



**Homeland
Security**

**The Department of Homeland Security (DHS)
Strategic Industry Conversation**
November 1, 2018
The Mayflower Hotel, Washington, DC

Plenary Session - Welcome and Keynote

- *Soraya Correa, Chief Procurement Officer, DHS*
- *Claire M. Grady, Acting Deputy Secretary and Under Secretary for Management, DHS*

Chief Procurement Officer Soraya Correa offered a warm welcome to the audience and an introduction of Claire M. Grady, Acting Deputy Secretary and Under Secretary for Management. Ms. Correa noted that she has been fortunate to work with Ms. Grady in different leadership roles throughout their careers.

Ms. Grady first expressed appreciation for the industry audience and noted that nothing happens at DHS without the support of our industry community. She reflected on the past year's unprecedented natural disaster season and cited impressive statistics about DHS's assistance to citizens who were adversely impacted. She then discussed the critical mission of cybersecurity. She said that changes in technology have made it easier for threats. Instead of traditional armies, we have threats that are hurting us any way they can. We continue to see emerging threats outpacing our defenses, and that's just not acceptable. She also heralded the establishment of the Countering Weapons of Mass Destruction Office at DHS and explained how important their work is in keeping us safe. Lastly, Ms. Grady thanked industry for helping us solve "the toughest challenges in the world." She said that we don't have all the answers, and we need to work with industry to take full advantage of technologies and solutions that enable our mission.

Plenary Session - Lessons Learned from an Unprecedented Disaster Season

- *Brock Long, Administrator, Federal Emergency Management Agency*

Federal Emergency Management Agency (FEMA) Administrator Brock Long began by reflecting on the last year's unprecedented disaster season. He reminded the audience that the public does not hear about all the disasters that FEMA responds to because many are localized events, like tornados. He discussed how the DHS Surge Capacity Force has been a force multiplier for FEMA's work. He then nodded to industry with an image showing how private sector stakeholders are one of four stool legs of effective emergency management. He said that the government doesn't own most of our nation's critical infrastructure, but that the private sector does. He said that often industry can find support that the government cannot, and that it's the job of FEMA to assist industry with getting services restored after disasters. He then explained the importance of mitigation, and how dollars spent on mitigation can pay dividends later. Lastly, he focused on the importance of communities in disaster response. He introduced the concept of community lifelines and how they function as vital cross-sector coordination nodes that effectively stabilize a community following a disaster.

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Plenary Session - Fed Talks: DHS Leadership Insights on Challenges Confronting the Department

- *Kathleen Fox, Assistant Administrator, National Preparedness, Federal Emergency Management Agency*
- *Jeanette Manfra, Assistant Secretary, Office of Cybersecurity and Communications, National Protection and Programs Directorate*
- *Robert Perez, Acting Deputy Commissioner, U.S. Customs and Border Protection*
- *Patricia Cogswell, Deputy Administrator, Transportation Security Administration*

Kathleen Fox began the session by noting that industry is critical to mission delivery and thanked the audience for their partnership. She echoed the FEMA Administrator's sentiments about the importance of industry in supporting the missions of FEMA and DHS. She said that at FEMA, her first goal is building a culture of preparedness across the nation but noted that it's a challenge when half of Americans don't have \$100 to spare in an emergency. She explained that industry is critical to improving this preparedness problem, and at ensuring economic recovery after disasters.

Jeanette Manfra discussed the importance of the planned change in title from the National Protection and Programs Directorate to the Cybersecurity and Infrastructure Security Agency. She explained how our enemies are increasingly using cyber-attacks to threaten our critical infrastructure. She shared how the department's Einstein and Continuous Diagnostics and Mitigation programs are critical to her directorate's mission and how the contracts and contractors in these programs are essential. She also added that contracts pose risks themselves and explained how her directorate works to ensure that proper security requirements are included in contracts. Looking forward, she sees greater opportunities for interoperability and automation of tools.

Robert Perez first noted that Customs and Border Protection (CBP) is the nation's largest law enforcement agency and operates in over 50 countries. He discussed the mission of his agency and how it can only be effective by embracing innovation to address emerging threats. He said that industry is critical to this effort. He provided examples of how industry has infused innovation into CBP's operations and how these examples have had considerable positive impacts on mission outcomes.

Patricia Cogswell opened by establishing the scope and scale of the Transportation Security Administration's (TSA) mission and highlighting the severity of the threats they face. She noted that TSA is seeking new opportunities and different models of cooperation with industry. She said that the acquisition process is critical to getting industry's innovative ideas into action. She explained how TSA is working with creative acquisition approaches to reach businesses of all sizes to learn about solutions they may not know about yet. She concluded by saying that TSA's motto has changed from "not on my watch" to "not on our watch," and that "our" includes industry.

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Morning Breakout Session A - A Look at the Countering Weapons of Mass Destruction Office

- *James McDonnell, Assistant Secretary, Countering Weapons of Mass Destruction Office*

During this session, Assistant Secretary McDonnell provided an overview of the recently established DHS Countering Weapons of Mass Destruction (CWMD) Office, detailing why it was formed and outlining its major lines of effort going forward. He stated the CWMD Office was established in December 2017 by Secretary Kirstjen M. Nielsen to enhance, elevate, and streamline the government's efforts to counter terrorist threats against the United States involving weapons of mass destruction. He went on to explain that prior to its establishment, multiple offices owned pieces and parts of the CWMD mission. DHS consolidated several of those offices, including the Domestic Nuclear Detection Office and most of the Office of Health Affairs, to create a "one-stop shop" that supports both prevention and response efforts by fielding information sharing and data analysis tools, as well as detection and identification technologies.

Mr. McDonnell wrapped up the session by taking questions from the audience on radiation detection equipment modernization efforts and the process DHS will use to identify priorities for future CWMD acquisitions. His best advice to industry was to look closely at the operators in the field, see what they are doing, and observe what they need to do their jobs more effectively. Once that is done, industry will understand what the CWMD Office does and why.

Morning Breakout Session B - Legislative Activity: Addressing DHS Acquisition

- *Moderator: Carolyn Smith, Executive Director, Acquisition Policy and Legislation*
- *Mathew Blum, Associate Administrator at the Office of Federal Procurement Policy, Office of Management and Budget*
- *Michael Dougherty, Assistant Secretary, Border, Immigration and Trade, Office of Policy*
- *Ann Van Houten, Executive Director, Oversight, Systems and Support Division*

During this panel, the panelists provided industry with information about the Committee on Foreign Investment in the United States (CFIUS), acquisition reform, new procurement authorities, and the trade agreement with Canada and Mexico. The panel gave vendors insight into the CFIUS and discussed its impact on doing business with the government. Matthew Blum said that the section 809 Panel established by the 2016 National Authorization Act is working to think boldly about real acquisition system improvements that will improve acquisition practices and access to commercial solutions. Ann Van Houten spoke about the new legislation called Section 880. Section 880 is a Commercial Solutions Opening pilot program that allows contracting officers to acquire innovative commercial items, technologies, or services. Ms. Van Houten believes that Section 880 will save on administrative and transaction costs by streamlining the acquisition process. In reference to the Trade Agreement with Mexico and Canada, the panel noted that the trade agreement is expected signed in November and be ratified by Congress by the summer of 2019.

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Morning Breakout Session C - DHS Security Operations Center Optimization – Crawl Phase

- *Moderator: Paul Beckman, Chief Information Security Officer*
- *Alma Cole, Chief Information Security Officer and Executive Director of Cybersecurity, U.S. Customs and Border Protection*
- *Kevin Graber, Chief Information Security Officer, U.S. Secret Service*
- *Vu Nguyen, Director, Cybersecurity Operations*
- *Rob Thorne, Chief Information Security Officer, Immigration and Customs Enforcement*

This panel began with Paul Beckman explaining how responding to the WannaCry ransomware attack exposed weaknesses in DHS Security Operations Center (SOC) structure. He said that DHS has 17 SOCs and considered how they could be consolidated. He said that DHS shouldn't do this overnight, but instead to crawl-walk-run toward this goal, and that today his panel would focus on the crawling phase. Rob Thorne discussed concerns about too much consolidation of SOCs. Vu Nguyen chimed in by explaining the different functions of SOCs within DHS. Alma Cole explained how threats are not static, but that they evolve and that our infrastructure must evolve with them. He also alluded to the shortage of cybersecurity talent across the nation and considered how it impacts DHS. Mr. Beckman discussed risk, and how it's a function of probability and impact. He noted that adversaries don't take weekends off, and that all SOCs need to be 24/7 operations, which hasn't always been the case. The panel then transitioned to discussing cloud computing technologies, and how getting these capabilities quickly and securely is important. Lastly, panelists discussed contracting matters, noting that we don't need multiple contracts for the same thing. Kevin Graber stressed the importance of flexibility in contracts so that the department can better respond to temporary, event-driven situations.

Plenary Session - Fireside Chat: Building Resilience Capacity through Cross-Sector Collaboration

- *Andre Hentz, Acting Deputy Under Secretary for Science and Technology*
- *Matthew Travis, Deputy Under Secretary for National Protection and Programs Directorate*

This session provided the audience with the opportunity to gain additional insight into the shared interests surrounding national risk management and emerging, disruptive technologies. Matthew Travis cited the importance of cooperative industry partnerships and identified information sharing and data analytics as essential functions to reduce national risks to critical infrastructure. Andre Hentz addressed how his NPPD directorate has changed its business practices by changing its business mind-set, which now includes tactical approaches to understanding operations, procurement innovation, and cascading synergies throughout the department. Mr. Hentz also discussed the adjustments required to evolve with the new and various forms of disruptive technologies. He stated that strengthening our comprehension of artificial intelligence and quantum information sciences are a must. During the question and answer segment, the panelists discussed the complexities of funding allocations and restrictions, managing products and resources, and methods to enhance IT Security through understanding susceptibilities, tactical failures, and training.

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Plenary Session - How the Management Directorate is Enabling the Mission

- *Chip Fulghum, Deputy Under Secretary for Management*

Deputy Under Secretary for Management, Chip Fulghum, provided the audience with a snapshot of the Management Directorate's exceptional achievements, challenges, and future. While admiring the efforts of one of the strongest functional leadership teams in government, his C-Suite, Mr. Fulghum stressed the importance of enabling the mission in an integrated manner across all lines of business. Mr. Fulghum outlined his goals of securing the "right people, for the right job, at the right time" and of embracing innovation. He highlighted how the DHS lines of business enable the mission of DHS.

Plenary Session - CXO Partnerships: Addressing the Needs of Tomorrow

- *Tom Chaleki, Chief Readiness Support Officer*
- *Soraya Correa, Chief Procurement Officer*
- *James A. Neumeister, Deputy Executive Director, Office of Program Accountability and Risk Management*
- *Roland Edwards, Deputy Chief Human Capital Officer*
- *Stacy Marcott, Acting Chief Financial Officer*
- *Richard McComb, Chief Security Officer*
- *Dr. John Zangardi, Chief Information Officer*

Attendees for this session witnessed the C-Suite's unique perspective as each panel member discussed how they drive initiatives, deliver operational requirements, and tackle obstacles in an integrated fashion. Dr. John Zangardi addressed his concerns with optimizing information technology systems. Soraya Correa explained how she remains fully engaged with industry when seeking solutions and determining mission capabilities in the market. James A. Neumeister discussed the acquisition life cycle as it relates to acquisition policy. Stacy Marcott discussed data and its consistency as she draws the financial integration points between all business areas. Roland Edwards discussed how his team is working to streamline hiring practices, reduce backlogs, and clean-up hiring misconceptions. Tom Chaleki explained how his office combines mission support services such as logistics, equipment, and facilities to support his customers. The bottom line of the panel, however, was how each panel member works in a close, integrated manner to enable the mission of DHS.

Afternoon Breakout Session A - The Balancing Act: Category Management, Competition, and Small Business

- *Moderator: Nina Ferraro, Acting Deputy Chief Procurement Officer, DHS*
- *Kevin Boshears, Director, Office of Small and Disadvantaged Business Utilization*
- *Lesley Field, Acting Administrator, Office of Federal Procurement Policy*
- *Michael McLaughlin, Acting Director, Office of Policy, Planning & Liaison, U.S. Small Business Administration*
- *Victoria Short, Executive Director, Office of Procurement Operations*
- *Jaclyn Smyth, Acting Executive Director, Strategic Programs Division*

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The goal of this session was to educate and help small businesses better understand category management - what it is, what it is not, how it supports the President's Management Agenda, and how it differs from strategic sourcing. The session was also an opportunity for the panel to discuss the challenges associated with category management in achieving socioeconomic goals and to help small businesses learn how to leverage various contracting vehicles when looking to do business with DHS. Panelists highlighted cross-agency efforts to apply rigor and analysis in determining which contract vehicles to use, and to find ways to increase competition not merely to meet established thresholds, but to get the best, most innovative solutions possible for the DHS mission.

After the moderator finished interviewing the panelists, she opened the floor to questions. The panelists offered advice to small businesses looking to break into contracting with the federal government. They recommended looking for subcontracting opportunities to become familiar with the federal landscape and cited resources available to small businesses, such as the General Services Administration's Acquisition Gateway, the Small Business Administration Procurement Technical Assistance Program, and the DHS Mentor-Protégé Program.

Afternoon Breakout Session B - Science and Technology: Closing Capability Gaps to Deliver Timely Solutions

- *Moderator: Andrew Hentz, Deputy Under Secretary for Science and Technology*
- *Melissa Conley, Executive Advisor, Office of Requirements and Analysis, Transportation Security Administration*
- *Soraya Correa, Chief Procurement Officer*
- *Douglas Maughan, Director, Innovation and Collaboration, Science and Technology*
- *Ari Schuler, Advisor, Office of the Commissioner, U.S. Customs and Border Protection*

The session started with Andrew Hentz explaining that DHS is very mission driven, especially in the law enforcement area. He said that when DHS delivers a technical solution, it is important affects a material mission outcome. Douglas Maughan explained that there has been a strong focus on speed from beginning to end on the research and development area and that acquisition is critical to this end. Soraya Correa furthered Mr. Maughan's comments by stating that DHS needs to be faster, more flexible, and able to take risks when acquiring solutions. She noted how she stood up the Procurement Innovation Lab (PIL) to try new ways of doing business at DHS. Melissa Conley added to this theme by discussing how TSA stood up its own Innovation Task Force. The task force has utilized Broad Agency Announcements to acquire new technologies that TSA never knew they needed. Ari Schuler stated that "we need to get tech faster" and discussed how CBP is working with Ms. Correa to enable faster procurements. Mr. Schuler highlighted that new programs and ideas, like the Silicon Valley Innovation Program (SVIP), are very beneficial in solving problems and for acquiring lessons learned for new innovative projects. The audience was very engaged and excited to see that DHS is striving to be innovative in delivering timely mission-focused solutions.

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Afternoon Breakout Session C - Unity of Effort: Driving Mission Outcomes through Information Technology

- *Moderator: Dr. John Zangardi, Chief Information Officer, DHS*
- *Michael Brown, Chief Information Officer, Immigration and Customs Enforcement*
- *David Epperson, Chief Information Officer, National Protection and Programs Directorate*
- *Shawn Hughes, Director, Enterprise Infrastructure Solutions Program Management Office*
- *William McElhaney, Chief Information Officer, U.S. Citizenship and Immigration Services*
- *Donna Roy, Executive Director, Information Sharing and Services Office*

This panel focused on how information technology is critical to DHS Unity of Effort in delivering mission outcomes. Dr. John Zangardi moderated the panel. David Epperson thanked industry for helping NPPD find the delta between what they have and what they need, noting that industry helps his directorate with new ideas. William McElhaney stressed that much of our current infrastructure is built on legacy systems and that this poses challenges. Michael Brown reflected on how things change quickly, explaining how not long ago we could not fit a gigabyte of storage in a house, but now we are storing more-and-more data in the cloud. Donna Roy added that DHS is looking to agencies like U.S. Citizenship and Immigration Services who are ahead in the cloud area for examples of how to do it right, but also to industry. She noted that banks, for example, are not dissimilar to DHS in their cloud requirements. Michael Brown emphasized the need for speed in cloud applications to encourage adoption among customers. Shawn Hughes wondered if DHS should host an Acquisition Innovation Roundtable with industry about how to better purchase managed services, like those discussed by the panel. Lastly, Dr. Zangardi spoke with the audience about how DHS is looking at the Technology Modernization Fund but prefers to use DHS money for modernization efforts. He said that the department is working with the legislature on new authorities in this area.