

FEDERAL REAL PROPERTY ASSOCIATION

Event Summary: Panel Discussion with the Department of Homeland Security

October 23, 2018 – Holland & Knight, Washington, D.C.

The Federal Real Property Association (FRPA) featured the Department of Homeland Security (DHS) as part of an ongoing series focusing on major cabinet agencies and their component bureaus.

Panelists discussed the challenges and

opportunities the Department and its component units face in managing a real property portfolio that exceeds 100M square feet.

Speakers included **Tom Chaleki** (Chief Readiness Support Officer, Department of Homeland Security), **Captain Patrick Dugan**, (Chief, Office of Civil Engineering, U.S. Coast Guard), **Karl Calvo** (Assistant Commissioner, Office of Facilities and Asset Management, U.S. Customs and Border Protection (CBP)), and **Michael Gibbs** (Chief of Administration, U.S. Citizenship and Immigration Services (USCIS)). Highlights are below.

Component Challenges

Karl Calvo discussed the challenges that CBP face with commercial leases. He noted that IT security in commercial leases is an area that requires on-going attention. Additionally, he noted that must work with building owners to ensure that CBP staff can carry their firearms within the buildings.

Patrick Dugan (Coast Guard) explained that most of the Coast Guard's portfolio is located on the coast which creates challenges for building, buying, and expanding real property holdings given the cost and scarcity of coastal property. He noted that 93% of Coast Guard assets are owned and there is very little office space. Most of the Coast Guard's functions are carried out in boat stations or hangars. He added that the Coast Guard has been successful in divesting some of its housing assets and has been able to fund construction projects through the sale of those assets.

Michael Gibbs (USCIS) discussed organizational challenges associated with an upcoming headquarters move from Washington, D.C. to Camp Spring, MD. Challenges include increasing accessibility to customers, shifting regulatory environments, and managing a portfolio of primarily leased assets.

Mission Integration & Resiliency

The DHS seeks to align and standardize components by function where possible. The Department's real property strategic plan is in place to guide this effort. The DHS also builds resiliency into its recapitalization efforts. For example, increased access to flood plain and seismic data allows the Department to better understand the risks faced by the real property portfolio and adjust planning efforts accordingly.



From left: Michael Gibbs, Captain Patrick Dugan, Karl Calvo, and moderator Tom Chaleki.

SPEAKER SPOTLIGHT

Mr. Tom Chaleki (moderator) was appointed the Chief Readiness Support Officer in March 2018 by the Under Secretary for Management. In this role, he oversees a portfolio that spans \$29 billion in personal property and 106 million square feet of real estate. He is the DHS senior real property officer, senior aviation management officer, chair of the DHS Aviation Governance Board, chief logistician, senior environmental officer, and member of the DHS Acquisition Review Board.

Captain Patrick Dugan assumed duties as Chief, Office of Civil Engineering in September 2018. He manages the Coast Guard's \$17.5B shore plant, oversees maintenance and demolition spending, and coordinates with Coast Guard Operations and Acquisitions to plan and construct new facilities.

Mr. Karl H. Calvo is currently the Assistant Commissioner for U.S. Customs and Border Protection's (CBP) Office of Facilities and Asset Management (OFAM) and CBP Chief Readiness Support Officer. Mr. Calvo leads a workforce more than 850 federal employees and contractors who collectively house, equip, outfit, and support over 61,000 frontline and administrative personnel in the United States and internationally.

Mr. Michael Gibbs has nearly thirty years of U.S. Military and Civilian Federal Service combined. Currently, Mr. Gibbs is in charge of Logistics and Facilities for U.S. Citizenship and Immigration Services. He is in charge of four prospectus-level major construction projects in all four sectors of the United States, including building the new Texas and Potomac Service Centers.