

**U.S. Department of Homeland Security
Homeland Security Advisory Council Meeting**

On Site and Virtual Zoom Meeting
FEMA Headquarters, Situation Room
500 C St SW, Washington, DC 20472
December 6, 2022
Meeting Minutes
2:00 p.m. – 3:25 p.m. EST

The open session of the Homeland Security Advisory Council (HSAC) meeting was convened on December 6, 2022, from 2:00 p.m. to 3:25 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:

Jamie Gorelick (Co-Chair)
William Bratton (Co-Chair)
Karen Tandy (Vice-Chair)
William Webster (Chair Emeritus)
Dimitri Alperovitch
Cheryl Andrews-Maltais
Tarika Barrett
Noah Bookbinder
Catherine Chen
Michael Chertoff
Arthur Culvahouse
Danielle Gray
Scott Kirby
Robert Isom
Michael Masters
Carie Lemack
Leon Panetta
Sonal Shah
Todd Stern
Vincent Talucci
Jonathan Thompson
Hamdi Ulukaya
Lynda Williams
Patrick Yoes

DHS Participants:

Alejandro Mayorkas, Secretary, Department of Homeland Security
John Tien, Deputy Secretary, Department of Homeland Security
David Pekoske, Administrator, Transportation Security Administration
Erik Hooks, Deputy Administrator, Federal Emergency Management Agency

Eric Hysen, Senior Official Performing the Duties of the Deputy Under Secretary for Management, Chief Information Officer, 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

REBECCA STERNHELL: At this time, I'd like to turn it over to FEMA Deputy Administrator Hooks for opening remarks.

ERIK HOOKS: Thank you. On behalf of Administrator Criswell, I welcome all of you to FEMA Headquarters. Thank you, Mr. Secretary, for your leadership and thank you, all of your colleagues, for joining us today at one of the flagship agencies of Department of Homeland Security. In my previous post in North Carolina, I recognize the value that this council brings and the individual and collective advice to the Secretary. We want to thank you for that ongoing work and for your ongoing service to our nation, as well to address the evolving threat landscape and persistent threats that we all face, your role here is truly important. So, with that, welcome and I will turn it over to HSAC Co-Chair Jamie Gorelick.

JAMIE GORELICK: Thank you, Deputy Administrator Hooks. I am the co-chair of the Homeland Security Advisory Council. We are going to receive the draft final report and recommendations from the council's Customer Experience and Service Delivery subcommittee along with hearing from DHS' senior leaders. I'd like to welcome all of you here today. It is my pleasure to introduce DHS secretary Alejandro Mayorkas who will deliver remarks.

SECRETARY MAYORKAS: Thank you so much, Jamie, let me thank all of you for taking the time to be a member of our HSAC including taking time away from a very busy day to join us today. Lynn Good is the fellow co-chair with Scott Kirby, on the Customer Service Experience Subcommittee and could not be here today for very understandable reasons that touch upon the portfolio of the broad array of work that we all do. The attacks on the substations in North Carolina directly impacted Duke Energy's customers and so, Lynn is very focused on the response and recovery from that. We wish her and the community very well. Today is also a very special day for me because I have the privilege and the honor and the joy of administering the oath to Arthur B. Culvahouse as a new member of the HSAC.

The Secretary also discussed his speech at the Center for Strategic and International Studies, where he outlined two core themes of national security and the wide breadth of challenges that DHS is more fit for purpose now than it ever has been.

SECRETARY MAYORKAS: [Administers the oath to A.B. Culvahouse]

REBECCA STERNHELL: Good afternoon, everyone, my name is Rebecca Sternhell the Executive Director and Designated Federal Official for the advisory council. I would like to thank 25 members who have joined us here in person as well as online. This meeting is

pursuant to a notice that appeared on the Federal Register, November 22, 2022, and was amended with a notice published this morning that changed it from an opening meeting to a partially closed meeting at approximately 3:25. We provide strategic support to the secretary and department leadership. Today's meeting is convened in accordance with the Federal Advisory Committee act. An executive summary of today's convening and the minute meetings will be posted to the DHS website at www.DHS.gov, the public FACA database within 90 days of today's meeting. We'll get some quick updates from the members of the active subcommittees we have on the HSAC to hear where they are with our current inquiries. With that, Vince?

VINCE TALUCCI: Thank you, Rebecca. Mr. Secretary, thank you it's an honor to serve on the Information and Intelligence sharing subcommittee with such a great group of folks. I'm fortunate to co-chair it with Jay Ahern and also joined by members at large public safety professionals of Lynda Williams, Jonathan Thompson, Ali Soufan, Michael Masters, William Bratton and Patrick Yoes. I appreciate everybody's dedicated time and support to essentially assessing the state of intelligence information sharing within DHS and within and outside with stakeholders. Bucketizing four big topics: the overall state of sharing, the effectiveness of sharing, the evolution of sharing and the internal sharing of information within DHS. Presently we're diving into briefings with both DHS entities and external stakeholders to get a sense of perspective of where things stand relative to where people sit. Our goal is to conclude our efforts by March 2023 given our delivery time frame, I think we're on track to do that. Thank you, sir.

REBECCA STERNHELL: Thank you so much, Vince.

SECRETARY MAYORKAS: This area of information and intelligence sharing is something that we've discussed amongst ourselves and the law enforcement community, security community for quite a number of years. Its importance has only grown as we're seeing quite frankly resource-strapped but target-rich communities under-resourced that is ill-equipped to address the security landscape right now. And how we can most readily equip them is through the sharing of information and intelligence. So, we really look forward to the recommendations.

REBECCA STERNHELL: Dmitri, if I can put you on the spot with regard to supply chain security.

DMITRI ALPEROVITCH: Thank you, Mr. Secretary for your leadership and tasking us with organizing the subcommittee to look at supply chain risk and what the department can do to alleviate that over the last couple of years. We are looking at what CBP can do, what TSA can do, what CISA can do to both look at the risks so we can be ahead of the curve on many of the issues as well as, what we can do to prioritize delivery of critical products, into the country.

REBECCA STERNHELL: Thank you. Catherine?

CATHERINE CHEN: Thank you so much for the opportunity to be co-chairing the Open government and Transparency subcommittee along with Noah Bookbinder who's a member of CREW. Noah and I are thrilled to work on that topic with our subcommittee, on the opportunity to look at how an open government approach and the transparent approach helps to increase

accountability, help to build trust, help to expand the sense of security and understanding of threats.

I think that's something that we're very invested about particularly as a group of civil society actors and local government tribal government. The subcommittee is just getting underway. Thank you.

SECRETARY MAYORKAS: Thank you, Catherine. I have a motto in the department which is, "let's not shrink from criticism, let's just work very hard not to deserve it." So, thank you so much.

REBECCA STERNHELL: Great, lastly, Karen. If you could update us on Tech and Innovation?

KAREN TANDY: We have had several meetings and a very helpful briefing from Science and Technology. We are well underway. And expect to have our recommendations certainly by March if not sooner.

REBECCA STERNHELL: Thank you everyone for all the updates. I would now like to turn the meeting over to Scott Kirby to provide the findings of the report of the Customer Experience and Service Delivery subcommittee.

SCOTT KIRBY: Scott Kirby acknowledged the challenges DHS faces and outlined that they had access to DHS and its components, including Customs and Border Protection, FEMA, the TSA, and USCIS. He thanked the DHS staff and relayed that they have four recommendations. Those are to create accountability for customer service, support staffing and hiring needs, leverage technology, and communication and transparency.

The success of any organization depends on clear lines of responsibility. They recommend all of these organizations to designate and empower specific leaders with direct responsibility for the customer experience.

The second one is supporting staffing and hiring needs. They recommend increasing the flexibility, and shift resources around to give DHS more ability like those of the private sector.

The third recommendation is leveraging technologies. The only way to do that and to continue to have the level of customer service that you have today is going to be through technology. One of the ideas that the group proposed is increasing the virtual remote processing of customers. Another idea is consolidating trusted traveler programs, the TSA and global entry, which makes it easier for people. One more idea is eliminating and reducing the reliance on paper, biometrics is another one which is ongoing.

And finally, customers are DHS' greatest source of feedback.

Scot Kirby closed by acknowledging how much DHS surveying and tracking they do to inform their customer service efforts. Taking that throughout the department and systematizing that, even more with all of its front-line employees was the final recommendation.

DHS are for many Americans the face of the federal government; they are the ones they see the most.

REBECCA STERNHELL: Members of the public including the press may now offer comments on the report for up to one minute. I will call on those who have a hand raised via Zoom. After any comments the HSAC will deliberate on the report followed by a vote by the item council. Are there any hands raised?

DHS DIGITAL SUPPORT: There are no hands raised at this point.

REBECCA STERNHELL: If there are no hands, we'll close that out. The floor is now open to any HSAC members who wants to comment or ask questions of the subcommittee. We also want to acknowledge we have Eric Hysen, our CIO, who with his team were very instrumental to help us navigate this field and putting the report together, so we do also have him here to serve as a subject matter expert. So, with that, I will step back. Jamie, I'll let you moderate this.

DR. TARIKA BARRETT: Thank you so much Scott for talking about this. I would love to hear about is the centralized customer experience office and that vision.

SCOTT KIRBY: Scott Kirby answered that this would be best handled by respective senior leadership and that a single office cannot be responsible for customer experience, but help to centralize the data and reporting for customer service.

ERIC HSYEN: Our customers range from travelers to immigrants, to disaster survivors and small business owners, many, many, more. That will be a balancing act we need to strike to find the right department-level office that can provide real support to our component agencies, and alignment when for example CBP and TSA both interact with travelers but not looking to overly centralize. Lifting up the customer service and experience work within our component agencies enables them to put the voice of the customer in front of our core operations, not just the customer service organizations.

SECRETARY CHERTOFF: It is important to get cooperation, and that means measuring experience. How do you look at the customer attitude?

ERIC HYSEN: We look at the core service delivery metrics of wait times, and the ultimate efficacy of the services that we're delivering and we're working on building out some more centralized reporting and metrics there. We have several different programs in our component agencies that do engagement with customers, and one of the initiatives we've started recently is before we launch any new service, or any form, is to put in place a requirement that we will test out those, that form and service with our actual customers and incorporate that feedback into it. It is a critical way to incorporate that qualitative feedback into the process.

DAVID PEKOSKE: If any lane in the entire TSA enterprise for a standard passenger goes over 35 minutes, I get a text. So does the entire leadership team. The senior leadership at TSA is looking at that macro data every single day, so we're really trying to put real numbers in front of us on a consistent basis.

WENDY YOUNG: I wonder if the committee considered, in addition to accountability, training to offer to DHS staff in terms of customer service?

DAVID PEKOSKE: A Transportation Security Officer's third week of training is dedicated to customer interaction and customer de-escalation techniques. The TSA and Global Entry is a combination of a legal issue and a policy issue. We have the desire to see if we can bring the two programs together.

SECRETARY MAYORKAS: We're going to also have to start to think about these programs 2.0.

JONATHAN THOMPSON: Where does the private sector help you? How do we scale this in a way that there's expertise?

DAVID PEKOSKE: Everything we do is done with partners, we couldn't do it without a partner, Our goal is to make the customer see the system as all of us working together in the system, not in individual elements that we're all working to reinforce each other. More needs to be done. I'll follow up and get more.

SECRETARY MAYORKAS: In terms of the public-private partnership. We are in this. This is why these sets of recommendations are so vital.

Deputy Administrator Hooks, can you talk about some of the digitization efforts at FEMA, I think they were highlighted in the report as strides and good things that could be replicated elsewhere. But in terms of online and one FEMA login.

ERIK HOOKS: We've taken great strides coming from a state that was no stranger to hurricane and some disaster suffering through the years. While we leveraged the technology so that disaster survivors and get some assistance in a variety of ways, that didn't fully solve all the problems because we have underserved communities that lack the technology in their spaces as well. The technology allowed to us speed up in bringing mobile disaster response units closer to disaster survivors where they can get in where the people can have an interface to have that personal approach. We leverage that technology and enter data right into the system so we can get disaster assistance moving forward.

The Report was motioned and was approve unanimously via voice vote.

SECRETARY MAYORKAS: David Pecoske, I'll turn it over to you.

DAVID PEKOSKE: [David Pecoske provided an overview of TSA's efforts on transparency, pay equity, trusted traveler program and initiatives to improve passenger service]

JAMIE GORELICK: Let me thank all of the members of the public who are attending today. I want to thank our hosts at FEMA for this excellent briefing room, for your hospitality. With the passage of the subcommittee report, Bill and I are going to forward them formally to you, Mr. Secretary, who you've been very careful not to opine on the report, so you're very well briefed. You will get it formally. Then you can have all the opinions you wish to have.

We covered a lot of ground today. We had a very helpful summary Mr. Secretary of your remarks about homeland security and national security, which we very much appreciate. We've had a great subcommittee report and our time is finished with the update from administrator Pekoske, we're bringing this part of the meeting to a close.

I want to thank everyone who was in attendance, except for the members of the council who will remain, and anyone who is leaving, leaving us online or otherwise, have a wonderful afternoon. The public portion of the meeting is adjourned.

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

Signed and Dated

REBECCA K Digitally signed by
REBECCA K STERNHELL

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Rebecca Sternhell, Executive Director, Homeland Security Advisory Council

**U.S. Department of Homeland Security
Homeland Security Advisory Council Meeting**

On site and Virtual Zoom Meeting
FEMA Headquarters, Situation Room
500 C St SW, Washington, DC 20472
December 6, 2022, Closed Meeting
Closed Meeting Minutes

Closed Session 3:25 p.m. to 4:00 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 3:25 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 4:00 p.m.