



Homeland Security

**Synopsis of The Department of Homeland Security's
Strategic Industry Conversation**
October 20, 8:00 a.m. – 5:00 p.m.
The Omni Shoreham Hotel, Washington, DC

WELCOME AND INTRODUCTION

- *The Honorable Russell C. Deyo, Under Secretary for Management*
- *Mr. Chip Fulghum, Deputy Under Secretary for Management and Chief Financial Officer*
- *Mr. Drew Kuepper, Deputy Assistant Secretary for Unity of Effort Integration*
- *Ms. Soraya Correa, Chief Procurement Officer*

Chief Procurement Officer (CPO), Ms. Soraya Correa opened the event and welcomed the crowd to the second Department of Homeland Security (DHS) Strategic Industry Conversation. Under Secretary for Management, Russell C. Deyo, explained that this event is a great opportunity for collaboration and emphasized the Unity of Effort initiative. This effort works towards more effectiveness and alignment on acquisition decisions, budget, and execution to ultimately support DHS in fulfilling its important mission. He also discussed the importance of candid conversation between industry and DHS so discussions can be held on how things are working today and how they can be improved in the future. Deputy Under Secretary for Management and Chief Financial Officer, Mr. Chip Fulghum, broke down the four Management Integration Priorities: strengthen resource allocation and reporting reliability; enhance delivery of mission support capability through acquisition excellence; develop and deploy secure technology solutions; and recruit, retain and develop talent. Last, Deputy Assistant Secretary for Unity of Effort Integration, Mr. Drew Kuepper, stressed coherency and transparency as key components to breakdown stovepipes and provide better solutions to the Department.

After the morning's speakers finished, participants attended various breakout sessions, which featured panels of leaders from both DHS and Industry discussing various topics that affect the Homeland Security enterprise. Ms. Correa, along with a final panel, closed the event by synthesizing the exciting discussions that occurred during the day's breakout sessions. A written synopsis of each session follows:

BREAKOUT SESSIONS

DHS 101: BUSTING MYTHS ABOUT DOING BUSINESS WITH DHS

- *Nina Ferraro, Director of Strategic Programs, Office of the Chief Procurement Officer (moderator)*
- *Soraya Correa, Chief Procurement Officer*
- *Luke McCormack, Chief Information Officer*
- *Kevin Boshears, Director of the Office of Small and Disadvantaged Business Utilization*
- *Jaclyn Smyth, Director of Strategic Sourcing, Office of the Chief Procurement Officer*
- *Ronald Gallihugh, Head of Contracting Activity, Transportation Security Administration*
- *Jeff Bardwell, Industry & Communications Liaison, Office of the Chief Procurement Officer*

The goal of this panel was to provide information to vendors interested in doing business with DHS. The panelists provided information about the organizational structure of the Office of the Chief Procurement Officer (OCPO), industry engagement events, and fiscal year 2016 (FY16) spending. Overall, the panel focused on key elements of the procurement line of business within DHS, including the current state of communications between the government and industry with the release of Office of Management and Budget (OMB) memorandums, the relationships between contracting and program offices, past performance information, strategic sourcing, face time with senior DHS personnel, and Requests for Information (RFI). The questions and answer segment addressed issues on tracing an acquisition forecast, procurement debriefs, conducting discussions with offerors, and deciding the best course of action for a new procurement vehicle.

Guest speaker, Chief Information Officer (CIO), Luke McCormack, stated that the Office of the Chief Information Officer (OCIO) and OCPO have active communication on ways to innovate. One example is through the Procurement Innovation Lab (PIL), which is a virtual lab that allows for managed risk taking with innovative procurement ideas.

DHS'S BUDGET IN RELATION TO STRATEGIC PRIORITIES

- *Tommy Reynolds, Deputy Director of Cost Analysis, Office of the Chief Financial Officer (moderator)*
- *Allen Blume, Director of Budget, Office of the Chief Financial Officer*
- *Michael Stough, Director of Program Analysis and Evaluation, Office of the Chief Financial Officer*
- *Katie Geier-Noreiga, Director of Cost Analysis, Office of the Chief Financial Officer*

During the Budget panel discussion, the panelists explained the recent change to a mission-oriented budget through the Common Appropriation Structure (CAS), which started with fiscal year 2017. The panelists believe CAS's streamlined approach will provide predictability and transparency to industry on what DHS is funding because the number of budget types is being reduced from over seventy to four. The four CAS appropriation types are: operations and support (daily activities); research and development; procurement, construction, and improvements (new buys); and federal assistance. Industry participants asked a variety of questions, including how the new structure will affect components and how immediate requirements will be handled. Panelists discussed that DHS can provide more effective guidance to components due to the reduction in appropriation types.

BIOMETRICS: CURRENT CHALLENGES AND FUTURE TRENDS

- *Steve Yonkers, Director of Identity Management and Biometrics, Department of Homeland Security's Office of Policy, Screening Coordination Office (moderator)*
- *Patricia Cashin, Management and Program Analyst, Customs and Border Protection*
- *Rodger Werner, Special Agent, Homeland Security Investigations, Immigration and Customs Enforcement*
- *Deborah Kent, Intelligence and Analysis, Transportation Security Administration*
- *Michael Dougherty, Chief Executive Officer, Secure Identity & Biometrics Association*

The Biometrics breakout session began by discussing biometrics communications and outreach goals: share publicly available DHS collaboration work products, highlight that all DHS components have insight into biometrics across DHS, identify opportunities to prevent duplication of effort, and identify up and coming new capabilities from academia and industry. The three goals of the DHS biometrics strategic framework were then discussed: enhance effectiveness of subject identification i.e. face, finger, iris are top priorities; transform identity operations to optimize performance i.e. work to automate processes as much as possible; refine processes and policies to promote innovation i.e. view and monitor for holistic enterprise effort and continuous improvement.

Rodger Werner, Special Agent, Homeland Security Investigations, Immigration and Customs Enforcement discussed biometrics today and how it's used for search and identification, bookings and arrests, forensic case work, and in conjunction with state and local support. He talked about the three tiers of the biometric system: stationary equipment, mobile (i.e. laptop), mobile apps, and the importance of reliability, availability, and usability. Future biometric needs include iris at a distance, contactless fingerprints, and staying in front of falsified information attempts (i.e. user wearing a mask to trick facial recognition).

Sharing and analytics were discussed as leading priorities, along with advanced facial recognition as a key R&D area. A key takeaway from the event is that planning IT infrastructure is a major area to make biometrics successful such as upgrading and expanding the network, and ensuring the infrastructure supports all of DHS.

NON-TRADITIONAL PARTNERS, DRIVING INNOVATION

- *Douglas Maughan, Director of the Cyber Security Division and Senior Executive for the Silicon Valley Innovation Program, Science and Technology Directorate (moderator)*
- *Soraya Correa, Chief Procurement Officer*
- *Ari Schuler, Director of Analytics Integration, Office of Information and Technology, Customs and Border Protection*
- *Ron Carpinella, Vice President of Federal Operations, Ionic Security*

During the Driving Innovation discussion, the government panelists explained DHS's Silicon Valley Innovation Program at the Silicon Valley Office (SVO). The SVO was established to provide a simplified acquisitions process to bring the startup community into the DHS ecosystem. The Program's goal is to make awards in thirty days instead of the traditional twenty-four month process, and five awards have been made to date. While one open call is currently out, additional calls are expected, including: Small Unmanned Aircraft Systems (sUAS) Capabilities; Enhancing CBP Airport Passenger Processing; K9 Wearable Technologies; Enhancements to the Global Travel Assessments System (GTAS); Internet of Things (IoT) Security. The industry panelist, Mr. Carpinella, discussed his company's experience with the award process and Program thus far. Industry participants expressed concern that traditional partners are left with the complex acquisition process, and the government panelists assured industry that it is DHS's goal to simplify the acquisition as much as possible with traditional partners.

CYBERSECURITY: PROTECTING DHS'S INFORMATION

- *Danny Toler, Deputy Assistant Secretary, Office of Cybersecurity and Communications, National Protection and Programs Directorate (moderator)*
- *Jeff Eisensmith, Chief Information Security Officer*
- *Matt Hartman, Branch Chief and Program Manager (acting), Continuous Diagnostics and Mitigation, Office of Cybersecurity and Communications*
- *Dan Ritz, Program Manager, National Cybersecurity Protection System, Office of Cybersecurity and Communications*

During the cybersecurity panel discussion, the panelists opened by giving a brief overview of DHS's cybersecurity acquisitions, including the EINSTEIN program and Continuous Diagnostics and Mitigation (CDM) support. The discussion highlighted the path of cybersecurity in the future of DHS and stressed the importance of both programs to protect the federal civilian agencies from cyber threats. The panelists discussed the

importance of information and data sharing capabilities to all stakeholders in both the government and the private industry. Additionally, the government expressed the effectiveness of open communication and partnerships with industry on threats that exist in traditional and non-traditional IT infrastructures. The questions and answers segment addressed communication issues and how interactions occur with all parties involved, the continued use of personal identification verification (PIV) cards for security measures, the actions DHS is taking to protect the IT network, and the use of maturity models in the National Institute of Standards and Technology (NIST) framework. Finally, the panelists encouraged industry to participate in the Office of Cybersecurity and Communications Vendor Engagement Program.

SMALL BUSINESS FOCUS

- *Kevin Boshears, Director of the Office of Small and Disadvantaged Business Utilization (moderator)*
- *Ronald Gallihugh, Head of Contracting Activity, Transportation Security Administration*
- *Kelly Curtin, Head of Contracting Activity, U.S. Secret Service*
- *Gary Hickey, Deputy Head of Contracting Activity, Office of Procurement Operations*
- *Diane Sahakian, Deputy Head of Contracting Activity, Customs and Border Protection*

The discussion focused on Small Business opportunities and conducting business with DHS. Many topics were discussed such as Acquisition Forecast, strategic sourcing contract vehicles, and “getting your foot in the door with DHS”. It was stated that 47% of prime contractors through Indefinite Delivery, Indefinite Quantity (IDIQ) contracts are small business. The panel acknowledged that metrics are published for each contract vehicle and are updated quarterly. The panel made several recommendations to small businesses in search of ways to do business with DHS. One of these recommendations included partnering on larger contracts and joining the Mentor & Protégé Small Business Program. There were many questions during the question and answer segment and a reoccurring theme throughout the discussions was to utilize the Department and Component Small Business Liaisons to help with any questions, opportunities, and clarifications.

RESEARCH AND DEVELOPMENT: HOW TO DRIVE INNOVATION

- *Joseph Martin, Director of Research and Development Partnerships, Science and Technology Directorate (moderator)*
- *Dave Hart, Deputy Director of the First Responders Group, Science and Technology Directorate*
- *Bob Burns, Deputy Director of the Homeland Security Advanced Research Projects Agency, Science and Technology Directorate*

- *Stephen Dennis, Data Analytics Engine Director, Homeland Security Advanced Research Projects Agency, Science and Technology Directorate*

The goal of the Research and Development (R&D) panel was to provide information on guiding R&D investment and the path to innovation. Joseph Martin, Director of Research and Development Partnerships of the Science and Technology Directorate, addressed the capability gaps in today's operational environment: enhancing security, preventing chemical and biological terrorism, preventing terrorism, securing the borders for trade and transit, securing the cyberspace, and incident management at all levels of the government. The Deputy Director of the Homeland Security Advanced Research Projects Agency of the Science and Technology Directorate, Bob Burns, emphasized the importance of strong partnerships with industry to determine short-term vs. long-term R&D investment. Additionally, the panelists stressed the usability of the data analytics engine to harmonize data across DHS as a whole and to analyze data in real time. Furthermore, the panelists discussed multiple areas on how industry can get involved in business with the Science and Technology Directorate. The panelists then addressed questions from audience participants. The questions and answers segment addressed the complexity of cybersecurity in R&D, the frequency of changes on focus items within R&D, ways for industry to gain an insight on current Science and Technology vehicles, and the Science and Technology Directorate's role in the DHS Component's procurement planning process.

INNOVATIVE PRICING STRATEGIES IN AN EVER-CHANGING IT ENVIRONMENT

- *Ms. Jaclyn Smyth, Director of the DHS Strategic Sourcing Program Office (moderator)*
- *Polly Hall, Contracting Officer, Transportation Security Administration*
- *Susan Eicher, Contracting Officer, Customs and Border Protection*
- *Jason Bailey, Contracting Officer, Immigration and Customs Enforcement*
- *Mark Hudak, Cost/Price Analyst, Office of the Chief Procurement Officer*
- *Erick Trombley, Global Strategic Enterprise Sales Enablement, Amazon Web Services*
- *Jacob George, Director of Finance, Red Team Consulting*

The focus of this panel was to discuss unique pricing strategies that have worked in the past and find innovative approaches for information technology projects, including those for agile development and storage as a service (SaaS). The panel discussed ways that worked recently to gain value and quality, and to do so without overly defined requirements. Additional areas for requirements would be schedule drivers and flexibility with pricing model shifts. The audience participation recommended stating the pricing approach in the RFI to avoid unnecessary amendments in solicitations. A need to focus on the end solution was a theme from many during the Q&A session.

AVIATION SECURITY

- *Matt Johnson, Program Manager, Transportation Security Administration (moderator)*
- *Sahar Odderstol, Branch Chief, Security Technology Acquisition Division, Transportation Security Administration*
- *Keith Goll, Senior Technical Advisor, Security Capabilities, Transportation Security Administration*
- *Walter Dickey, Deputy Director, Checked Baggage Technology Division, Transportation Security Administration*
- *Mike Turner, Deputy Director, Program Management Division, Office of Intelligence and Analysis, Transportation Security Administration*
- *James Gilkerson, Program Manager, Innovation Task Force, Office of Security Capabilities, Transportation Security Administration*

The panelists discussed the Innovation Task Force and corresponding Broad Agency Announcement (BAA) that was posted in summer 2016. The panel was excited by the new ideas from the BAA that were shared and stressed the importance of being able to get real solutions to airports quickly. TSA's five year technology investment plan was discussed, which includes engagement and transparency with industry, innovation, streamlined aviation, and cyber security. The next five year plan is in development. TSA wants to encourage innovation and referenced real examples such as a pilot using biometric authentication for TSA Pre✓ members and next generation checkpoints with new technology X-rays. The panel encouraged new innovative ways of thinking; they even recalled one idea from the TSA Deputy Administrator about using your face as your boarding pass in five years.