX 2: SUBCOMMITTEE MEMBER BIOGRAPHIES	17
APPENDIX 3: SUBJECT MATTER EXPERTS AND OTHER WITNESSES	20

SUBCOMMITTEE FOR CUSTOMER EXPERIENCE AND SERVICE DELIVERY

Lynn Good, Co-Chair	Chair, President & Chief Executive Officer Duke Energy
Scott Kirby, Co-Chair	Chief Executive Officer United Airlines Holdings, Inc.
Dmitri Alperovitch	Co-Founder and Chairman Silverado Policy Accelerator
Robert Isom	Chief Executive Officer American Airlines
Hamdi Ulukaya	Founder and Chief Executive Officer Chobani, LLC

HOMELAND SECURITY ADVISORY COUNCIL STAFF

Rebecca Sternhell	Executive Director
Alexander Jacobs	Senior Director
Joseph Chilbert	Senior Director
Thomas Kearney	Student Intern

EXECUTIVE SUMMARY

The Department of Homeland Security (DHS) has more daily interaction with the public than any other federal agency. DHS needs to strike the difficult balance of effectively meeting the needs of its customers while facilitating secure lawful trade and travel and providing emergency response and assistance. Improving the customer experience at DHS hinges on how the Department can modernize and streamline its customer-facing processes, ensure adequate front-line resources, increase transparency and continue to build trust and accountability with the public.

In December 2021, President Biden signed executive order 14058 focused on “Transforming the Federal Customer Experience and Service Delivery to Rebuild Trust in Government.”¹ As part of DHS’s efforts to implement this executive order, Secretary Mayorkas asked the Homeland Security Advisory Council in a May 18, 2022 letter to create a Subcommittee on Customer Experience and Service Delivery (CX Subcommittee).² The mission of the CX Subcommittee was to identify bold, disruptive and actionable recommendations on how the Department can tangibly improve its customer experience. This report by the CX Subcommittee provides recommendations to the three specific questions from the tasking.

Since August, the subcommittee has conducted meetings with DHS leadership and each of the Department’s High Impact Service Providers (HISPs): U.S. Customs and Border Protection (CBP), the Federal Emergency Management Administration (FEMA), the Transportation Security Administration (TSA) and United States Citizenship and Immigration Services (USCIS). Through these briefings, the subcommittee examined the policies and procedures within DHS that impact the largest numbers of customers. This report outlines the four specific recommendations that we believe can help DHS improve its overall customer experience.

1) Create Accountability for Customer Experience

DHS can more effectively prioritize customer experience by directly assigning responsibility for customer experience to an individual or group. Additionally, DHS leadership should provide the HISPs with a framework and vision of how best to harmonize, prioritize and oversee customer experience initiatives across DHS components.

2) Create a More Flexible Model to Support Staffing and Hiring Needs

DHS’s HISPs routinely operate with hundreds of unfilled Full Time Equivalents (FTEs) to the detriment of customer experience and employee satisfaction. DHS needs to ensure its hiring and budgeting process has flexibility to support evolving staffing and hiring needs to meet customer demands.

¹ [United States, Executive Office of the President \[Joseph Biden\]. Executive Order 14058: Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government 13 December 2021. Federal Register, vol 86, no. 71357, pp. 71357-71366.](#)

² [Department of Homeland Security, Memorandum from Secretary Mayorkas. Initial Homeland Security Advisory Council Projects. 18 May 2022.](#)

3) Leverage Technology to Optimize Workforce and Better Support Customer Demands

DHS should continue to utilize technology to optimize its service delivery, eliminate redundancies and better support customer needs.

4) Improve Customer Communication, Education, Transparency and Accountability

DHS should consistently communicate with customers on what to expect during their experience, including publishing real-time anticipated wait times/processing times and requiring customer service training for all front-line employees. DHS also should consistently collect customer experience and satisfaction data to identify drivers and causations to inform improvements to customer experience initiatives.

METHODOLOGY

The Secretary's tasking and the subcommittee's process.

Tasking One: Recommendations for how to better design the Department's delivery of services to meet customer and community needs, by (a) leveraging technology and other innovations to reduce burdens on the public, and (b) increasing the adoption of best practices to maximize efficiency and improve the customer experience across relevant mission areas;

Tasking Two: Recommendations for how the Department can measure customer experience and service delivery effectiveness, establish targets for improvement, and ensure that our programs, policies, and operations improve equity and protect privacy, civil rights, and civil liberties; and,

Tasking Three: Recommendations for how the Department can better exchange with the private sector the knowledge, talent, and best practices around customer experience and service delivery, such as through executives-in-residence and public sector leave programs.

To identify those recommendations that would be most meaningful to help DHS and its HISPs improve the customer experience and service delivery, the subcommittee used the following screening criteria to ensure that the recommendations of the CX Subcommittee maximize impact by providing the largest near-term, tangible benefits to customers while also ensuring executability:

- 1) Recommended improvements toward services that are measured to be underperforming or perceived to be underperforming in customer experience and service delivery.**
- 2) Focused recommendations on DHS HISPs with the highest volume of customer interactions, using, as a proxy, HISPs that employ the largest number (more than 50,000) of employees or contractors (resulting in a focus on TSA and CBP).**
- 3) Identified recommendations that are implementable during Fiscal Year (FY) 2023, FY 2024 or FY 2025.**

RECOMMENDATIONS

1) **Create Accountability for Customer Experience**

Strengthening the customer experience should be embodied in every decision involving new customer-facing processes and products. Fostering an employee community dedicated to improving the experience of customers can organically integrate customer experience improvements into customer-facing services. To facilitate an organizational culture that prioritizes customer experience, DHS should create clear points of CX accountability that are dedicated to improving the experience of customers.

The CX Subcommittee acknowledges that DHS is focused on creating customer experience accountability and that DHS is in the process of taking several important steps that align with this recommendation. Creating clear accountability for customer experience will ensure DHS incorporates the customer into each and every decision.

Establish a CX Office in DHS

DHS should organize a centralized CX office within DHS headquarters (HQ CX Office). The HQ CX Office should encourage a customer experience culture change and collaboration across DHS and serve as a valuable resource for training and CX principles. The HQ CX Office should support HISPs, as well as guide and align initiatives across the DHS enterprise.

Establish CX Offices in DHS HISP

Each HISP should establish a CX Office (HISP CX Office). The HISP CX Offices should play an integral role in designing products and services incorporating human-centered design principles. Each HISP CX Office should work closely with the HQ CX Office to ensure alignment in priorities and principles across the DHS enterprise.

2) **Create a More Flexible Model to Support Staffing and Hiring Needs**

Through its trade and travel mission, DHS executes a critical national security function to a large volume of customers. Unlike a private sector entity, DHS must rely on an annual appropriation from Congress that informs its staffing and hiring plans. Having the right number of front-line personnel at the right locations and at the right times is a critical element to a successful customer experience and service delivery.

To adapt and be nimble enough to flexibly meet shifts in customer demand, DHS should identify legislative or other impediments to allow greater flexibility in its resources available to staff its customer-facing workforce. Additionally, DHS should identify how its private sector partners can provide better data and inputs to help inform its staffing needs.

Examples of how DHS can meet this recommendation include:

- **Validate and Streamline Staffing Models:** DHS and its HISPs have 122 staffing models, but only 63 are validated. To ensure that DHS has the models to determine its needs, DHS and its HISPs could evaluate for, design and implement more flexible, nimble and effective staffing model(s), including removing/seeking removal of barriers that prevent it from doing so. The HISPs could continue to pressure test their

data inputs, including utilizing customer wait time and other data contained in Recommendation 4, and collaborate with their private sector partners to test their underlying assumptions and reexamine the models based on actual customer numbers and processing times. DHS could examine how the current workforce and staffing models of its HISPs are meeting customer demands and determine what additional congressional authorization, if any, is needed to support the demands of the mission.

- **Pay Flexibility:** In a competitive labor environment, any employer needs to have the flexibility to pay its front-line workforces' competitive salaries and overtime incentives, as applicable, to ensure it can hire and retain the front-line workforce needed to fulfill its mission. For example, TSA has a pay parity proposal currently under consideration by Congress as part of the FY23 President's Budget to support recruitment and retention of its front-line workforce.

3) Leverage Technology to Optimize the Workforce and Better Support Customer Demands

Technology has the power to be a force multiplier and transform DHS's customer experience. DHS should better utilize technology to enable its workforce to flexibly adapt to shifts in the volume and location of customer needs. DHS should also identify redundant processes that overly burden its front-line personnel and have opportunities to significantly improve the customer experience.

Use Technology to Adapt to Surges in Customer Demand

Across the globe, DHS has a large front-line workforce tasked with critical security missions. While many functions that DHS's front-line personnel provide require a physical person present, some do not, and technology has the power to better enable flexibility for DHS to seamlessly shift existing resources to support fluctuations in demand. It is a challenge for any organization to always have the right number of personnel in the right place at the right time, particularly given the constraints on pay and headcount in the federal government. To be better equipped, DHS should invest in technology solutions that would allow for virtual processing of customers and goods and pursue legislative and regulatory changes to permit virtual processing where not currently allowable. These investments would allow for underutilized staff at other locations to support the mission at locations that have higher customer demand.

Examples of how DHS and their HISPs can meet this recommendation include:

- **CBP:** CBP has increasing demands on its front-line personnel. Technology could be used to allow for remote passenger interviews at air, land, and seaports of entry. This would reduce staffing pressures at certain ports of entry and enable CBP to better utilize its existing front-line officers to cross-support the air, land, and seaports from one location. CBP could also use their intelligence and targeting capabilities to facilitate low risk travelers at Ports of Entry (POE) by piloting baggage transfers without the need for additional inspections. Additionally, CBP could also explore expanding its Mobile Passport Control (MPC) to low-risk nationalities beyond the

current U.S. and Canadian citizen populations to potentially include the current 40 countries in the Visa Waiver Program.

- **TSA:** Technology could enable carry-on and checked bag images to be screened off-site. This would be particularly helpful at airports where hiring is a challenge, or where there are sudden surges in passengers due to weather or other unexpected irregular operations. Officers will always need to be present to adjudicate any bag searches that need to occur, but off-site personnel can handle the initial image screening. The Department and TSA should prioritize the necessary investments in personnel and technology to make this solution possible.
- **FEMA and USCIS:** The CX Subcommittee did explore steps that DHS's smaller HISPs are taking to better use technology to adapt to surges in customer demand:
 - FEMA has made important progress by utilizing technology to conduct remote inspections for disaster survivors. However, more progress could be made by examining better coordination with the Small Business Administration (SBA) to ensure a more streamlined experience for customers seeking assistance. The subcommittee encourages FEMA to continue to pursue its line of effort with SBA to see what further enhancements can be made to reduce the burden on the customer.
 - USCIS could continue to invest in using technology to conduct remote interviews with low-risk applicants.

Eliminate Redundancies

The Department should identify opportunities to use technology to eliminate redundancies across similar programs. This will improve the customer experience and reduce staffing pressures on DHS's front line.

Examples of how DHS and its customer-facing components can meet this recommendation include:

- **Consolidate and Optimize Trusted Traveler Programs:**
 - Make It Easier to Sign Up: DHS currently has two primary trusted traveler programs for air travelers, PreCheck and Global Entry. Both programs require an FBI background check, including a fingerprint-based criminal records check. While all Global Entry members are immediately enrolled in PreCheck, not all PreCheck members are eligible for Global Entry. Consequently, many passengers opt to enroll in Global Entry, since it grants them access to two different programs. The challenge, however, is that Global Entry requires an in-person interview with a CBP officer in addition to the fingerprint background check, and the wait time for an appointment can be six months or longer. DHS could identify ways to reduce the burden of the long wait times:

- i. Grant Applicants Access to PreCheck by Completing Background Check: Consolidate the Global Entry and PreCheck enrollment to better serve travelers and allow travelers to initiate their enrollment for Global Entry at a PreCheck enrollment location, where their fingerprints can be captured, and their background check can be completed. This would allow customers to more quickly access their PreCheck benefits, which reduces staffing pressures on the TSA airport checkpoints. Streamlining the front end of this process will still preserve CBP's authority to conduct an in-person interview for the traveler to complete their Global Entry enrollment.
 - ii. Allow Low-Risk Passengers to Skip the Interview: DHS could pilot allowing passengers who pass the criminal background check and are otherwise determined to be low risk to be granted conditional access to Global Entry and PreCheck, and conduct the interview as needed.
 - iii. Make It Easier for Families to Enroll: DHS could also evaluate the need for minors to be interviewed for trusted traveler programs if their parents or legal guardians are enrolled in the program.
 - iv. Leverage Other DHS Interviews: DHS could explore if it could leverage the USCIS interviews and background check process for other purposes. For example, DHS could conduct a risk analysis to determine if the USCIS interview could allow eligible applicants to opt in to trusted traveler programs.
- **Eliminate Redundancies in International Security Screening Requirements.** The U.S. Government could continue to work with countries with equivalent security requirements to streamline security screening processes. This action would improve the customer experience, while maintaining security and allowing limited security front-line resources to be redirected to other threats. One example is the One Stop Security initiative. If approved by Congress, this program would enable aviation passengers and bags from select preapproved locations to be exempt from rescreening at their connecting airport.

Prioritize Investments in Digitization

DHS should continue to eliminate paper processes and increase the use of digital technology to replace paper and identity documents across all DHS components. DHS calculated approximately 190 million hours of paperwork and form burden placed on its customers. Over the next year, DHS aims to reduce that burden by 20 million hours. That goal is laudable, and we believe further reductions in paperwork burden can be achieved if DHS invests in the necessary resources and technology that can enable customers to use digital identification across all of its components.

The CX Subcommittee is encouraged by FEMA's efforts to improve its customer experience by integrating its registration platform with login.gov to have a simple account creation for its customers. This effort will align FEMA's processes with governmentwide standards and also with 28 different federal agencies that are already using login.gov to manage their access. FEMA's proposal for a common disaster aid application for multiple agencies provides a useful template for future interagency and interdepartmental coordination for the furnishing of government services and applications. The CX Subcommittee is similarly encouraged by USCIS's push towards digitization and allowing more applications to be filed electronically. According to USCIS, they seek to reduce 3.6 million burden hours on the public through this effort.

Examples of how DHS and its customer-facing components can meet this recommendation include:

- **Expand Use of Digital Driver's Licenses:** Many states are driving toward the adoption of digital driver's licenses, which have the power to transform the identity verification process. DHS should identify what additional resources and investments are needed at the component level to drive adoption and integration of digital driver's licenses into the various DHS processes and procedures that rely on identity verification.
- **Continue to Innovate Use of Biometrics:** Biometrics, such as facial matching technology, allow for a greater level of certainty about identity and enhance the customer experience for those customers that want an efficient and touchless experience. DHS should identify if it can further innovate its use of opt-in biometrics to reduce officer interactions for those passengers whose identities have been verified and are otherwise determined to be low risk.

4) **Improve Customer Communication, Education, Transparency and Accountability**

Transparency and accountability are essential to providing a quality customer experience. Customers need a clear understanding of what to expect when they engage with any process. The CX Subcommittee appreciates ongoing efforts, particularly by TSA, to promote clear communications during customer interactions by focusing on improving soft skills of DHS employees. The Department can improve the customer experience by enhancing the quality of the information it shares online, in-person, and on social media while increasing transparency and accountability with its customers.

Measure Performance, Identify Solutions, Increase Transparency

Since 2018, DHS has been collecting some customer service and satisfaction data. However, DHS needs to ensure greater consistency across its data collection efforts. DHS should also consistently analyze those data (e.g., web performance, call center metrics, travel data, etc.) to understand the customer experience and design customer experience initiatives in response to data learnings that improve the experience based on those findings.

DHS should also provide transparency and consistent measures to evaluate how customer

experience changes over time. To facilitate this recommendation, DHS should harmonize existing component data collection efforts in order to facilitate publishing an annual report evaluating the overall DHS customer experience and an ongoing CX metrics dashboard.

Customer Wait Times

The Department should better educate its customers about the processes they need to engage in. However, most importantly, DHS should build trust and accountability with its customer base by clearly communicating with passengers what the expected processing times will be. Customers' time is valuable, and customers have a right to know how long they will need to wait for a required government process. Publishing wait and other processing times will also provide an important data point to inform staffing models discussed in Recommendation 2 and the impacts of any process changes.

Examples of how DHS and its customer-facing components can meet this recommendation include:

- **CBP:** CBP currently publishes historical wait times at ports of entry on its website, but we encourage the Department and CPB to provide customers with live wait times at the ports of entry when they arrive. This information is helpful to ensure customers have a clear understanding of their anticipated wait times in real time and the impact those wait times may have on their travel, and to provide transparency and accountability to ensure staffing models are adequately addressing the customer needs for a location.
- **TSA:** TSA in partnership with airlines and airports has increased transparency and signage on estimated wait times at select airports. We encourage the Department and TSA to determine what resources would be necessary to ensure consistent access to estimated wait time data for all customers across all TSA checkpoints.
- **FEMA and USCIS:** The CX Subcommittee did explore steps that DHS's smaller HISPs are taking to clearly communicate with customers:
 - The Subcommittee is encouraged by FEMA's efforts to improve its customer experience as discussed in the digitization section of Recommendation 4. FEMA could further improve its customer experience by publishing disaster aid request wait times and expected claim processing times online so that its customers can have a clear understanding of anticipated next steps.
 - USCIS is committed to transforming its customer experience and addressing the significant backlog of immigration applications. As part of this effort, USCIS could publish the anticipated processing times for all of its different application types and anticipated call center wait times.

CONCLUSION

DHS has a critical mission, a large diverse customer base and a dedicated workforce. Improving the customer experience is possible with accountability, transparency and resources. DHS has made significant progress, but it still can further modernize and streamline its customer-facing processes while continuing to build trust and accountability with the public. While we believe there are important concrete recommendations DHS should implement to improve its customer experience, we also recognize that all of DHS's partners can play an important role in supporting the Department's effort to improve the customer experience.

APPENDIX 1: TASKING LETTER

Secretary

U.S. Department of Homeland Security
Washington, DC 20528

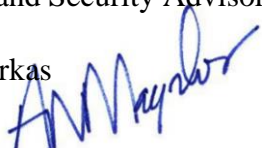


**Homeland
Security**

May 18, 2022

MEMORANDUM FOR: William J. Bratton
Jamie Gorelick
Co-Chairs, Homeland Security Advisory Council

CC: Karen Tandy
Vice Chair, Homeland Security Advisory Council

FROM: Alejandro N. Mayorkas
Secretary 

SUBJECT: **Initial Homeland Security Advisory Council Projects**

Thank you again for agreeing to serve as Co-Chairs of the Homeland Security Advisory Council (HSAC). I benefited greatly from our March 21, 2022 meeting and appreciated the insights and contributions of all the HSAC Members in attendance.

In our meeting, we identified a series of projects that the HSAC could undertake in a wide range of areas of importance to the Department. I am writing to request that the HSAC initially undertake two projects, with the understanding that others are forthcoming.

For the first project, I request that a group of HSAC members assess how the Department can most effectively and appropriately address disinformation that poses a threat to the homeland, while increasing transparency and protecting free speech, civil rights, civil liberties, and privacy. For almost a decade, the Department has worked to address this particular form of disinformation and I want to ensure we do everything possible to instill trust that we are protecting core Constitutional rights across our work.

I request that the HSAC submit its findings and key recommendations to me within 75 days of the date of this memorandum, consistent with applicable rules and regulations. DHS will transmit the final report to Congress and make it available to the public.

The second is a project we identified in our meeting in March. I request that a group of HSAC members assess how the Department can improve our customer experience and service delivery mechanisms to meet customer and community needs, including by leveraging technology and other innovations and increasing efficiency.

I request that the HSAC submit its findings and key recommendations to me within 120 days of the date of this memorandum, consistent with applicable rules and regulations. DHS will also transmit this final report to Congress and make it available to the public.

These two initial projects will call on the expertise of HSAC Members and will be of tremendous value to the Department. Thank you for your service on the HSAC and to our nation.

Assessment of Disinformation Best Practices and Safeguards

For nearly ten years, across multiple Administrations, the Department has sought to understand and address the threat posed specifically by disinformation that endangers our homeland security. This includes disinformation spread by foreign states such as Russia, China, and Iran, foreign adversaries such as transnational criminal organizations and human smuggling organizations, and criminals seeking to victimize vulnerable members of the American public in times of significant distress. The Department is committed to ensuring this work does not infringe on freedom of speech, civil rights, civil liberties, and privacy.

I request that Jamie Gorelick and Michael Chertoff be designated to lead this assessment, which will include, but need not be limited to, the following:

1. Recommendations for how the Department can most effectively and appropriately address disinformation that poses a threat to the homeland, while protecting free speech, civil rights, civil liberties, and privacy, including through proposed unified principles to guide the Department's disinformation-related work; and,
2. Recommendations for how to achieve greater transparency across our disinformation-related work, including to increase trust with the public and other key stakeholders, in a way that could serve as a model for achieving transparency in other mission areas.

Assessment of Customer Experience and Service Delivery

DHS interacts with the public on a daily basis more than any other federal agency. It is among our top priorities to ensure we are effectively meeting the needs of the diverse communities we serve. To this end, we are focused on facilitating lawful trade and travel more efficiently, modernizing our ports of entry and border processing, increasing equity in disaster assistance programs, streamlining the process to deliver legal immigration benefits, increasing our transparency and openness with the public, strengthening the cybersecurity of public and private sector partners, and much more.

The assessment of our customer experience and service delivery mechanisms will include, but need not be limited to, the following:

1. Recommendations for how to better design the Department's delivery of services to meet customer and community needs, including by (a) leveraging technology and other innovations to reduce burdens on the public, and (b) increasing the adoption of best practices to maximize efficiency and improve the customer experience across relevant mission areas;
2. Recommendations for how the Department can measure customer experience and service delivery effectiveness, establish targets for improvement, and ensure that our programs, policies, and operations improve equity and protect privacy, civil rights, and civil liberties; and,
3. Recommendations for how the Department can better exchange with the private sector the knowledge, talent, and best practices around customer experience and service delivery, such as through executives-in-residence and public sector leave programs.

I look forward to discussing the assessments with you and other Members of the HSAC. Thank you again for your service as Co-Chairs.

APPENDIX 2: SUBCOMMITTEE MEMBER BIOGRAPHIES

Ms. Lynn Good (Co-Chair)

Chair, President & Chief Executive Officer
Duke Energy

Ms. Lynn Good is chair, president, and chief executive officer of Duke Energy, one of America's largest energy holding companies. Under her leadership, Duke Energy has intensified its focus on serving its customers and communities today while leading the way to a cleaner, smarter energy future.

Before becoming CEO in 2013, Ms. Good served as Duke Energy's chief financial officer and earlier led the company's commercial energy businesses during its initial development of renewable energy projects. She began her utility career in 2003 with Cincinnati-based Cinergy, which merged with Duke Energy three years later. Prior to 2003, she was a partner at two international accounting firms, including a long career with Arthur Andersen.

Ms. Good currently serves on the boards of directors for Boeing, the Edison Electric Institute, the Institute of Nuclear Power Operations, the World Association of Nuclear Operators, and the Business Roundtable.

Mr. Scott Kirby (Co-Chair)

Chief Executive Officer
United Airlines Holdings, Inc.

Mr. Scott Kirby is chief executive officer of United Airlines. He served as the company's president from 2016 to 2020 and was responsible for United's operations, marketing, sales, alliances, network planning and revenue management. As president, he played a pivotal role in enabling United's cultural transformation and executing the Company's strategic growth plan. Elected in December 2020, Mr. Kirby serves as the Chairman of the Star Alliance Chief Executive Board (CEB). Mr. Kirby is also a member of the International Air Transport Association (IATA) Board of Governors.

Prior to joining United, Mr. Kirby was president of American Airlines from 2013 to 2016 and president of US Airways from 2006 to 2013. He is a well-known industry veteran, with a broad and accomplished three-decade-long career in significant leadership roles within the airline industry. Mr. Kirby started his career at the Pentagon and in the technology sector, is a graduate of the Air Force Academy and is an Air Force veteran.

Mr. Dmitri Alperovitch
Co-Founder and Chairman
Silverado Policy Accelerator

Mr. Dmitri Alperovitch is the Co-Founder and Chairman of Silverado Policy Accelerator, a non-profit focused on advancing American prosperity and global leadership in the 21st century and beyond. He is a renowned cybersecurity expert and Co-Founder and Chief Technology Officer (CTO) of CrowdStrike Inc. In 2016, Mr. Alperovitch revealed the suspected Russian intelligence agencies' hacking of the Democratic National Committee (DNC). In 2010 and 2011, Mr. Alperovitch led the global team that investigated and brought to light Operation Aurora, Night Dragon and Shady RAT groundbreaking cyberespionage intrusions.

2013, Mr. Alperovitch received the prestigious recognition of being selected as MIT Technology Review's "Young Innovators under 35" (TR35), an award previously won by such technology luminaries as Larry Page and Sergey Brin, Mark Zuckerberg and Jonathan Ive. In 2021, he launched the Alperovitch Institute for Cybersecurity Studies at Johns Hopkins University's School of Advanced International Studies (SAIS). As a recognized authority on cybersecurity, cyberespionage, online organized criminal activity, great power competition, and American foreign policy, Mr. Alperovitch has appeared on numerous television shows, including 60 Minutes, Face the Nation, CNBC documentaries, as well as several documentary features films. His writing on cyber issues and U.S. foreign policy has appeared in The New York Times, The Washington Post, Foreign Affairs, and other national publications.

Mr. Robert Isom
Chief Executive Officer
American Airlines

Mr. Robert Isom is the CEO and current president of American Airlines Group and American Airlines, its principal subsidiary company. In his current role, he oversees American's operations, planning, marketing, sales, alliances, and pricing until his role as CEO begins in March of 2022.

Mr. Isom previously served as executive vice president and chief operating officer at American after holding those same positions at US Airways. Prior to joining US Airways, he served as chief restructuring officer for GMAC, LLC. and as senior vice president – Ground Operations and Airport Customer Service, vice president – International and vice president – Finance for Northwest Airlines. Between 1995 and 2000, Mr. Isom was with America West Airlines and held executive roles in Revenue Management, Operations and Finance.

Hamdi Ulukaya

Founder and Chief Executive Officer
Chobani, LLC.

Mr. Hamdi Ulukaya is the founder and CEO of Chobani, one of the fastest growing food companies in the last decade and a pioneer in making better food that's delicious and accessible for all. Raised in a dairy-farming family in a small village in eastern Turkey, Mr. Ulukaya launched Chobani in 2007. In less than five years, Chobani became the No. 1-selling Greek Yogurt brand in the U.S. with more than a billion dollars in annual sales.

Mr. Ulukaya immigrated to the U.S. in 1994 to study English. With a loan from the Small Business Administration, he bought a yogurt plant in 2005, began selling Chobani yogurt in 2007, and achieved over \$1 billion in annual sales within 5 years.

Mr. Ulukaya is also the founder of the Tent Partnership for Refugees, which encourages businesses to help integrate refugees economically into their new communities. Further, Mr. Ulukaya is a signatory of the Giving Pledge and has committed the majority of his personal wealth to helping refugees.

Mr. Ulukaya is the recipient of numerous awards, including receiving the United Nations Foundation Global Leadership Award. In recognition of his leadership and efforts to help refugees, in 2017 Mr. Ulukaya was named one of TIME's 100 Most Influential People in the World and Forbes's 100 Greatest Living Business Minds.

APPENDIX 3: SUBJECT MATTER EXPERTS AND OTHER WITNESSES

Eric Hysen	DHS Chief Information Officer & Senior Official Performing the Duties of the Deputy Under Secretary for Management	Office of the Chief Information Officer
Dana Chisnell	Deputy Executive Director for Customer Service	Office of the Chief Information Officer
Anil Dewan	Senior Advisor	Office of the Chief Information Officer
Stephanie Moore	Customer Experience Executive Order Program Manager	DHS Customer Experience Team, Office of the Chief Information Officer
James Puntenev	Executive Director	Digital Service Directorate, Office of the Chief Information Officer
Tracie Long	Performance Lead	Strategy Division, Office of Policy and Program Analysis, Federal Emergency Management Agency
Paul Judson	Acting Associate Administrator	Policy, Program Analysis, and International Affairs, Federal Emergency Management Agency
Paul Huang	Acting Deputy Associate Administrator	Federal Insurance and Mitigation Administration, Federal Emergency Management Agency

Karole Johns	Director	Recovery Technology Programs Division, Federal Emergency Management Agency
Melissa Northern	Branch Chief	Product Delivery 2, Recovery Technology Programs Division, Federal Emergency Management Agency
Blair McDonald	Acting Deputy Director	Federal Emergency Management Agency's Individual Assistance Division, Federal Emergency Management Agency
Manuel Daniel Menendez	Advisor to the Commissioner on Technology, Strategy and Delivery	U.S. Customs and Border Protection
Jody Hardin	Executive Director	Programming Analysis and Evaluation, U.S. Customs and Border Protection
Jose Bonilla	Executive Director	Traveler Engagement Division, Transportation Security Administration
Nicole French	Customer Service Branch Manager	Civil Rights and Liberties, Ombudsman and Travel Engagement, Transportation Security Administration
Jason Lim	Identity Management Capability Manager,	Office of Requirements and Capabilities Analysis, Operational Support, Transportation Security Administration Headquarters
Donald Lombardo	Deputy Assistant Administrator	Enrollment Services and Vetting Programs, Transportation Security Administration

Melissa Conley	Acting Deputy Assistant Administrator	Office of Requirements and Capability Analysis, Transportation Security Administration
Kriste Jordan-Smith	Federal Security Director	Dallas-Fort Worth, Transportation Security Administration
Carrie Selby	Associate Director	External Affairs Directorate, United States Citizenship and Immigration Services
Douglas Rand	Senior Advisor	Office of the Director, United States Citizenship and Immigration Services
Bitta Mostofi	Senior Advisor for Customer Experience	Office of the Director, United States Citizenship and Immigration Services
Neal Swartz	Associate General Counsel for General Law	Office of the General Counsel