We had four aims for today’s conference. First we wanted to arm you better no matter your security role – be that for outside directors, proxy holders or facility security officers. Second, we wanted to ensure your appreciation of each other’s roles – you can see that behind the intent of the various panels we had throughout the program. Third, we wanted to increase your understanding on the way ahead for DSS in Transition (DiT) – and for the impact on FOCI. As Andrew Winters stated, “What Companies might expect” from DSS’ efforts to move off of the static approach to intelligence led, asset focused and threat driven. As Gus Greene stated earlier today, “underpinning this whole shift is the need for successful collaboration/partnership approach.” The applied case study outlined this for both industry (FSO, GSC) and for government (DSS enterprise and Government Contracting Activities). Note on DiT: this transition will still take some time, it will be conditions based – but it will NOT take three years; industry is at our side as we build this out. Our fourth aim was to capture you feedback so we can shape next year’s conference.

Among the key themes we heard today and the areas we will further develop include:

1. Government and industry leading together; joint accountability – as Dean Popps stated: “You’ve got to own it.”
2. Security early in the process – at the Request for Proposals stage of the acquisition cycle. There is a continuing need for aligning security, intelligence and acquisition.
3. High performing governance structures where the roles and responsibilities are understood and they are working together on the GSC. We appreciated the way the one panel described their “activist” approach on the GSC. We also liked the idea of the board’s skills in the “aggregate.” Finally we will want to dig further into evaluation, certification and training for boards.
4. We captured the need for strategic outreach with foreign parents and the growing importance of this dialogue.
5. We see the need for CEOs being involved and supportive for the security teams (FSOs and GSCs) because without it --- best plans will not be implemented.
6. In terms of the design of the conference itself, we will certainly employ the panel approach again – clearly a graduate level discussion.

Thank you to the outside director, proxy holder and the FSOs for your participation today.

Thank you to Team DSS for the outstanding planning and execution of this conference - you set the bar high for future conferences.

As [Jeff] Cavano stated earlier, please drop off your survey forms – that is your ticket for exit. Thanks again.