

<b>Question#:</b>	1
<b>Topic:</b>	Cloud Migration
<b>Hearing:</b>	FITARA 9.0
<b>Primary:</b>	The Honorable Gerald E. Connolly
<b>Committee:</b>	OVERSIGHT & GOV RFORM (HOUSE)

**Question:** How does data center consolidation and optimization fit into the cloud migration plans for the Department of Homeland Security (DHS)?

**Response:** In Fiscal Year (FY) 2019, the U.S. Department of Homeland Security (DHS) optimized DHS Data Center 1 by using a hybrid strategy consisting of cloud migration, decommissioned applications, and infrastructure consolidation. This resulted in a reduction of 35% for occupied floor space, translating to a facility-wide cost avoidance of \$5 million annually.

In FY 2020, DHS expects over 90 percent of DHS Data Center 2 applications and infrastructure to be decommissioned or migrated to the cloud. U.S. Immigration and Customs Enforcement has already migrated its systems out of Data Center 2 as of November 2019.

<b>Question#:</b>	2
<b>Topic:</b>	Data Center Savings
<b>Hearing:</b>	FITARA 9.0
<b>Primary:</b>	The Honorable Gerald E. Connolly
<b>Committee:</b>	OVERSIGHT & GOV RFORM (HOUSE)

**Question:** According to the data released on ITDashboard.gov, DHS has met 100% of its data center savings goals of \$33.8 million. Many other Department targets are also labeled as completed. Does DHS still have work remaining to close and optimize its data centers? If so, what agency metrics reflect the continued remaining work?

**Response:** DHS continues to save money due to optimization and modernization efforts at the data centers including consolidating zones within Data Center 1. The cost has been shifted to improving the performance of the existing applications that have been moved to the cloud instead of realizing savings from moving to the cloud.

DHS continues to provide updates on the following Data Center Optimization Initiative metrics:

- Any updates on agency facility categorization, including any remaining plans for consolidations or cloud transitions, and
- Any updates regarding further data center closures, or the viability of optimization plans.

<b>Question#:</b>	3
<b>Topic:</b>	Incremental Development
<b>Hearing:</b>	FITARA 9.0
<b>Primary:</b>	The Honorable Gerald E. Connolly
<b>Committee:</b>	OVERSIGHT & GOV RFORM (HOUSE)

**Question:** DHS scored its worst grade, an "F," on the incremental development metric. What plans and actions are DHS planning to ensure IT projects are managed using incremental development methodologies?

**Response:** DHS has worked through some challenges as it adopts incremental development. These challenges include converting large scale, in-flight programs that were begun using waterfall methodologies. Other challenges include moving security and testing earlier in the development lifecycle to allow release of smaller increments to users.

The DHS Chief Information Officer is currently partnering with all Management Lines of Business offices of DHS to update acquisition governance and incorporate incremental delivery principles by streamlining existing policies and procedures. This streamlining came about as a result of 18 actions plans from the DHS *Agile Acquisition Transformation*. DHS is also initiating an agency-wide effort to incorporate the DevSecOps approach as part of its standard IT delivery processes.

<b>Question#:</b>	4
<b>Topic:</b>	FITARA
<b>Hearing:</b>	FITARA 9.0
<b>Primary:</b>	The Honorable Gerald E. Connolly
<b>Committee:</b>	OVERSIGHT & GOV RFORM (HOUSE)

**Question:** What is the best policy or practice that DHS has implemented to achieve the requirements of the Federal IT Acquisition Reform Act? What improvements to the agency's IT posture did that policy or practice achieve?

**Response:** The best practice that DHS has implemented to achieve the requirements of the Federal IT Acquisition Reform Act (FITARA) is to communicate and collaborate with the Chief Executive Officer (CXO) community within the Agency. Our continued work to identify and highlight the goals of the program and align individual program office strategy builds on our current successes and continues to improve our compliance.

Our lead-by-example approach, along with our component outreach and assistance program assists the Department in achieving buy in, understanding, and involvement in FITARA. Because the program requires in-depth leadership from multiple CXOs, our willingness and ability to share information, provide specific policy guidance, and work together is our single greatest ingredient to our recent successes.

This continuous and collaborative communication practice has yielded increased speed to implementation, raised awareness of requirements, and consolidated reporting channels. By improving the speed at which we communicate through joint CXO meetings, working groups, and cross-functional project teams, our programmatic discipline has improved. The direct results of this teamwork, and the efficiency of more streamlined, short-term reporting has helped raise our overall FITARA score.