

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

HOMELAND SECURITY COMMISSION
QUARTERLY MEETING

441 4th Street, N.W.
Washington, DC 20001
Wednesday, February 26, 2020
2:00 pm to 4:00 pm
Room 1112 on Floor 11 South

Commission Member Attendees: Brad Belzak (Chair), Brian Baker, Joanna Turner, Phil McNamara, and Ed Pearson

HSEMA Attendee(s): Dion Black, Jason Rubinstein, and Aberer Sikder

Additional Attendees: Jamie Gorosh (Legislative Counsel, Committee on the Judiciary and Public Safety) and Steve Walker (Director, Mayor's Office of Talent and Appointments)

Note: No members of the public were present

Brad: Today is Feb 26, 2020. This is the first meeting since last May. I think I speak on behalf of all the commissioners in saying we're excited to be back, getting to work, working on ways to improve safety and security of the District, and move forward expeditiously in a collaborative nature. We're stronger together as a commission, working together with HSEM and across government. I'm excited to be here as your new chairman.

Before we begin, let's make some re-introduction.

Phil: Thank you Brad. Phil McNamara. I was previously with US Department of Homeland Security, currently on Pew Charitable trust. I'm excited to regroup.

Ed: I'm in the commission in my second year. I've been here years now, I retired from DC Fire. Let's get to work.

Joanna: I'm Joanna Turner. It's my second year of appointment of a 2-year commission appointment. I apologize for not being there in person.

Brian: Good afternoon. Appreciate letting me join by phone. I spend about 10 years with the District, in various roles in HSEMA. I'm excited to kick off the new agenda.

Brad: Before we move forward, I want to give a big thanks to David Heyman, who served as previous chair. I'm grateful for his service and the work he has done for the commission. I think I echo everyone's sentiments in getting the cyber report done. It was heavy lift, because we were

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

new to the commission. We benefited from David's leadership and we offer our heartfelt thank you. We wish him well and we'll stay in touch with him.

While we're still in the open session. I'm happy to have Jamie here. She's senior staffer to Councilmember Charles Allen. Helped craft legislation and passed it and ensures oversight for our commission. He's a great partner and plays a big role in securing the district and ensuring regulations are in place with a vision going forward.

Jamie, do you have anything to add?

Ms. Gorosh: Hi everyone. We've all met at some point. I'm Legislative Counsel for the Committee on the Judiciary and Public Safety. In the committee, I manage a cluster of 8 agencies and conduct oversight, HSEMA being one. I also have OCME, OUC, and some smaller core agencies. I'm excited to be here today, representing the council and committee. We want to take a more hands-on role in the process and be supportive. We take Homeland Security Commission reports seriously and we read them and acknowledge the important work you do. I'm excited to be here. Thank you for including me.

Phil: Mr. Chair, if I can. Jamie, thank you for coming over. I know you are perched over at Wilson building. Thank you for everything you and the chairman have done to get us all confirmed and reconfirmed.

I would like to ask a broad question, and if you feel comfortable sharing - looking into the mind of chairman Allen, with you as a proxy for him: what keeps you up at night? What are you most concerned about from a Homeland Security standpoint? What is Ward 6 saying to you?

Ms. Gorosh: It's not an exhaustive list. One concern is waterfront safety. Especially as people are moving there. We want waterways secure. I also heard this is something the commission takes up --- mass emergency events, like the Arthur Capper fire, impacting vulnerable populations and people with disabilities. Being prepared for those situations is vital. We need to prioritize having a plan in place for when something like this happens. This is a big priority in our office -- that is also what we want HSEMA prepared for. Those are two that initially stand out. I'll leave it there for now. Happy to continue engagement in the conversation and will talk to my boss if anything else is needed to be brought to the table.

Phil: To continue, I love the internet, because you can find almost everything. For example, through the DC Council legislative management system, I can get the entire package of my nomination.

I have a memo that Chairman Allen sent to the rest of council and it goes through what this nomination is all about, and about other commission members. I think it's important. There is a paragraph that jumped out—I want to have it read in open portion for the record. "Finally, the Committee would like to recognize and reinforce the Commission's independence from HSEMA. As an independent body, the Commission has the responsibility to make recommendations to

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

improve the District's homeland security posture. This may result in recommendations that are critical of current District government practices. Constructive criticism is integral to the improvement and growth of HSEMA and all District agencies.”

As an independent body, we have power to make recommendations that may be critical of government agencies. That paragraph struck me. We are statutorily required to gather and evaluate information, measure progress and gaps and recommend improvement priorities. Sometimes when you make recommendations of what you can improve, you're inherently saying that something needs to be improved. That may not always sit well with district officials.

We as an independent commission need to do an evaluation and use our collective expertise to say, in our judgment, this needs to be improved. We are not saying that to jam someone up. We are not saying that to cause waves. We're saying that because we truly want to see the district prepared to respond to any type of incident. I really appreciate that paragraph in the chairman's memo and want to note it in the record. Thank you again for coming down.

Brad: Thanks Phil, that was very helpful, and kind of really enforces why we're here. Brian and Joanna – any comments?

Joanna: thank you Phil for comments. I totally agree.

Brian: Nothing to add.

Brad: Jamie, I just want to raise some points.

One, when we were confirmed the first time, Chairman Allen said resiliency was a big priority, along with waterfront security. We noted how important resiliency is, and how much I think, even before resilience came on the forefront -- now we are using the term in common place. But resiliency, is critical in a city like DC, where there is so much growth. Look back 15 years ago, there was really nothing on the waterfront. It was Georgetown Waterfront, Alexandria was building, but there was not a lot there - It wasn't Anacostia, etc. etc. When I was confirmed 2 years ago this was something outright. That can mean many things – energy resiliency, security resiliency, etc.

I think what was striking was that Deputy Mayor made some points in our past meeting and we will touch upon this. I think this really resonates with what you are saying. This is something we should focus on and decide as a group.

Brian: Brad - I want to add to express importance of independence of commissions, and the importance of understanding that subject matter experts and professionals are here to be critical, and to further preparedness of homeland security and the district as a whole. I served with HSEMA. The district agencies in public safety are extremely competition. We're fortunate to live in a place where public safety is important.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

Also, it's important to be objective. I think that as commission members, and at HSEMA, this is a body of professionals who bring their expertise to further a mission. It does not take away from great agencies in the district, it adds an objective view that mayor and council can use in making decisions - whether it's staffing or legislative resources.

Brad: Well Brian, to further that point, you selected me to be put forth. And like all of us, selected in some form and city council -- we are put forth to be independent.

I will say, to touch upon this briefly, I wasn't happy in the delay in us getting to the point. I wasn't happy with how long it took to get us to meet today. And I think it's important to note - I also wasn't happy with the delay in getting our cyber report. It finally did get out in unvarnished form.

I don't want to relitigate. I want to mention, having dealt with this in government, that it is a machine and I don't want this to happen again. I want to make my pledge as chairman not to let this happen again. I hope, because it's a collaborative effort, we can overcome obstacles going forward, with the side report, to get reports out, whether we decide quarterly or annual reports, that they are introduced publicly, we can decide they are introduced in a timely manner. We owe that to the mayor, to city council, and to everyone. If we decide to go a route of quarterly reports with a public route. These reports – they can be as beneficial, and value added, but not unless they're transmitted to the public in a timely fashion. My goal is to make sure at the outset to ensure they are not held up, going forward.

Phil: Mr. Chairman – if I can just to piggyback on everything you said. I agree entirely in all of your comments. No sense in relitigating the past. I will express my own displeasure like you, with the delay. I think one thing that would make me feel better, and it comes from my own government experience, in the U.S Department of Homeland Security. I would clear documents, which could be Congressional correspondence, to testimony, to reports. I understand that government is a machine. While we are an independent body, it is true there is a clearance process that our reports must go through so that all relevant district agencies can see the report before it is transmitted and made public.

My ask of HSEMA staff is, if possible, can we provide a flow chart for commission members, where we word-smith this ourselves, go back and forth with draft reiterations, and then we have a consensus that this is out, finally. Can we transmit that? Is there a general flow chart where it goes from us to person X? Is there a timeline review? I want to avoid another 9-month delay. You do a review; you want it timely and actionable. You want to be able to implement and not have pie-in-the-sky ideas.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

My ask of HSEMA staff at a future meeting is that you provide a process/flow chart that goes into what happens after, not meant to relitigate what happened, but to inform us what happens after this is done to see what we can expect.

Brad: I think those comments are spot on and that would be helpful. I wish we had that in government more. I will say the report we did, like most reports, are complex.

Getting people on schedules, getting them to open up when we do studies, it's not an easy task. The HSEMA staff, with Jason, and Sarah, and Dion, have been phenomenal. I know how much they care, with Director Rodriguez, about protecting the District and the Region. We never questioned that; the problem was just bureaucracy. We also see how much everyday Chairman Allen and his office – who live in the district, in areas where we may face threats. We're lucky to have someone who lives here, but who spent his life in the district and city govt, that's something we're happy to have.

While we're in the open session, I know Director Walker is joining in 20 minutes. Dion -- anything to add? I know you're new on the job. We touched on bureaucracy. Any recommendations for us going forward?

Dion: This is an opportunity to say some words for Director Rodriguez. He expressed deepest regrets in being unable to attend, as he had unavoidable conflicts. He gives full support of the commission and assures he and his staff are at your disposal to support your work.

Brad: I believe Chris White will be calling in at 2:30 pm.

Dion: In terms of what we're interested in, we share the Council members' concerns with waterfront security, and also with mass care. As I'm sure, what's on everyone's mind right now is the impact of infectious pandemics, and things of that nature. We make sure we are prepared for those issues as they occur, particularly in DC, and with international travel. We want our response to protect our citizens and the people who visit the district. I think that's everything he wanted me to say.

Brian: Are there any key things you're potentially focusing on? Obviously, coronavirus. But are there any other matters?

2:35 pm Director Steve Walker enters.

Dion: As you pointed out, one thing the director asked me to focus on is the bureaucracy that led to delays. I hope to take input and support the commission in effectuating those related goal.

Brian: Great. Director Walker – any words?

Director Walker: Thank you for serving on the commission. I look forward to working with you all over next months and over your terms.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

Phil: If I could two questions of Director Walker - I note that there are currently five commission members, and 2 vacancies – without divulging potential nominees- does your office have candidates in the pipeline?. Will we be getting to the full seven?

Director Walker: Sure. Thank you. I would hope before council recess in July the two remaining nominees will be determined.

Phil: Thank you sir. I also want to say as a point of personal privilege. Steve, you're a professional. I raised several questions related to selecting our chairperson. My questions were not meant to be obstructionist. They were meant to just explain the process to me. You spent considerable time on the phone with me going over the selection of the chair process. I appreciate you doing that. I would only urge that as we look at other commissions and boards and that we do a robust pull of members and ask who's willing to serve.

Director Walker: I'm happy to walk through the same process with other commissioners. Maybe in post session, I can show you a PowerPoint of the process. The art and science of our job can be a lot of science, sometimes. Science is not enough, as we need art to remember the people. When I started my job, I thought I'd have person relationship with each board members, but I quickly saw that was not the case. I also do the mayor's cabinet, and policy appointments - policy advisors, and 101 private entities. I thought I would have relationship with everyone.

We don't always get to talk to people enough. Sometimes we make decisions for speed and miss connections. I apologize if it felt clunky this time. I believe we made a great choice in having Brad selected as chair. You're not unique in boards and commissions where the mayor makes direct appointments of the chair. Sometimes we poll the board, sometimes someone volunteers. That's the art part I wish we would spend more time on.

I believe we have a great team here, my apologies again for it being clunky this time.

Brad: Thank you, Director Walker. Just sitting through inauguration, I saw how many people go through your doors. It was eye opening; you have a big job. I appreciate you always returning calls quickly – I appreciate that. Also, happy to have Jamie here, hopefully you'll be here whenever possible.

I view this commission as collaborative. A lot of commissions play a vital role in the city. This one is security nature and covers a wide swath, including geopolitical issues, like Iran cyber issues. Now with this one, as far as China, with coronavirus: now we are thinking how we can protect the district? We may focus on something one day like mass care, when Deputy Mayor spoke. We looked at information flow, we'll visit that again today. We should also think about pandemic possibly too. We should be prepared to think about that. We should look into preparing for potentially catastrophic events.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

I would love to see us become timelier. Thinking maybe quarterly reports, but if we do quarterly report, maybe something 2-3 pages, something actionable for the Mayor's Office and Council. We will collaborate as a team on this. We need something that is actionable and ensure there is value added for everyone.

Director Walker: There are a number of boards and commissions, where deliberative process is closed /off the record. And that feels weird to a lot of people, because maybe we should talk about this with more people. And sometimes it is important. HSEMA provides the support this commission needs. We need the marriage between resources and commission needs. It does say annual report but that doesn't mean reporting can't occur more often. Please ask for what you need. We will give resources to what HSC needs. It's up to HSC will make those requests. Also, the code requires an annual report, but it's up to you to do more.

Brad: Thanks. Any other comments?

Brian: Thank you, Director Walker. We've worked a lot together over the year. We have a lot of respect for what you do, and the massive coordination you provide.

Brad: Brian, we really value having you on the commission. On tapping institutional knowledge, with your background in the government. That will be invaluable. New commission members – this will be your first report, we're happy to have Brian, and the rest of the commission for that.

Phil: I want to pick up on something that Director Walker said. It brought me back to our experience in writing the last cybersecurity report. We had a tremendous positive working relationship with HSEMA. Whatever we asked of HSEMA -- Sarah, Jason, Director Rodriguez -- we got it. No issues there.

In preparing the report, we went out and did a number of interviews and meetings with many district agencies. There were times when we relied on HSEMA staff to facilitate those meetings, which was not easy. I don't want to put words in Jason's mouth, but I think there were times then HSC could approach a district agency and say we want to talk with you about issue x. They'd say who do you want to talk to?

Other agencies, frankly, did not want to meet. This caused frustration. They wanted questions-written questions. What should we do if the answer is no? They made this difficult.

Any advice you have for when we talk to the district agencies, on an issue like mass care, when commission goes to these agencies, HSC commission wants to talk to you, I hope that answer is yes. But if answer is no, how would our say we build that communication?

Some district agencies responded in the affirmative. Then, some were more stand-off.

Director Walker: This happens in some cases, in part from everything else the agency is working on. In some cases, agencies are sitting around the table, there to provide info and feedback. Other

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

times, we want to talk about every agency in some public agency cluster -- Director Rodriguez with his colleagues can make that happen. You can also call me for help to facilitate these conversations.

Phil: Thank you for those tangible recommendations.

HSEMA Deputy Director Chris White calls in at 2:51 PM.

Brad: Deputy Director White is on the line. Do you want to talk?

Chris: Yes, thanks again. I'm sitting in for Director Rodriguez. I just want to reiterate previous comments. Thank you for hard work. This work is important, and it needs to continue going forward.

Commission votes to finalize closed meeting minutes from the previous meeting.

Brad: Anything further?

Director Walker: We will hold a session on elections guidance in the future. Please make sure you attend. We want to make sure you've fully aware of your limitations, with elections coming up.

Brad: Do we want to do two reports, or quarterly reports?

Director Walker: The DC Code says reports are done in consultation with HSEMA.

Brad: Anything else before we close session?

Move for closed session.

Phil: I abstain.

Brad: Lets discuss that. We do not have to close the meeting in my opinion. We've discussed this before. I think there are some meets we should have open. More transparency is better for some things. Where we're talking techniques, tactics, secretive importance, deliberations among us on technical and submit matter issues, and giving prior experience (ex: with HSEMA, with EMS) – if granular details of something, I'd prefer a closed session to hear unvarnished opinions.

But today, I don't think we are going to get there. Today, we are going to talk about report format. We will talk about reports we are going to do. We will talk about our next meeting schedule. I was telling Jason over the phone that that's my goal. I want to kind of restart everything and decide our path ahead. I would like to take a step back. And I support keeping it open. I do think we can speak openly, candidly about pre-deliberative process ... I am not lawyer.

I think it is very valuable for Phil, myself, and others to talk candidly and to speak about things that can help the people of DC. I think in the last 2 years we just got into a rhythm.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

I vote to keep it open today.

Phil: I really appreciate your willingness to revisit this, Brad. Statute is clear to keep it closed to the public, if discussing anything specific public and private vulnerabilities, trade secrets, confidential info, or the big catch all of anything “detrimental to public safety.” But there’s nothing today relating to those limits.

I agree that we got in the rhythm last time, and just worked like that. If we are talking about dangers to public safety, that should be closed. But if we are talking about reports frequency and formats, and topics, that does not arise to anything detrimental to public safety. I vote to keep it open today. I appreciate that and I agree with you. I really appreciate your willingness.

Brian: Brad, if I could, I want to offer a few things. I believe that one reason we had closed meetings was when we asked external agencies any questions without knowing what those questions might be, or what their answer might be. I ask that anytime we start going towards a path where we might feel it would be a benefit to the discussion or to the district at any time, members of the Commission ask the chair if we could close the meeting.

Brad: That’s an incredible insight, and there are heads nodding in the room. I think that makes perfect sense. Thank you. Especially, the point of having a city partner we are meeting with - it’s important to protect their views, going back to what others said, protecting each other’s thoughts, and that partnership – it helps us partner stronger to protect opinions and the like. Any thoughts?

Joanna: I agree with the group. We should leave meetings open whenever we can but be flexible in closing whenever necessary. I think we should keep it open today.

Brad: I think the next step is to get into the working elements of this as the second step of the meeting. I want to discuss report format. As Director Walker and Ms. Gorosh said, there’s legislation that directs a report made public. It doesn’t say 2 or 3 reports. It keeps it vague. My goal is to produce a report that’s timely, that’s action oriented, whether providing lessons learned or providing subject matter that will help safeguard the district and the region – including Virginia and Maryland. We secure things with partners every day. It’s important to look at DC, and the region as well.

What are thoughts on that? I mentioned a quarterly report in email, before. A report every 3 months or so.

We want to capture issues and change in a fast pace environment. A year ago, there was no coronavirus. One option is more frequent reports, 2-3 pages. We can get into weeds in a bit on what we want that to be. A more frequent, shorter report, that would require a quicker lift on HSEMA’s side. But if we can get something faster out the door, with a topic that’s timely, that would be a good thing.

Quarterly report? What do we think about that?

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

Phil: I agree. The commission has a history of one big annual report, heavy lifts of 25-30 pages. I do like the notion. I want more brevity. I like the notion of getting something out timelier.

My only concern is are we biting more off than we can chew. By that I mean: I would hate for us to say one report a quarter, and if we miss that first quarter, does that stall us for remaining quarters? Is there a way to do this well?

There are 10 months left in the year. Do we want to try to do 2 reports? We could take 5 months and say we'll study issue 1 March through July? August onward is a second topic. That feels more manageable. Setting ourselves up for two reports. All of our calendars are tight. If we do things properly, we want to talk to the right people in district government.

Could we aim for something closer to that? I'm wondering if quarterly is too small of a time period. I agree with it being briefer and tighter. They don't need to be 30 pages necessarily. My only urge is that we try to do for 2020 - not bite off more than we can chew. We just try to do two reports within ten months.

Ed: I'm in agreement with that. I want to move to do more than just one annual report. I think we're capable of more than one. I'd move to one mandatory, one flexible. Right now, with cascading events, in terms of Corona, we want to remain flexible with one report we've all agreed on, but also having flexibility when things change. We want to do our due diligence and move forward with that too.

Brad: Great! Joanna? Thoughts. Thoughts on type of report, and how periodically we report? Phil mentioned two reports, Ed was saying 1 or 2 others. Are you agreeing a little more frequent than annual?

Joanna: I understand the motivation for more frequent reports, and I agree with the underlying argument. But if we do them too frequently, and they are too short, are they really useful? I want the suggestions of thorough completed reports that are well-written, actionable, and useful to HSEMA and district citizens, and I'm concerned that doing a report quarterly won't get us there.

Considering how difficult it was just scheduling today's meetings, I'm not confident we could do a quarterly report, as that would mean maybe meeting every month.

Brian: I have two thoughts:

First, I agree commission should be able to reserve the right to produce recommendations (whether through issues paper, what have you), to be able to use our authority and our position in the district to advise on that.

I do also agree if we look at commissions over time, it is difficult to make an annual report. But I do think about what that report is and how much info truly needs to be in there. It needs to be a balance of being thoughtful and using our expertise. Jason is great but we do not have resources

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

of bodies that do similar reporting at a federal level. And we must make this report as actionable and digestible as possible.

So, looking at report format: Maybe we could narrow the scope of what we're looking at. Last year, we started looking at mass care. What areas are we providing recommendations on? We do not want to take on way too much that waters down the report or requires so many resources and so much time. Can we balance resources and staff on HSEMA's side? I am totally in favor of reserving that right, and when necessary, doing additional reports, whatever they may look like. But I also want to focus on what our annual report looks like, and the scope and format that we choose to take in.

Brad: Those are great points. I think the biggest piece I heard from that, was that we do not have resources like the GAO. We're lucky to have the time of HSEMA. I think we're not a huge lift until the report comes around, and then there's more time spent clearly.

But Jason and Dion and others have always been responsive. I agree with everyone, and I'm not just saying that. I like Phil's idea of two reports because quarterly reports are probably too much. We do not have a big team, not even a full commission. We would normally have two more people writing. We don't yet have a full team.

I'm probably talking out loud among us: a quarterly report may be tough. I think I would like to see something more than a year, because if we shoot for a year, we all know, things can go wrong. I think we could carve out time to do a little more writing -- each of us, we volunteered for this job, and we do have time set aside in our brains to do some work. I would like to nudge the group towards 2 reports.

Again, if we do one, say we choose the topic, that topic may change a year from now if we chose it today. I think we could explore. We would obviously choose a topic that will be applicable in 6 months, that will be relevant in timely. But if we choose one topic, that topic will be stretched.

Last time, I think in a way, everyone was at fault, but I understand. I want to reduce chances of the public getting something in a timely manner. That's my overarching goal -- get something to the public that's the current topic and is beneficial with value added.

I would like to put out a vote in doing two topics / two reports a year. Yes or no?

Joanna: I guess, yes. I am worried about biting off too much to chew.

Brad: I understand that. If we find ourselves not getting meetings scheduled in a timely fashion, we can adjust. Let's say we get a report out in 8 months, maybe we start preparing for the next report a little early. Maybe we shoot for 2 reports, and that forces us to push ourselves a little harder.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

Phil: Maybe I can take another shot at this. To pick up on what Steve said, we're down from 7 to 5 of us. Two vacancies that will hopefully be filled before summer recess in July for DC Council.

Maybe, we look at this today and decide on a topic. Let's decide today, we are working toward a July 31 deadline. We will pick Topic A, and we'll give ourselves 5 months, and we can then evaluate. We'll hit our mark or we won't by July 31. We'll have 2 new people on board by then. Then we can decide what to do from August onward.

Brad: So, we proceed with one topic, one report, but have it done, and shoot for deadline six months from now?

Phil: Yeah, so say today, we pick topic A, and we want that report done by July 31, giving us 5 months. When it's July 31, we'll take a cumulative step back and say we met our July 31 deadline, or we didn't. I think that might focus us. And by end of July, we'll have full seven commissioners, and they can jump in and help.

Brad: That's the same as I was thinking, but you framed it differently. Thank you. It's essentially two reports and focusing on one in shorter time frame.

Ed: I'm fine with that. I think we're capable of doing at least two quality reports. I'd like to do that one, and then we remain flexible, because as a commission, there are things we should be able to advise the Mayor and Council on, while we're working on the report. To say this is what's happening now. Is there any way this can come together while we're doing the report, and say we have an opinion on a way we can help the district?

Brad: Listening to you, I was thinking back to when we did the cyber report, we identified key issues early on. Some stuff was very tactical and targeted. We said you don't have it; we'd like you to have it. Whether it was because of us, or because they were already doing it.

I don't want to get delayed. If we can expedite the timeline a little bit, get out some quality recommendations, not dilute the report as Joanne said. Brian, any thoughts?

Brian: I like that concept. Just a few points there. If we do take that approach and if we are looking at overall focused areas: Can we break that report into pieces of that focused area? There may be some action items that can happen right away, in a report, that the district can act on. That is another reason to keep it into 6-month windows. I sometimes think with less members, we can get more done, because of coordinating schedules, and logistics.

Brad: Seeking an oral vote- yes or no. Let's vote to have report format report we set to release publicly. Internally, let's have one drafted.

Ed: July 31? That gives us 5 months.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

Brad: August is a dead month in DC -- place kind of shuts down until mid-September. Are we saying that by July 1, get it published publicly?

Phil: I was going with end of July.

Ms. Gorosh: Around July 15, recess begins, until September. People are out of office, but we are still working. And recess is actually a good time for us. We turn to drafting legislation and thinking about agenda setting.

Brad: *Voting to have report finished and to public by July 31.*

Phil: I vote yes on having the next report finalized and transmitted to Mayor and Council by July 31st, 2020.

Brad: The report goal is confirmed - written, ready, and published, by July 31 to the public.

We have our work cut out for us. This is great. Next item: topic.

Brian: I apologize, I have to depart for a flight. I want to thank everyone. I am excited for the path forward. I have total confidence in the rest of the commission in picking a topic.

Brian Baker left the call/meeting.

Brad: Safe travels. Thank you. My goal for 30 mins or less is to decide topic(s) and the approach for our study. Then we can work offline to talk dates and scheduling.

I would like to throw out this: Where we left off last time with Deputy Mayor Donahue, he gave us five points to consider and I looked at these.

One: Information flow - how we interact with agencies and regional stakeholders, how to manage flow with the big picture data. I think he meant using alert systems. How do we protect that data, especially with the use of social media?

Two: Emergency housing around displacement of both residents and businesses during a disaster.

Phil: Is this the one that's tied to that fire (Arthur Capper Fire)?

Brad: Yes, that's what the Deputy Mayor was referring to. He gave some areas to look into on that. Policies, patient tracking, legislative mandates were some subtopics to look into.

Three: Situational awareness. This could probably go back to information flow, as they're connected.

Four: Examining interdependencies of national capital regions.

Five: Evaluating grants issues, and other areas of funding District's ability to absorb local projects.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

Dion also mentioned mass care, which relates back to emergency housing and displacement. Mass care is a serious issue, which would be medical care can refer to anything. Speaking from Department of Homeland Security, we tackled it then, and we are still tackling it. We have a tough time dealing with a catastrophic event in the US.

When people say how much money you need to protect citizens from a catastrophic event, at least nationally in the US, we do not have an answer from congress. Security is based on layers. You can never stop anything. You can mitigate something, and maybe thwart things.

I think that's our goal. That is around resiliency. All of these 5 topics including mass care and waterfront security, are areas of resiliency.

One main topic, which is applicable to anything we do, is how to bounce back and absorb shock at a distance and recover quickly. Best case: looking to Europe and Israel. They have manmade natural disasters, and the next day, they're back online.

New Zealand does this well too, like when they have floods. I think one topic to consider and think through is resiliency, and then how we break it down.

Joanna: Information flow and situational awareness- those are esoteric to what they do. I do not think we can super helpful in that regard. That's why last time, I voted for one of the other topics. I like interdependencies question, such as mass care and emergency housing.

If I were pressed to pick one, it would probably be mass care because HSEMA said it would be something they would look to us for. With this new virus that CDC is telling us is coming here, this could be more relevant.

Brad: Great thoughts. On mass care side, is there something – because mass care could be post - event, preparing to, responding to, recovering from – is that an area we should focus on? Corona virus/pandemic - preparedness? What are your thoughts on that?

Joanna: I think I'm open. Within half a mile of Arthur Capper, I know we're imagining mass care was responding to an event like that as well. But I certainly think pandemic is a good one. But I do wonder, since you articulated that it responds to an event. Would a pandemic count as an event the way Arthur Capper does? I think this speaks to examining interdependencies. Who takes over when we do have an event moving forward? I think that's what HSEMA was trying to underscore when talking about those interdependencies. If there were public school students involved, who's responsible for their education? Homeland Security, or Schools. To the degree we can help the district in planning, it would be useful in planning for when something like this occurs. I think I have favorites versus least favorites when it comes to choosing a topic.

Phil: I agree with you on the notion of information flow and situational awareness as esoteric to us.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

I like mass care for all the reasons Joanna identified – and it was identified by HSEMA as an issue to look at. The only thing I could caution is, to the extent we look at mass care, maybe using that fire as a case study, I don't think we should look at pandemic aspects of it, because we'd have to run around and talk to DC Health, and other agencies, and I don't want to get in their way. They may be stretched thin on coronavirus. I'd rather take a retrospective look with mass care. What was the incident with Arthur Capper? What could we improve? What were the pain points? What does the response look like if Arthur Capper was times 10? How would district agencies scale up if it were double that size, because that was a displacement. How many was that?

Ms. Gorosh: I want to say between 80 and 100.

Phil: So, imagine it was 250 residences/families. Do district agencies have the capability of dealing with displacement of 250 residence. I like mass care as a topic, but I urge us to not look at the pandemic side of it.

Brad: I think that's spot on. I think mass care is applicable. It's a subtopic of resiliency. How are we recovering from an event? This could mean a population on waterfront security. I think this satisfies all the areas we're all concerned about. We're not getting in someone's way. I hope, based on what experts working on infectious diseases say, this should fall aside by April or July. Nevertheless, mass care could be a piece of this. Ed?

Ed: I'm in favor of that with mass care. It kind of goes back to beefing up sur teams. The goal there is to have all district residents self-sustain for 72 hours. In any case, pandemic, mass housing, displacements- that's going to play a role in this. If it goes to a pandemic, than we're looking at national resources they will need. We would look to get federal aid and resources, and citizens need to be able to say that they know what to do and have what it takes to self-sustain for 72 hours.

Brad: I love that. I love the idea of citizen preparedness. Again, I look to Europe and elsewhere on how to prepare citizens to be self-sufficient for a few days.

In this case, we're not in rural areas, and if a blackout occurred, like the blackout last year in northeast, that was substantial. I love citizen preparedness, plus everyone understands it. It resonates with the public. I think we agree on mass care and citizen preparedness. We can come up on vernacular later. Let's do voice vote.

Voice vote: all in favor mass care citizen preparedness topic for first report. It is unanimous..

Brad: Let's shoot to meet in the next three weeks. Jason will discuss with you offline to schedule.

Phil: We just want a quick baseline understanding of what the district's current mass care capabilities are. Where HSEMA identifies a potential gap, I'd like to understand what other

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

district agencies responsibilities have for mass care. I know HSEMA is tip of spear, but the spear is very long. To other agencies that have responsibilities, we want a landscape of who is in the space. And it would be helpful to get an understanding of this.

I'm sure HSEMA already runs citizens preparedness efforts (Kevin Bush). Let's get them in here, and they can brief us on what's currently at play.

Ed: Chairman Allen was very concerned about the Fire Department with the Capper fire, and not being able to properly hold it, and not being able to house folks in timely fashion. That was a senior citizen zone, so it took on another layer as a special population.

Brad: Mass care, in the last 18 years, has been an issue that plague several state and local government in the US. With catastrophic events that hit certain thresholds, essential services are overwhelmed. I hope we overcome that someday.

Hurricane Sandy- they did a good job with that. Hurricane Katrina, I was a first responder and learned a lot from post Katrina. Nevertheless, there are new threats. With extreme weather, waterfront rising, and now more and more businesses and residences are on the water.

I think mass care with citizen preparedness would be a great topic. So maybe next meeting, we could have Kevin Bush come. He's been hired by HSEMA to be a resiliency officer. It would be great to get briefed by him. Could we make him our next guess. Also, can HSEMA research who would logically be the leads for next time? There are a lot of stakeholders.

Ms. Gorosh: We held oversight hearings on the Capper Fire. We had FEMS and several agencies there.

Phil: Do you have a transcript of that?

Ms. Gorosh: The video is online. I will send that to you.

Director Walker: For any AAR's you can make requests for HSEMA to provide those to you.

Another thing I'm thinking about - It shouldn't be commissioners writing reports, but commissioner reviewing report. Think of it like flying into an area and thinking, "what has happened here"? Take in an executive summary from others, and it's not really about drafting the report yourself, but meeting staff from HSEMA to lead on it.

Brad: We're happy to meet about that, to figure out who has the bandwidth for that. Let's set up a meeting with Kevin Bush, then we can talk offline. We'll look at that video. Then, we'll maybe shoot around that the commission has some ideas we are thinking about and maybe talk to Director Rodriguez about that.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Homeland Security Commission

Muriel Bowser
Mayor



Dr. Christopher Rodriguez
Director

Dion: Perhaps the commission could send out beforehand a list of information they're looking for? Then we can try to make sure we have it in advance of the meeting. This way, when Mr. Bush is here, he's ready with the right info, and may be ready for any questions.

Brad: Let's shoot for the next meet in 3 weeks. Final thoughts?

Brad: I know our mandate is to produce a report. Today, no one's hear from the public, but I know our mandate is specifically to the public.

Maybe we can have experts come in and talk to the public. I do not want to get in the way of any response, like Coronavirus. But maybe a topic like waterfront security. We can have meetings, inviting the public, inviting Chairman Allen, and show people what we are doing.

Phil: It's not a report, but we can do a roundtable on waterfront security. Maybe let's get the Coastguard, NCR Director, MPD, etc. Maybe even bring in Alexandria and Arlington. That's a lighter lift. It's just scheduling there.

Brad: Alert the media and get strength in numbers. Any thoughts?

Thanks to everyone. I know Jason and the team will be sending out the notes. On behalf of everyone, I just want say I'm excited to be the new chairman. I'll try to change things up a little. We're lucky to have people like Phil, who want to continue to serve, someone like ed, who has more DC experience than any of us.

Ed: My heart is still in the district and I'm here to help anyway I can.

Brad: We're looking forward to new partnerships with Jamie and city council. Maybe we do not need to do too much. Maybe at the roundtable, we invite regional leaders, like in Virginia, and Maryland.

Meeting adjourned. End of recording.