

Department of Homeland Security
Strategic Industry Conversation V - *Security Through Collaboration*

Thursday, October 24, 2019

EVENT SYNOPSIS

Strategic Industry Conversation (SIC) V was held on Thursday, October 24, at the Grand Hyatt, 1000 H Street NW, Washington, DC. The event agenda was designed to facilitate two-way communication and offered learning opportunities in the form of individual presentations, panel discussions, and subject-matter breakouts for meaningful engagement. Approximately 317 people representing 248 companies attended the in-person only event.

A total of 124 attendees participated in the 13-question web-based survey that was disseminated after the event. Survey respondents (90% reported they were very satisfied or satisfied) were overall very pleased with their choice to attend and highly valued the content of the presentations as well as the opportunities for networking and the question-and-answer periods.

The highest-ranking sessions, as reported by survey respondents are in order of importance below:

- Heads of Contracting Activities Question and Answer!
- New DHS Cybersecurity Strategy
- Innovation and Emerging Technologies, including Artificial Intelligence, Big Data, Cloud and IT Modernization

Additionally, the majority of follow-up responses to this question noted that the most valuable discussion points were innovation, technology, strategic focus, priorities, and pain points. Attendee feedback included:

- *These are the most progressive and interesting events within the Federal Civilian Government.*
- *The topics of the breakout sessions were excellent. So good, that I would have liked to attend a second if they had not run in parallel.*
- *Excellent event — good and interesting speakers, knowledgeable panel members, willingness of communicators to share information of both successes and weaknesses, great location with easy access and sufficient space for attendees.*
- *This was well-done and superbly executed all-around. I like the overall “Conversation” format and as with the S&T session, suggest sessions for CBP, TSA, FEMA and DHS-CWMD.*

WELCOME REMARKS

Speaker: Soraya Correa, DHS Chief Procurement Officer

DHS Chief Procurement Officer Soraya Correa opened the event with a warm welcome and introduced attendees to Paul Courtney, Deputy Chief Procurement Officer. Courtney is a seasoned government operative that joined the Office of the Chief Procurement Officer from the Federal Bureau of

Investigation (FBI) in June. Ms. Correa spoke to the diversity of this year's SIC agenda with a focus on cybersecurity.

At the end of her remarks, Ms. Correa introduced David P. Pekoske, the DHS Senior Official Performing the Duties of the Deputy Secretary. Pekoske has led a notable career with stints as the seventh administrator of the Transportation Security Administration and Vice Commandant of the United States Coast Guard.

KEYNOTE: DHS TOP PRIORITIES, GOALS AND INITIATIVES FOR FY 2020

***Speaker:** David P. Pekoske, DHS Senior Official Performing the Functions and Duties of the Deputy Secretary*

Mr. Pekoske began his remarks by thanking Soraya Correa and Paul Courtney for their great work. He also recognized those who preceded him, Elaine Duke and Claire Grady. He discussed the capital investment plans of the U.S Coast Guard, Customs and Board Patrol (CBP), Transportation Security Administration (TSA) and Cybersecurity and Infrastructure Security Agency (CISA). DHS is focused on innovation, with CBP holding the title of most advanced component in that arena. TSA patterned itself after CBP's innovation programs. The DHS priorities for 2020 and 2021 are:

- Significant resources in fighting terrorism and targeted violence
- Scourge of illegal drugs
- Preparedness Grants to prevent, respond, and recover from terrorist attacks
- Prevent attacks on infrastructure and cybersecurity
- Border Security

Mr. Pekoske ended the session noting how DHS encourages an open and communicative relationship with private industry and continually looks for ways to improve.

PLENARY SESSION: NEW DHS CYBERSECURITY STRATEGY

***Speaker:** Matthew Kelley, Associated Director- Cyber Strategy, Resources and Performance, Cyber Security Division, Cybersecurity and Infrastructure Security Agency (CISA)*

Mr. Kelley discussed his background, which included 13 years in private sector focused on IT and consulting services. Now he oversees long-term and annual planning for CISA. In this role, Mr. Kelley exercises governance over the investments, budgeting and contracting, and directs execution of plans and strategic initiatives.

He provided an overview of CISA, which was created in November 2018. The cybersecurity division focuses on cyber defense operations and capacity building. Stakeholders include the federal, civilian, and executive branch; critical infrastructure partners in the private sector; and state, local, and tribal governments. The challenges facing CISA are the scale of the threat, privatization, unity of effort, operational concerns, and achieving leverage. Mr. Kelley addressed what CISA needs from industry and closed out the session with Q&A. Audience questions addressed topics from Artificial Intelligence to plans to engage industry, workforce transformation, and CISA 2020 priorities.

Cybersecurity Quality Service Management Office (QSMO) & Supply Chain Risk Management

Panelists:

- *Matt Kelley, Deputy Director for Cybersecurity Division, DHS Cybersecurity and Infrastructure Agency (CISA)*
- *Bob Kolasky, Assistant Director, National Risk Management Center, DHS Cybersecurity and Infrastructure Agency (CISA)*

The Cybersecurity Quality Service Management Office (QSMO) & Supply Chain Risk Management session was a dual presentation offering an overview of the challenges and opportunities facing both subject areas. Mr. Kelley discussed the shift in the direction of QSMO toward examining threats from various spheres and create efficiencies in government and optimize the workforce “by shifting resources to higher value work and reducing duplication across agencies.” QSMOs will: Offer and manage a marketplace of solutions for common technology, services, or fully managed services to respond to agency needs; Guide and govern the long-term sustainability of the services and solutions marketplace; Institute a customer engagement and feedback model that allows for continuous improvement and performance management of solutions; and, Drive the implementation to standards established through the collaborative governance process that produce efficiencies in process and scale. Mr. Kolasky closed the presentation by outlining the three objects that the ICT Supply Chain Risk Management Task Force is working to accomplish this year: an inventory of supply chain activities, capabilities and processes across the federal government IT sector and communications sector; establishing a handful of working groups to drill down into specific problems plaguing the supply chain; and, a supply chain criticality risk assessment evaluating common software, hardware and services used across the IT and communications industries.

Science & Technology (S&T): Innovating Technology and Processes to Meet the Front-Line Mission

Panelists:

- *Robert Newman, Executive Director (Acting), DHS Science & Technology (S&T) Mission and Capability Support (moderator)*
- *Megan Mahle, Director, Office of Industry Partnerships*
- *Jamie Johnson, Director of Technology Center Division*
- *Jonathan McEntee, Acting Border Director of Immigration & Maritime Science & Technology Directorate for DHS*

The goal of the Science & Technology (S&T): Innovating Technology and Processes to Meet the Front-Line Mission panel was to initiate a bilateral conversation between the Federal Government and Industry to establish a collaborative working relationship. The panelists provided Industry with an overview of the mission, organizational structure, needs, challenges, opportunities, and revitalization of the DHS S&T Organization and its programs. Although the programs of each of the panelists, focus on different goals and technologies throughout the entire Research & Development (R&D) lifecycle, these have common concerns and goals when delivering capabilities to accomplish the DHS wide missions; technical feasibility, adaptability, affordability, timelines, and return on investment. As the threats that face our nation, are ever evolving, DHS understands that partnering with Industry is key to keep abreast of emerging technologies and solutions needed to defend our country. During this conversation with Industry, DHS provided Industry with valuable information regarding the different Government Points of Entry (GPE) and programs that are available for Industry to partner with DHS. In addition, Industry had the opportunity

to learn how the Procurement Innovation Lab (PIL), has allowed DHS to overcome barriers to innovation, and collaborate with new and nontraditional partners.

Innovation and Emerging Technologies, including Artificial Intelligence, Big Data, Cloud and IT Modernization

Panelists:

- *Beth Cappello, Deputy Chief Information Officer, DHS, Office of the Chief Information Officer*
- *Ted Okada, Chief Technology Officer, Federal Emergency Management Agency*
- *Robert Fortner, Deputy Chief Information Officer, Transportation Security Administration*

The goal of Innovation and Emerging Technologies, including Artificial Intelligence, Big Data, Cloud and IT Modernization was to highlight the expanse of new technologies across the DHS enterprise. The session opened with an overview the Component's objectives and opportunities for FY20. The Department's new emerging technologies are classified into four pillars: Mission and Capability Support, Research and Development, Science & Technology Research and Development, and the Office of Innovation and Collaboration. The pillars will encompass an array of areas to include program management, customer engagement, affordability, transitional approach, technical feasibility, technology readiness, 5G mobility, and blockchain. Those focus areas were built to address barriers to revitalizing innovation to reach new people and expand work with small businesses.

AFTERNOON WELCOME REMARKS

Speaker: Randolph D. "Tex" Alles, DHS Deputy Under Secretary for Management

Following the morning session, DHS Deputy Under Secretary for Management Randolph D. Alles welcomed attendees back to kick off the afternoon panels. Alles spoke at length about the Department's dedication to its priorities during the leadership transition. Prior to this position, Alles served as 25th Director of the United States Secret Service and acting Deputy Commissioner of the US Customs and Border Protection.

PLENARY SESSION: HEADS OF CONTRACTING ACTIVITIES Q&A!

Panelists:

- *Earl Lewis, Deputy HCA, Customs and Boarder Protection*
- *Katrina Brisbon, HCA, Transportation Security Administration*
- *Michael Derrios, HCA, United States Coast Guard*

Program Representatives:

- *Ackie Jones, Program Office Enterprise Services, Principal Acquisition Executive, Customs and Boarder Protection*
- *Keith Goll, Deputy Assistant Administration for Requirements & Capability Analysis, Transportation Security Administration*

The goal of this plenary session was to allow conference attendees the opportunity to get close and personnel with the agency heads and learn about DHS's upcoming strategic procurement initiatives for FY20.

The panel began with discussions about their agencies' upcoming strategic initiatives. Innovation, creativity, and culture change was the common theme from the panel. The forum went on to talk about what keeps the agency heads up at night?" The agency heads had many things that kept them up at night, Still, one of the fascinating things that cause sleep deprivation was, "how do they build the next generation of federal procurement staff because the federal government is not attractive to the younger generation." They wondered, how does the federal government recruit, hire, and retain an excellent workforce? The panelists also discussed how industry could help their agency accomplish its mission and its strategic initiative. This discussion once again leads to industry assisting the federal government with innovation and creativity within their procurements while dealing with a declining budget.

TSA Initiatives:

- Recruitment for the TSA Procurement Community as well as Retention
- TSA is reorganizing more around capabilities to allow for a cradle to grave process
- TSA has established a Task Force in which they brought in targeted solutions so that they would not have the same audience
- For TSA, there are a lot of questions around Policy
- TSA deal with the Public so it is quite challenging however TSA work closely with CBP

CBP Initiatives:

- Accelerate Contracts - as it relates to Food Contracts, Temporary Housing Units, and Medical Services Contracts
- ICE will be helping CBP out with the Medical Services Contracts
- To accelerate contracts
 1. CBP plans to decentralize the way they have been doing things
 2. Looking at everything during the evaluation process; they will be taking a different approach
 3. Looking at Innovative ways to do things such as a Non-FAR based approach
 4. Looking at increasing risk tolerance
 5. Need to do better at Acquisition Forecasting
- CBP use the Procurement Strategic Road Map in which they have 6 Programs within CBP (for example Enterprise Services, IT Cloud, and HR)
- Looking at better tracking connected to Financial Systems
- Looking at hiring systems
- Looking at decreasing amount of cash; looking at more cashless Ports

U.S. Coast Guard Initiatives:

- Looking to implement more Rigor in Acquisition Planning
- Life Cycle- continuing to tell the story sooner
- Post Awards- there are elements of the Statement of Work (SOW) that needs to be revisited
- Revamping COR Program
- Need to invite Industry in to have an ongoing dialogue and want to drill it into their culture
- Acquisition Innovation – will be doing a Shark Tank in 2 weeks
- Challenges for U.S. Coast is Virtual RFQ
- Video Base Solicitation – want to streamline to get paper out of the process

What Keeps U.S. Coast Guard HCA up at night:

- Fleet – ability to do ship repair; ship repair in the U.S. is shrinking
- Cruise Liners are bumping the Coast Guard; ship repair shops are opting to take on Cruise Lines
- IT Modernization – have spotty connections; migrate towards business model; a march towards Cloud
- Acquisition to Sustainment (IT, People, and Facilities)
- Migration to a new Financial Management System

What Keeps CBP HCA up at night:

- Building that next set of employees that will take the helm (High Power Feds, Recruitment, and Training)
- Not a lot of appetite to work at CBP; the infrastructure
- From 2015 – 2019 the Hiring budget obligation increased from \$3.0 - \$5.0 Billion

What Keeps TSA up at night:

- TSA pre-check line in all airports – they are piloting and doing an analysis on data they are gathering
- Making sure equipment remains current; doing software updates
- More agility in doing business with suppliers
- Innovation – engage with Industry; recently hired Chief Innovation Officer
- TSA Modernization Act in October
- Will move to Springfield, VA next year (Small Businesses in Transportation Portfolio)
- Need contracting staff; revisiting initiatives takes time and staff; initiative will be an increase workload for staff
- Quality performance; ensuring that they are getting the right industry partner
- How do they attract small businesses and companies to develop partnerships
- Don't want speed without the quality

Attendees then asked a few questions of the panel. One of the questions directed to TSA and CBP was, "What goes into the thought process of issuing a draft RFP or an RFI?" Followed by, "How can the government get the desired results without going LPTA or diving to the bottom to understand what's needed to fulfill their needs?" The panel briefly described the process of issuing an RFP or RFI and emphasized the importance of industry feedback when issuing an RFI. When the panel discussed how desired outcomes can be realized from industry to avoid LPTA actions, there was one standard answer: get industry participation early - in the market research stage.

The panel spent a good deal of time discussing innovation and the need for industry to get involved and share creative ideas with the government. One takeaway from this session was that innovation, creativity, and LPTA do not belong together.

This exchange led Ms. Correa to ask, "Does the government know what innovation means?" She closed the session by recommending that government "tell industry what innovation means...let them know what you are trying to achieve," as innovation and innovative solutions must be uniquely defined for each procurement.

KEYNOTE: U.S. COAST GUARD FY 2020 PRIORITIES

Speaker: Admiral Charles W. Ray, Vice Commandant, United States Coast Guard (USCG)

As the USCG 31st Vice Commandant, Admiral Charles W. Ray executes the Commandant's Strategic Intent, manages the internal organizational governance, and serves as the Component Acquisition Executive. Admiral Ray shared the history, mission, and vision of the USCG. The Coast Guard commands a vast mission space from the South Pacific to Africa to the Arctic to Florida.

Admiral Wray discussed the current challenges facing the Coast Guard:

- The Coast Guard is in the middle of major shipbuilding operations that covers five classes of ships. This is the largest operation period since World War II.
- The Arctic is the new frontier and has challenging maritime conditions, which poses difficulty in communications and operations. USCG currently has three heavy icebreakers and three medium icebreakers operating in the area.
- USCG is responsible for over 30,000 aids to navigation including buoys and lighthouses. Another challenge is cyber threats to major ships. The threats can cause major delays to the ports since the ships need to be inspected prior to entry into the port.
- Workforce transformation is a prime focus area for USCG. Admiral Wray reiterated the importance that recruitment is focused on all people and not a small portion. The retention numbers and gender diversity are points of pride for USCG.
- Only a small percentage of Americans can meet the physical and age restrictions of the military. The Coast Guard has great retention numbers in comparison to other military branches. Currently, there is study going on regarding women and the Coast Guard. Admiral Wray went further to stress how vital it is to consider the unique challenges facing women in the armed forces.

CLOSING REMARKS

Speaker: Soraya Correa, DHS Chief Procurement Officer

Chief Procurement Officer Soraya Correa closed the event by thanking esteemed panelists, speakers, and attendees. Ms. Correa chose to use the moment to highlight the Department's resilience and commitment to supporting one another during the 35-day government furlough. The lapse in funding created a 90-day delay, however the Department met all awards on schedule, exceeded core and small business goals, and managed to award 99% obligation rate. Additionally, Ms. Correa recognized the Procurement Innovation Lab (PIL) for completing 52 projects across the Department which serves as proof of OCPO's commitment to innovation.