

**U.S. Department of Homeland Security**  
**Homeland Security Advisory Council Meeting**  
Virtual Zoom Meeting  
October 6, 2022  
Meeting Minutes  
1:30 p.m. – 2:05 p.m. EST

The open session of the Homeland Security Advisory Council (HSAC) meeting was convened on October 6, 2022 from 1:30 p.m. to 2:05 p.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)  
Karen Tandy (Vice-Chair)  
Jayson Ahern  
Dimitri Alperovitch  
Cheryl Andrews-Maltais  
Mary Barra  
Tarika Barrett  
Noah Bookbinder  
Catherine Chen  
Michael Chertoff  
Carrie Cordero  
Jane Harman  
Carie Lemack  
Michael Masters  
Brian Moynihan  
Ted Schlein  
Sonal Shah  
Todd Stern  
Vincent Talucci  
Jonathan Thompson  
Hamdi Ulukaya  
Lynda Williams  
Patrick Yoes

**DHS Participants:**

Alejandro Mayorkas, Secretary, Department of Homeland Security  
Rebecca Sternhell, Executive Director, Homeland Security Advisory Council  
Mike Miron, Deputy Executive Director, Homeland Security Advisory Council  
Joseph Chilbert, Senior Director, Homeland Security Advisory Council  
Alexander Jacobs, Senior Director, Homeland Security Advisory Council  
Thomas Kearney, Student Intern, Homeland Security Advisory Council

**REBECCA STERNHELL:** Pursuant to the Federal Advisory Committee Act, an executive summary and minutes of the meeting will be posted on the DHS website and database within 90 days of today's convening. At this time, I'd like to ask William Bratton to offer opening remarks. Chair Bratton, the floor is yours.

**WILLIAM BRATTON:** Thank you Rebecca. I am the co-chair of the Homeland Security Advisory Council. I welcome you today's meeting. It is an honor that Secretary Mayorkas is with us today. We'll also receive an update from the council's Customer Experience and Service Delivery Subcommittee. The subcommittee will deliver the final report in early December. I'd like to welcome our HSAC members and those of the public we have in attendance. I'd like to thank Lynn Good and Scott Kirby for their leadership and service as co-chairs to the Customer Experience and Service Delivery Subcommittee along with fellow subcommittee members. It is now my pleasure to turn over the meeting to Secretary Mayorkas.

**SECRETARY MAYORKAS:** Thanks to all of you on the committee as well as those of you from the public joining us today. I want to once again reiterate my gratitude to all of the members of the committee. I very much appreciate your willingness to serve, to benefit our department and our mission. We already have received recommendations from one of the subcommittees regarding the critical disinformation and misinformation tasking. I want to thank the co-chairs of the subcommittee, Jamie Gorelick and Michael Chertoff. I also want to thank the members of it as well. Ted Schlein has reported that we are well under way in the implementation of those recommendations. I also want to thank the subcommittee that has focused its work on the customer experience. I know that we're going to hear from Hamdi Ulukaya with respect to the subcommittee's ongoing work. We in the department, and those of you who have been in the department, are closely watching as well as participating in its work. I hope all of you understand that this moment in the department's history is a very important one. We are on the brink of the 20-year anniversary of the Department of Homeland Security. Tremendous strides have been made over the past 20 years. Not only because of the exceptional leaders that have shaped this department, but, of course, the 250 thousand people that dedicate their professional lives to the mission of this department. I'm very grateful to everyone, very grateful to the committee. I will now turn it over to Hamdi Ulukaya to talk about the customer experience and service delivery subcommittee. Hamdi, thank you so very much.

**HAMDI ULUKAYA:** Thank you Secretary and Chair Bratton. Members of the Homeland Security Advisory Council, it's an honor to serve on this subcommittee along with my colleagues Robert Isom and Dmitri Alperovitch and led by our co-chairs Lynn Good and Scott Kirby. We look forward to providing updates on the progress of the subcommittee. Before I do so, I will summarize the tasking issued to this working group by Secretary Mayorkas. DHS interacts with the public more than any federal agency. It is among our top priorities to ensure we are effectively meeting the needs of diverse communities. This subcommittee has been asked to assess DHS's customer experience and service delivery mechanisms. The subcommittee has also been asked to include recommendations for how to better design the department's delivery of service, to meet customer and community needs, by leveraging technology and other innovations to reduce burdens on the public. The recommendations should seek to answer how the department can measure customer experience, service delivery effectiveness, protect privacy,

civil rights and civil liberties. Recommendations will also provide possible answers for how the department can better exchange knowledge, talent, and best practices with the private sector. To prepare these recommendations the subcommittee has met with leaders and subject matter experts from DHS headquarters and DHS components such as the Office of Management and Budget, the Office of the Chief Information Officer, Federal Emergency Management Agency, Custom and Border Protection, United States Immigration Services, Transportation Security Agency. We will also meet with legal and privacy subject matter experts and leaders through the department next. From my personal experience, and I know all the subcommittee's experience, the leaders of each agencies came very prepared, were very forth coming, and I personally enjoyed hearing from all our leaders. Based on these briefings the subcommittee has started identifying key trends. While we are not yet ready to share recommendations, on the most effective approach to customer experience and service delivery, here are the areas in which you can expect recommendations to emerge: Improving customer facing process, including optimizing the department workforce, and implementing best practices on customer communication and education; Collecting customer experience data and measured customer's inspection; Increasing information sharing between the department and private sector. We are looking forward to sharing the recommendation with you in December. Secretary I will now give you the floor.

**SECRETARY MAYORKAS:** Hamdi, we're very much looking forward to the recommendations. I'd like to share with the committee members, as well as with the public, the four additional subjects that I would like to tackle through subcommittee work. Of course, the selection process is difficult because there's so much work ahead of us. Our ambitions are great, but we thought that these four issues met the moment and would have a material impact on both accomplishing our mission as well as strengthening the department as a federal institution. The first is how we, as a department, could lead in achieving supply chain security. I think we are all very aware of and mindful of the supply chain risks and challenges that our nation has encountered. We in the Department have a very important role in supply chain security. Of course, in strengthening our physical security, strengthening our cyber security, increasing efficiencies to ensure a resilient, safe, and secure supply chain for critical manufacturing and technology sectors. We will constitute a subcommittee on achieving greater leadership in supply chain security. I'm going to run through the four subjects and then I will open it up to committee members for thoughts. The second subject will be with respect to information and intelligence sharing. We have a well-established architecture to share intelligence and information with our federal, state, local, tribal, and territorial partners, as well as with the private sector. We are interested in assessing whether our systems are built optimally for the purposes for which it was designed. The assessment should provide feedback on the systems and recommend whether we need to make further investments in or changes to the architecture. Recommendations will seek to guide legal and policy framework, as well how we can most effectively disseminate information to our important partners throughout the country. The goal is to ultimately ensure that we are elevating the security of all. Our information and intelligence sharing apparatus, its architecture as well as its processes is something that we will want to study through a subcommittee and benefit from its recommendations. The third is the department's openness and

transparency. The hallmark of a good government agency is an agency that is open and transparent to and for the public it serves. It achieves public accountability through those critical characteristics and qualities. We have made great strides, but clearly, we have more work to do in this area. We have had previous open government plans for this department, but I want the department to lead in being open and transparent to the public. We want a positive reputation where the public can hold us accountable, but we can also hold ourselves accountable for the public. The fourth and final task regards our relationship with the private sector. We are fundamentally, I've articulated this since I took office, a department of partnerships. We partnered with a variety of stakeholders around the country and the world. Our relationship with the private sector is a very important element of our more encompassing partnerships. It is very important for us to take stock of how we are perceived, what are the challenges to partnering with us, what are the opportunities that can be exploited in the best sense of the term, and whether it's through the harnessing of technology and other innovations. We want to assess our relationship with the private sector and build on the recommendations that are provided to us, so that partnership is only strengthened. We are a trusted partner with the private sector and seek to develop a more symbiotic relationship, where we can grow and strengthen from one another. Those are the four areas that I have identified as next in line of where subcommittees will work. Once again, leadership in supply chain security, our information and intelligence sharing architecture and processes, our openness and transparency, and our relationship with the private sector. If anyone of our members has thoughts to share, or questions to pose in that regard, now is the time.

**TED SCHLEIN:** Those are four great areas for us to dive into and important. On the supply chain, Mr. Secretary, I was curious whether you discussed what success would look like in terms of what would a deeper dive in this area, what would you want to come from that analysis? I think we'd all agree we'd want a more resilient supply chain. I'm curious how you think the measurement of success would be.

**SECRETARY MAYORKAS:** It's a great question. I would say in a number of different regards. One that is well understood is our footprint in the physical and cyber security of the supply chain. So how to strengthen our work in those areas would be one area of focus. We are seeking to improve supply chain security for the physical and cyber security areas. In addition, we are hoping that a secure supply chain would improve efficiencies. Overall, the goal of this tasking is to improve supply chain security, in a physical and cyber security sense, to improve efficacy. In another, how can we actually assist in galvanizing other elements of the federal government and of the supply chain to play a critical role. We have yet to determine the metric for which success will be weighed and it is a really good question for the subcommittee to tackle in the first instance.

**SONAL SHAH:** Regarding your desire for openness and transparency, what specifically would you like to convey from the Department to the public that people feel comfortable and what are the parameters within that, that you would think about?

**SECRETARY MAYORKAS:** I'd welcome the subcommittee to determine the boundaries for which we will not be open and transparent, and the basis for why. There are certain restrictions

for which our information can be shared, whether that is classification or law enforcement sensitive. Sometimes, we do not do a great job communicating that part, in which it appears we are reluctant to open up. I have a calling in this department that we shouldn't shrink from criticism, just work very hard not to deserve it. I think greater openness may lead to a greater level of accountability, where the greater accountability leads to a better organization. So, what are the barriers to openness and transparency, where are we falling short of what we can and should do? And let's work on it together. That is how I would frame it at large.

**WILLIAM BRATTON:** Prioritizing those four areas of concern, are these based on your own observations and experiences over the last 18 months in your position or is this in response to criticisms that you have been receiving, or is it combined with your experiences, or is it a combination of both?

**SECRETARY MAYORKAS:** It is a self-assessment, not just of myself, constructed by us conversing and identifying areas. These areas come from receiving feedback from members of the council, the public, not necessarily in criticism but sometimes it is criticism, and recommendations as to opportunities and imperatives.

**MICHAEL MASTERS:** If I could follow up, I am delighted to see the information piece as one of the priorities. I am curious on your thoughts and observations, related to those or other DHS teams members, of where there have been challenges or opportunities related to identifying these areas and creating them as assignments.

**SECRETARY MAYORKAS:** I think we have made tremendous strides in disseminating information, it is a very different issue with respect to the dissemination intelligence. We are looking to assess how we are doing with the speed of transmission, relevance, and materiality of information and intelligence. A foundational assessment of our current structure is desired. From our findings, we will look to increase the capability of our information and intelligence sharing bases.

**MICHAEL CHERTOFF:** One dimension of this, implicating other agencies broadly, is the question of how we can clear people to receive classified information when they need it to execute their physical or cyber security. I think, given what we're now asking the private sector to do, they need that information, giving them the clearance. I would recommend, that if there's a way to coordinate with other agencies, to change the requirements to a Need To Know basis.

**SECRETARY MAYORKAS:** Mike, that's a great point. One of the efforts that we have underway is trying to take the information, that is classified, and refine it in such a way that we declassify it. The issue is, however, that we may dilute its value to the recipient and especially the private sector, which owns most of the critical infrastructure in our country. I think that's a terrific idea and I think we can use the subcommittee to help drive that across the intra agency.

**JANE HARMON:** I want to endorse what Michael's question was and your answer. When I chaired the intelligence subcommittee, we talked about this and how cops can be impacted if they can't receive adequate information about what to look for and what to do. My question regards jurisdiction. The FBI controls a large portion of information and intelligence sharing, and

Congress has various committees. Do you have to navigate the current jurisdiction areas, or is there a way you can accomplish your goals internally?

**SECRETARY MAYORKAS:** For us to achieve this goal, we are going to have to utilize partnerships with the federal government, including our strong relationship with the FBI. The quality and quantity of the joint bulletins, that we have issued over the past 18 months is evidence of that. A multiagency approach is necessary, and with the work of HSAC, we can help lead that effort.

**WILLIAM BRATTON:** Thank you Mr. Secretary. I want to thank the HSAC members and members of the public for attending and participating today. We will now bring this session to a close, it will be a short pause while members of the public commence the meeting. The open portion of the meeting is now adjourned.

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

Signed and Dated

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STERNHELL 2022.11.28 11:59:57

Rebecca Sternhell, Executive Director, Homeland Security Advisory Council

**U.S. Department of Homeland Security**  
**Homeland Security Advisory Council Meeting**  
Virtual Zoom Meeting  
October 6, 2022 Closed Meeting  
Closed Meeting Minutes

**Closed Session 2:05 p.m to 3:00 p.m.**

Secretary Alejandro Mayorkas welcomed the Homeland Security Advisory Council (HSAC) members to the meeting and brought the closed meeting session to order at 2:05 p.m.

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

Secretary Mayorkas adjourned the meeting at 3:00 p.m.