

**U.S. Department of Homeland Security**  
**Homeland Security Advisory Council Meeting**  
Brookings Institution, 1775 Massachusetts Ave NW  
Washington, DC 20036  
Monday, March 21, 2022  
Meeting Minutes  
9:15 a.m. – 12:45 p.m. EST

The open session of the Homeland Security Advisory Council (HSAC) meeting was convened on March 21, 2022 from 9:15 a.m. to 10:00 a.m. The meeting was open to members of the public under the provisions of the Federal Advisory Committee Act (FACA), P.L. 92-463 and 5 U.S.C. § 552b.

The following individuals attended the meeting:

**HSAC Members**

William Bratton (Co-Chair)  
Jamie Gorelick (Co-Chair)  
Karen Tandy (Vice-Chair)  
Jayson Ahern  
John Allen  
Dimitri Alperovitch  
Marc Andreessen  
Cheryl Andrews-Maltais  
Mary Barra  
Tarika Barrett  
Noah Bookbinder  
Safrat Catz  
Catherine Chen  
Michael Chertoff  
Carrie Cordero  
Lynn Good  
Danielle Gray  
Jane Harman  
Robert Isom  
Scott Kirby  
Carrie A. Lemack  
Michael Masters  
Brian Moynihan  
Janet Murguia  
Leon Panetta  
Ted Schlein  
Sonal Shah  
Ali Soufan  
Vincent Talucci  
Jonathan Thompson

Hamdi Ulukaya  
Lynda Williams  
Patrick Yoes  
Wendy Young

### **DHS Participants**

Alejandro Mayorkas, Secretary, Department of Homeland Security  
John Tien, Deputy Secretary, Department of Homeland Security  
Rob Silvers, Undersecretary for Policy  
Kristie Canegallo, Chief of Staff, Department of Homeland Security  
Isabella Ulloa, Counselor to the Secretary  
Ricki Seidman, Advisor to the Secretary  
Jen Easterly, Director, Cybersecurity and Infrastructure Security Agency  
Deanne Criswell, Administrator, Federal Emergency Management Agency  
Eric Hysen, Chief Information Officer, Department of Homeland Security  
Kathryn Coulter, Senior Official Performing the Duties of Under Secretary for Science and Technology  
Eva Millona, Assistant Secretary, Office of Partnership and Engagement  
Jason Mayer, Executive Director, Homeland Security Advisory Council  
Mike Miron, Deputy Executive Director, Homeland Security Advisory Council  
Garret Conover, Senior Director, Homeland Security Advisory Council  
Joseph Chilbert, Senior Director, Homeland Security Advisory Council  
Alexander Jacobs, Senior Director, Homeland Security Advisory Council  
Elijah Robinson, Student Intern, Homeland Security Advisory Council

**SECRETARY MAYORKAS:** Thank you for hosting us so, so elegantly, and I want to thank Jason Mayer and Michael Miron for really, all of your work in making this morning's meeting and, quite frankly, the work of this Council process. I of course want to welcome all of you and remember to thank you so much for agreeing to serve on our Homeland Security Advisory Council. I want to welcome, also, the members of the public who are joining us this morning. I have selected leaders of tremendous prominence, not only in your respective fields of expertise, industry and profession, but on the national and international stage in addressing some of the most fundamental challenges and opportunities we as a nation have before us. Homeland Security is a multi-faceted mission on an increasingly dynamic, evolving landscape, with different aspects of our national life, and our place in the world are intersecting more frequently than ever before. We have a workforce of more than 250,000 dedicated and talented people and we are the largest law enforcement department in the federal government.

National security issues have become indistinguishable from Homeland Security issues, placing the Department of Homeland Security at the center of tackling many of the most pressing issues of our time, in a time of divisiveness as well. DHS is at the epicenter of some of the most charged issues we face. It is therefore all the more important to emphasize in advance what I articulated at the very outset of my tenure at DHS, and that is that DHS must fundamentally be a department of partnerships. It is through partnerships, public to private, industry to industry, nation to nation, that we can tackle these issues successfully, and seize the opportunity to stay present. The diversity and backgrounds of all of you, our council will advance our partnerships

and the work of our department.

Last year, I presented our department's top priorities for 2022 and beyond. They are organized in two categories: organizational advancement and mission specific advancement. They reflect the breadth of our work and of the opportunities that we have to transform the department. From innovating and harnessing technology, increasing openness and accountability to combating all forms of terrorism, increasing our cybersecurity, and building a fair and humane immigration system, the responsibilities and opportunities are far reaching. This council will help define the department's strategic vision, strengthen the office of the Department to better meet the threat landscape of today and tomorrow, and harness technology and innovation to modernize the programs we administer.

My thanks to Judge William Webster, Bill Bratton and Karen Tandy, for agreeing to serve on the council, again, as chair emeritus, co-chair, and vice chair respectively. The leadership you bring are of great value and I'm grateful for your support throughout the first year of my tenure as a secretary. Thank you to Jamie Gorelick, friend and mentor, for agreeing to serve as co-chair of our council. Ms. Gorelick brings a wealth of experience including as a former Deputy Attorney General of the United States and a member of the 9/11 Commission. Thank you very much. I am now excited and proud to administer the oath of office to our new council members.

#### **SECRETARY MAYORKAS SWORE IN NEW MEMBERS**

**SECRETARY MAYORKAS:** Thank you very much. Congratulations. I will now turn it over first, to William Bratton, one of our co-chairs, and then Jamie.

**WILLIAM BRATTON:** Thank you, Mr. Secretary. I've had the privilege of serving on the council since 2010, when I was appointed by Secretary Napolitano, as vice chair.

I'm very excited to participate in this council, but also the opportunity to meet with the judge over the last twelve years. I'm very excited to now co-chair this committee with Jamie and to continue working with Karen Tandy for the past year. What the Secretary has attempted to do with this organization, this council, is to definitely create common ground. We come from many different types of American life. You come in with many issues of interest you personally, collectively to the entities that you represent.

But what the council provides is common ground where we can command pure ideas, to talk about partnership and collaboration. He also talked about the evolving nature of this council. And the twelve years I've been here, the initial focus when I joined way back in 2010 and Secretary Chertoff can appreciate this when he was also involved with its inception, was really to deal with the terrorism issues.

Jamie is certainly familiar with the work on the 9/11 commission was terrorism. But over time, it has evolved into a much larger mandate. And indeed, just during the year, the Secretary's leadership over this past year, has consumed tremendous team responsibilities. Thus, the makeup of this council today is very different than it was in 2010, when I joined, and for Secretary Chertoff, probably very different from when you first read it way back then.

I think you'll find it exciting; I think you'll find it interesting. But I think you'll also find it productive. I've had the pleasure of working on a number of the subcommittees and the issues over the last ten or twelve years that have come before the council, ranging from a myriad of

assignments, a lot of them dealing with the border and recently designing the new use of force policies for Customs and Border Protection. It has been an exciting time, and I look forward to serving with you, the co-chair and all of you. As we move forward, we're always evolving. Certainly, we've seen this past year, extraordinary amount of evolution occurring all at the same time.

**SECRETARY MAYORKAS:** Thanks so much.

**JAMIE GORELICK:** Thank you, Mr. Secretary, and Bill and Karen. It's a pleasure to serve with all of you. I know a lot of people around this table and on the council, generally. I'd like to share a couple of thoughts.

So, I served on two of these, one with CIA and one with DOD over 25 years. So, I have a little bit of a sense, Mr. Secretary, of how these kinds of groups can be useful to you, which is why we are here as your outside advisors. I think that one of the things to try to talk about here today is what process you would like us to follow, to give you advice. My experience, for example, serving on the Advisory Council at DOD, first for Secretary Panetta, and then all the way through the last administration.

We were allowed to serve as a bipartisan group at DOD, which was interesting, and most of these have been quite bipartisan and quite broad in their in their scope. And they allow the Secretary to get advice on things of which he would like to have an outside view.

Two issues that come to my mind that we can talk about are one, is the organization and structure of the department, fit the current purpose. The department was established in in a very different environment than the one we have today. And so, I think we might look at in a very zero-based way and what the country needs from this department or expects from this department, and whether there is something that should be changed or altered in the way in which it works. The second would be the relationship between the private sector and the government and could it operate more effectively. We've not seen a moment of private sector involvement in the nation's national security, like the one that we've seen in the last few weeks, we have never seen anything like this. And this provides a good moment for us to think about it and help the Secretary, whether there is more that educational institutions, nonprofit organizations, and corporations can do to be helpful to our country. So, I really appreciated the ability to serve us today, and I'm looking forward to working with all of you.

**SECRETARY MAYORKAS:** Thank you so much. Thank you, Bill. And thanks to all of you. I think this concludes the public portion of our meeting and we will transition to closed session after just a five-minute break.

The HSAC meeting adjourns.

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.

Signed and Dated

Jason Mayer, Executive Director, Homeland Security Advisory Council

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March 21, 2022 Closed Meeting  
Closed Meeting Minutes

**Closed Session: 10:00 a.m. to 12:45 p.m.**

Secretary Alejandro Mayorkas welcomed the Homeland Security Advisory Council (HSAC) members to the meeting and brought the closed morning session to order at 10:00 a.m.

The Council participated in sensitive discussions with DHS Secretary Mayorkas regarding DHS operations. The discussions included information regarding threats facing the United States and how DHS plans to address those threats.

Secretary Mayorkas adjourned the meeting at 12:45 p.m.