

## Synopsis of The Department of Homeland Security's

### Strategic Industry Conversation

October 19<sup>th</sup> 8:00 a.m. – 5:00 p.m.

The Omni Shoreham Hotel, Washington, DC

#### WELCOME, INTRODUCTION, AND CXO PANEL

- *Mr. Chip Fulghum, Deputy Under Secretary for Management*
- *Stacy Marcott, Acting Chief Financial Officer*
- *Debra Cox, Executive Director, Office of Program Accountability and Risk Management*
- *Jeffrey Orner, Chief Readiness Support Officer*
- *Rich McComb, Chief Security Officer*
- *Angela Bailey, Chief Human Capital Officer*
- *Stephen Rice, Acting Chief Information Officer*
- *Tim Shaughnessy, Acting Executive Director, Strategic Programs Division, Office of the Chief Procurement Officer (OCPO)*

Tim Shaughnessy opened the event and welcomed attendees to the third Department of Homeland Security (DHS) Strategic Industry Conversation. Deputy Under Secretary for Management, Chip Fulghum, discussed how evolving threats to the homeland necessitate a doubling down on the Unity of Effort initiative. Specifically, he discussed how simplifying the resourcing structure, ensuring accounting accuracy, and modernizing financial systems enables DHS mission capability.

Following Chip Fulghum's remarks, Tim Shaughnessy moderated a CXO panel on the Management Directorate's Integrated Priorities. Stacy Marcott, Acting Chief Financial Officer, said that the current priorities are to ensure financial system accuracy and establish a centralized system for tracking PPBE. Jeffrey Orner discussed how good data and Unity of Effort affords the Office of the Chief Readiness Support Officer the ability to strategically restructure space requirements and the DHS footprint. Angela Bailey discussed DHS priorities for performance management and the current efforts to automate smart processes. Stephen Rice concluded the session with discussion of IT as a force multiplier and DHS's movement to conducting data-driven business.

After the morning's speakers finished, participants attended various breakout sessions which covered topics relevant to DHS mission space, including evolving threats, resourcing needs, and other emerging capabilities.

#### **BREAKOUT SESSIONS**

##### **IT MODERNIZATION**

- *Stephen Rice, Acting Chief Information Officer (moderator)*
- *Dr. Barry West, Acting Deputy Chief Information Officer*
- *Michael Hermus, Chief Technology Officer, Office of the Chief Information Officer (OCIO)*
- *Mike Brown, Chief Information Officer, U.S. Immigration and Customs Enforcement (ICE)*
- *Philip Landfried, Chief Information Officer, U.S. Customs and Border Protection (CBP)*

The goal of the IT Modernization panel was to give vendors insight into the Department's journey to the cloud and discuss emerging resource needs. ICE Chief Information Officer Mike Brown described how ICE is working to pioneer a highly confidential case management system in the cloud – the first of its kind. DHS Chief Technology Officer Michael Hermus identified the need for DHS headquarters to enable operational components to implement agile development operations automation by using tools and resources from industry. Dr. Barry West, DHS Acting Deputy Chief Information Officer, encouraged vendors to think outside the box and take a creative approach to proposals as more opportunities become available to industry.

## **BORDER SECURITY**

- *Diane Sahakian, Deputy Assistant Commissioner, Acquisition and Head of Contracting Activity, CBP (moderator)*
- *Phillip Miller, Deputy Executive Associate Director, Enforcement and Removal Operations, ICE*
- *Colleen Manaher, Executive Director, Planning, Program Analysis and Evaluation, Office of Field Operations, Entry/Exit Transformation, CBP*
- *Benjamin Huffman, Chief, Strategic Planning and Analysis Directorate, CBP*
- *Anh Duong, Program Executive Officer, Unmanned Aerial Systems, Science and Technology Directorate (S&T)*

During the Border Security panel discussion, the panelists provided vendors with information on challenges that Components are facing. In addition to strengthening Component relationships, the enhancement of information and intelligence communication transfers increases the swiftness of targeted enforcement and logistics management. Biometrics was discussed at length as both a challenge and a solution to current and future challenges. The panelists believe biometrics are a transformative agent of the future. Another innovation representing both a challenge and a solution was the use of drones. Panelists discussed their application, for example in search and rescue operations, as well as the need for a legal framework to give law enforcement actionable guidelines. Finally, the panelists discussed the overall deployment of technology and managing data, a common theme in large organizations today. There is a strong need in some Components to reduce paper to improve procedures and processing time.

DHS's future border security picture in year 2025 would like to see an increase of more than 100 countries protected, a transformation in movement and processes, more surveillance and control on unmanned traffic in the air and sea, as well as, public law and regulations being modified to allow law enforcement more authority to meet the mission.

## **AVIATION SECURITY**

- *Latetia Henderson, Acting Chief of Mission Support, Transportation Security Administration (TSA) (moderator)*
- *Russell Vieco, Executive Advisor, Office of Intelligence and Analysis, TSA*
- *Mario Wilson, Division Director, Checkpoint Solutions Integration Division, TSA*

- *Andy Lee, Director, Test and Evaluation Division, Office of Acquisition and Program Management, TSA*

During this session, each panelist discussed an area of concentration in the world of Aviation Security. Russ Viejo's discussion highlighted the different evolving methods that create a persistent threat to aviation security, including: modifying gadgets, insider attacks, cargo carrier attacks, targets of opportunity, and mass attacks as well as rail attacks. The next panelist, Mario Wilson, presented slides explaining the various checkpoint solutions that are currently being used and/or tested in airports throughout the country. The main goal is to aggressively develop enhanced capability and get those solutions out to the field. He then explained the capability areas of the technology and the areas they should focus on: the person, the person's property, alarm resolution, and identity verification. Mr. Wilson then provided a brief description of the different types of checkpoint screening programs and capabilities used in airports today, including: Auto Screening Lanes (ASL), Advanced Tech X-Ray (AT), Computed Tomography (CT), Explosive Trace Detection (ETD), and Credential Authentication Technology (CAT), which is currently being tested at certain airports for rollout next year. The final panelist, Andy Lee, spoke on a path forward for enhancing testing and evaluation.

Panelists discussed the need for robust testing technology and how to make testing and evaluation more effective. An area of focus for TSA is to update the current requirements strategy to stop over engineering requirements for vendors and to get what is needed with early, upfront requirements and without an overload of requirements. The need for external testing and data sharing was discussed; if the Department's European counterparts provide data that has been tested and approved, TSA can approve and vice versa. The questions and answers segment addressed the strategy for third party testing, the unity of effort between DHS agencies (TSA, ICE, CBP, etc.), and the need for industry support of algorithms and modeling.

#### **PLENARY SESSION KEYNOTE**

- *David Grant, Associate Administrator for Mission Support, Federal Emergency Management Agency (FEMA)*

David Grant, FEMA Associate Administrator for Mission Support, discussed the unique posture of FEMA's mission space. Mr. Grant highlighted that FEMA's success relies upon partnering with private sector support to implement fast, thorough services to survivors. The FEMA – private sector relationship was described as an atypical partnership in which data analytics drive prepositioned contracts that ensure contractors are in place and ready to go when a natural disaster strikes. Mr. Grant also described how FEMA leverages emerging technologies to plan and finance mission critical activities, such as using geospatial information to create predictive analytics for working with states and territories to mitigate disaster impacts. Another emerging tactic is using mobile technology, such as tablets, to conduct outreach to survivors. Mr. Grant ended the session with discussion of how FEMA must continue to acquire and then provide services that are as mobile as possible.

#### **PLENARY SESSION: THREATS TO THE HOMELAND – CRITICAL INFRASTRUCTURE, DISASTER RESPONSE, AND THE HOMELAND SECURITY LANDSCAPE**

- *David Wulf, Acting Deputy Assistant Secretary, National Protection and Programs Directorate (NPPD) (moderator)*

- *David Grannis, Principal Deputy Under Secretary for Intelligence and Analysis*
- *William Bryan, Acting Under Secretary, S&T*
- *James McDonnell, Director, Domestic Nuclear Detection Office*
- *Katherine Fox, Senior Advisor, National Preparedness Directorate, FEMA*

The goal of this session was to highlight the threat landscape DHS components face as they carry out the mission of safeguarding the United States. NPPD Acting Deputy Assistant Secretary of Infrastructure Protection, David Wulf, opened the panel session by discussing the kinship of industry work and DHS mission fulfillment. David Grannis explained how the Intelligence and Analysis component provides support to DHS stakeholders across the country through use of a public – private analytic exchange program, including a corporate security symposia and a classified intelligence program. William Bryan described how S&T regularly leverages private industry to implement tools to make research and development efforts more agile and advanced in the growing Internet of Things (IoT). Panelists then discussed the next level of system needs, such as detectors that alert and transmit targeted data for use by the Domestic Nuclear Detection Office. The panel discussed how government and industry can work together to create new models and how open architecture requires a shared vision of resiliency.

## **BREAKOUT SESSIONS**

### **CYBERSECURITY**

- *Dr. Barry West, Acting Deputy Chief Information Officer (moderator)*
- *Martin Gross, Director of Cybersecurity and Communications, NPPD*
- *Dr. Douglas Maughan, Division Director, Cyber Security Division, S&T*
- *Jeffrey Eisensmith, Chief Information Security Officer, OCIO*
- *Capt. Kyle Smith, Deputy Commander, Coast Guard Cyber Command, U.S. Coast Guard*
- *James Meehan, Deputy Special Agent in Charge of Cyber Operations, USSS*

The goal of this panel discussion was to give the audience an overview of agency response patterns to the Executive Order 13800 “Strengthening the Cyber Security of Federal Networks and Critical Infrastructure,” and how agencies should work together to reach full implementation. Martin Gross, Director of Office of Cybersecurity and Communications, noted that successful implementation of EO 13800 requires a consistent understanding of threats, vulnerabilities, risks and gaps. Panelists also described the need for an understanding and acknowledgement of what those key mission threads are that are national and cut across federal space and commercial space. Panelists also discussed the concept of a DHS “kill chain” to create conditional metrics for mitigating real damage. Panelists from US Coast Guard and US Secret Service also described intra-agency information sharing that has enhanced cybersecurity posture and response. Discussion went on to include how the current administration’s expectations for IT Modernization will affect network consolidation and the use of shared services models.

### **AVIATION SECURITY INNOVATION**

- *Andre Hentz, Acting Deputy Under Secretary, S&T (moderator)*
- *Mara Winn, Acting Deputy Director Division Innovation Task Force, TSA*

- *Melissa Conley, Executive Director, Office of Requirements and Capabilities Analysis, TSA*
- *John Fortune, Branch Chief, Explosives Division, S&T*
- *Steve Wallen, Director, Explosives Division, S&T*

At the Aviation Security Innovation panel discussion, the panelists discussed the role Science & Technology (S&T) is playing in the acquisition process. There is room for partnership and investment in the aviation eco-system – Components, airlines, airports, etc. The vision is to have seamless convenience for passengers, something that S&T is using to engage non-traditional partners. For example, they are promoting algorithm/software prize competitions to address a separation between hardware and software in screening methods. Previously these were bundled together, but innovation in algorithms are outpacing changes in hardware, leading to the need to separate the two so they can be updated independently.

Questions from industry participants were focused on the loss of efficiency by using proprietary processes at different airports, resulting in confusion for passengers. S&T's Mara Winn agreed that processes are not intuitive and stressed the need for design early in process. The panel also stressed that the actual operational environment is different depending on the airport and airlines it serves, leading to the need for open architecture in software development.

#### **PLENARY SESSION KEYNOTE**

- *Frank Wuco, Senior White House Advisor and Executive Director, Executive Orders Task Force*

Frank Wuco, Senior White House Advisor and Executive Director of Executive Orders Task Force, described how the Unity of Effort initiative is happening each day across the enterprise. Mr. Wuco explained the purpose of the Executive Orders Task Force and told the audience how the task force has reverse engineered implementation in all components by creating one enterprise implementation plan for over 45 Executive Order reports.

Mr. Wuco described how Unity of Effort is no longer just a conceptual plan but rather is happening right now. The EO's have provided an opportunity for DHS components to unify.

#### **PLENARY SESSION: CREATING A ROADMAP FOR MOVING FORWARD – CONVERSATION WITH INDUSTRY PARTNERS**

- *Michael Brown, Executive Director, Office of Selective Acquisitions, OCPO and Head of Contracting Activity, USSS (moderator)*
- *Kevin Boshears, Director, Office of Small and Disadvantaged Business Utilization, OCPO*
- *Jaclyn Smyth, Director, Strategic Sourcing Program Office, OCPO*
- *Joseph Martin, Director, Research and Development and Partnerships, S&T*
- *Dr. Douglas Maughan, Senior Executive, Silicon Valley Innovation Program, S&T*
- *Eric Cho, DHS Acquisition Innovation Advocate, Procurement Innovation Lab (PIL), OCPO*

The goal of this panel session was to give conference attendees a close-up composite of procurement at DHS and an understanding of upcoming innovations to the way DHS does business. The panel began

with discussion about how OCPO partners with customers to identify and solve issues. Discussion expanded to transition commercialization in which processes begin with research and development and evolve to acquisition. Dr. Douglas Maughan, S&T, gave attendees an overview of the Silicon Valley Innovation Program, which funds select nontraditional startups through a grant-based process. Dr. Maughan described the how the program educates participants on the DHS mission and operational needs, funds development opportunities to qualified startups, and provides a testing environment within DHS operational components. Panelists also discussed procurement guidance that will soon be published and requested that collaborative adjustments occur between DHS and industry.