




**Homeland
Security**

May 18, 2022

MEMORANDUM FOR: William J. Bratton
Jamie Gorelick
Co-Chairs, Homeland Security Advisory Council

CC: Karen Tandy
Vice Chair, Homeland Security Advisory Council

FROM: Alejandro N. Mayorkas
Secretary 

SUBJECT: **Initial Homeland Security Advisory Council Projects**

Thank you again for agreeing to serve as Co-Chairs of the Homeland Security Advisory Council (HSAC). I benefited greatly from our March 21, 2022 meeting and appreciated the insights and contributions of all the HSAC Members in attendance.

In our meeting, we identified a series of projects that the HSAC could undertake in a wide range of areas of importance to the Department. I am writing to request that the HSAC initially undertake two projects, with the understanding that others are forthcoming.

For the first project, I request that a group of HSAC members assess how the Department can most effectively and appropriately address disinformation that poses a threat to the homeland, while increasing transparency and protecting free speech, civil rights, civil liberties, and privacy. For almost a decade, the Department has worked to address this particular form of disinformation and I want to ensure we do everything possible to instill trust that we are protecting core Constitutional rights across our work.

I request that the HSAC submit its findings and key recommendations to me within 75 days of the date of this memorandum, consistent with applicable rules and regulations. DHS will transmit the final report to Congress and make it available to the public.

The second is a project we identified in our meeting in March. I request that a group of HSAC members assess how the Department can improve our customer experience and service delivery mechanisms to meet customer and community needs, including by leveraging technology and other innovations and increasing efficiency.

I request that the HSAC submit its findings and key recommendations to me within 120 days of the date of this memorandum, consistent with applicable rules and regulations. DHS will also transmit this final report to Congress and make it available to the public.

These two initial projects will call on the expertise of HSAC Members and will be of tremendous value to the Department. Thank you for your service on the HSAC and to our nation.

Assessment of Disinformation Best Practices and Safeguards

For nearly ten years, across multiple Administrations, the Department has sought to understand and address the threat posed specifically by disinformation that endangers our homeland security. This includes disinformation spread by foreign states such as Russia, China, and Iran, foreign adversaries such as transnational criminal organizations and human smuggling organizations, and criminals seeking to victimize vulnerable members of the American public in times of significant distress. The Department is committed to ensuring this work does not infringe on freedom of speech, civil rights, civil liberties, and privacy.

I request that Jamie Gorelick and Michael Chertoff be designated to lead this assessment, which will include, but need not be limited to, the following:

1. Recommendations for how the Department can most effectively and appropriately address disinformation that poses a threat to the homeland, while protecting free speech, civil rights, civil liberties, and privacy, including through proposed unified principles to guide the Department's disinformation-related work; and,
2. Recommendations for how to achieve greater transparency across our disinformation-related work, including to increase trust with the public and other key stakeholders, in a way that could serve as a model for achieving transparency in other mission areas.

Assessment of Customer Experience and Service Delivery

DHS interacts with the public on a daily basis more than any other federal agency. It is among our top priorities to ensure we are effectively meeting the needs of the diverse communities we serve. To this end, we are focused on facilitating lawful trade and travel more efficiently, modernizing our ports of entry and border processing, increasing equity in disaster assistance programs, streamlining the process to deliver legal immigration benefits, increasing our transparency and openness with the public, strengthening the cybersecurity of public and private sector partners, and much more.

The assessment of our customer experience and service delivery mechanisms will include, but need not be limited to, the following:

1. Recommendations for how to better design the Department's delivery of services to meet customer and community needs, including by (a) leveraging technology and other innovations to reduce burdens on the public, and (b) increasing the adoption of best practices to maximize efficiency and improve the customer experience across relevant mission areas;
2. Recommendations for how the Department can measure customer experience and service delivery effectiveness, establish targets for improvement, and ensure that our programs,

policies, and operations improve equity and protect privacy, civil rights, and civil liberties; and,

3. Recommendations for how the Department can better exchange with the private sector the knowledge, talent, and best practices around customer experience and service delivery, such as through executives-in-residence and public sector leave programs.

I look forward to discussing the assessments with you and other Members of the HSAC. Thank you again for your service as Co-Chairs.