

## **Homeland Security Advisory Council Summary of Meeting Held on June 23, 2005**

The Homeland Security Advisory Council (HSAC) convened at 10:00 am (EST) on June 23, 2005, at the Park Hyatt, 1201 24<sup>th</sup> Street, NW, Washington, D.C. 20037.

The HSAC met in Washington, D.C. for the purposes of: 1) receiving reports from Senior Advisory Committees and current Task Forces; 2) receiving briefings from DHS staff on Departmental initiatives; and 3) held roundtable deliberations and discussions among HSAC members.

In accordance with the provisions of Public Law 92-463, the meeting was open to the public from 10:00 am to 12:00 pm. Following the public session, the Secretary issued a determination that portions of the HSAC meeting concerned matters excluded from the Open Meeting Requirements.

### **Council Members Attendance:**

Joseph J. Grano, Jr., Chair  
Judge William Webster, Vice Chair  
F. Duane Ackerman  
Dr. Richard Andrews  
Kathleen Bader  
Frank Cilluffo  
Dr. Jared Cohon  
Dr. Ruth David  
Herbert Kelleher  
MG (Ret) Bruce Lawlor  
Mayor Patrick McCrory  
Governor Mitt Romney (via teleconference)  
Dr. Lydia Thomas

Presenter:

Richard Stephens, Private Sector Information Sharing Task Force

### **U.S. Department of Homeland Security Staff Attendance:**

Secretary Michael Chertoff  
Daniel Ostergaard, Homeland Security Advisory Council, Executive Director  
Richard Davis, Homeland Security Advisory Council staff  
Jeff Gaynor, Homeland Security Advisory Council staff

Mike Miron, Homeland Security Advisory Council staff  
Candace Stoltz, Homeland Security Advisory Council staff  
Kathryn Knapp, Homeland Security Advisory Council staff  
Al Martinez-Fonts, Special Assistant to the Secretary, Office of the Private Sector

**Public Attendance:**

Due to the media interest in the session contents, numerous members of the press were present at the public session. The Department received comments from the American Trucking Associations, Inc. as well.

**Reference Materials:**

All reference materials received, issued, or approved by the HSAC have been made available via the HSAC web page at [www.dhs.gov/hsac](http://www.dhs.gov/hsac).

**Meeting:**

Chairman Grano called the HSAC to order. He then called for interim reports.

**1. The Task Force on Preventing the Entry of Weapons of Mass Effect on American Soil**

As reported by Dr. Lydia Thomas, Chair of the Task Force

The Task Force, though not completed, believes its output will be a multilateral, layered defense framework.

Dr. Thomas discussed the structure of the Task Force. The Vice Chairman is Dr. Jared Cohon. The Task Force is broken up into three subgroups. The Air Subgroup is chaired by Norman Augustine, the Land Subgroup is chaired by Dr. James Schlesinger, and the Sea Subgroup is chaired by Dr. David Abshire. The Task Force is also supported by the Homeland Security Advisory Council staff. The full Task Force is handling all the cross-cutting issues, such as intel and science and technology, as opposed to specific issues in the air, land, and sea groups.

The Task Force aims to produce a layered, integrated, multilateral system of defense to prevent the entry of weapons of mass effect and those who would use them on American soil. The strategic context for this vision lies in the postwar security environment where our greatest threats extend beyond nation states with well-understood capabilities and ambitions to include non-state actors operating outside global norms. The Task Force seeks to propose a strategic risk-based prevention management framework.

The Task Force is being briefed by subject matter experts from DHS, federal departments and agencies, state and local agencies and well as the international community and the private sector.

At this point in time, the Task Force has created a “prevention management framework” – the elements that we must consider at the highest level in order to accomplish our mission of preventing the entry of weapons on our soil. These elements include:

*Focused intelligence*

The intelligence function in prevention is so critical, it can not be overemphasized.

*Strategic partnerships*

True partnership, not just bureaucratic cooperation, a real meaningful partnership that is founded on trust and sharing of appropriate information is key in this prevention effort.

*Plans, policies and procedures*

The Task Force believes it is necessary for all entities involved to jointly plan and jointly operate and jointly budget in order to provide a more efficient and effective strategy.

*Integrated operations*

The Task Force believes more clarity is needed for assigned roles and responsibilities in the effort.

The discussion opened for Q&A.

## **2. Critical Infrastructure Task Force**

As reported by Dr. Ruth David, Chair of the Task Force

The Task Force is charged with reviewing the current state of critical infrastructure protection policy and providing recommendations to further its objectives. Accordingly, the Task Force, consistent with government, and private sector business and critical infrastructure owner/operator requirements for operational continuity is focusing on providing recommendations to transform pre-9/11 Critical Infrastructure Protection (CIP) policy to Critical Infrastructure Resilience (CIR)

Dr. David discussed the structure of the Task Force. Subject matter experts include representatives from Private Sector infrastructure owners and operators, business, Department of Defense, Department of Energy, Department of Homeland Security and the Federal Reserve, among others. Thus, the Task Force is continuing to incorporate in its observations and emerging recommendations a diversity of viewpoints.

To date, the Task Force has held three meetings.

Dr. David discussed the transformation from protection to resilience by highlighting the need to leverage ongoing protection efforts and expand them to provide objective infrastructure resiliency metrics of success that are consistent with the Secretary’s

guidance to manage risk through a combination of threat, vulnerability, and consequence. Dr. David added that resilience based strategies proactively address the full spectrum of threats, risks and consequence – including insider and criminal threats, accidents, natural disasters and terrorist attacks.

Dr. David emphasized that resilience transcends protection. Beyond specific nodes, resilience addresses the reality of the regional and international nature of infrastructure operation, and the shared dependencies and single points of failure of the larger system in which businesses and infrastructures physically must operate to empower the Nation. In referencing the business case, Dr. David noted business continuity is already a well established practice and investment throughout the United States and abroad and that while protection is a vital component of business continuity, protection is not the Private Sector's objective. Thus, and beyond protection, the business case for business continuity and the resilience of the critical infrastructure that make business possible is made each day.

Finally, Dr. David noted that the United Kingdom and other nations adopted “*resilience*” as a national goal. Prime Minister Tony Blair has an office reporting directly to him on the nation's resilience efforts. Dr. David also noted that regions and many companies within the U.S. private sector already have or are developing resilience based business strategies.

### **Secretary Chertoff:**

The Secretary commented on the both the value and very fine work the HSAC was doing. The Secretary highlighted the criticality of the private and public sector experiences and expertise that are not within the Department's.

The Secretary appreciated the Task Force's report on Critical Infrastructure that he noted provides a new objective focused on consequence mitigation through critical infrastructure resilience. The Secretary appreciated the different kind of model presented by the Task Force calling it collaborative and providing guidance on associated practices and creating incentives. The Secretary emphasized the value of the Council is providing these kinds of independent and actionable insights.

The Secretary highlighted the Department's internal second stage review.

The Secretary thanked the Private Sector Information Sharing Task Force for their good work. The Secretary stated he wanted the completed report as soon as possible to begin reviewing and implementing the recommendations.

The discussion opened for Q&A.

### **3. Private Sector Information Sharing**

As reported by Mayor Patrick McCrory, Chair of the Task Force

and Richard Stephens, Task Force Member.

The Task Force's major responsibility was to try to improve information sharing between the private sector and DHS. With over 85% of critical infrastructure owned by the private sector, information sharing between the private sector and DHS is critical.

The Task Force divided into subgroups to address several issues. These subgroups addressed the private sector requirements and the exact information needed, the laws, rules and policies helping and prohibiting information sharing between private sector and DHS, and lastly, media relations.

The Task Force found that there is not an architecture in place to facilitate information sharing between the private sector and DHS. The Task Force also found there is not clear alignment about the organizational accountabilities and relationships. Finally, the Task Force observed there are two types of information – threat information and company vulnerability information. The Task Force believed this was important to recognize because the processes and flow for each differ.

The Task Force stressed the importance of information being provided to the private sector be actionable, timely, and updated frequently.

Given these observations, the Task Force recommended:

1. DHS and the private sector should work in collaboration to develop formal, and objectively manageable, Homeland Security Intelligence/Information Requirements Process.
2. DHS should adopt a tiered approach to infrastructure vulnerability information sharing.
3. DHS needs to be flexible and responsive in accommodating diversity within and among infrastructure sectors.
4. DHS should continue to develop a network integrated information model for information flow.
5. DHS should revise its rules and policies for information sharing.
6. DHS should proactively invest in a better informed and more engaged media through specific targeted programs aimed at developing a stronger working relationship between the government and the media in major incidents.
7. The Homeland Security Advisory System should be refined to provide more specific guidance to the private sector and to the public, including changes in the warning levels.

The Task Force members offered additional assistance should follow up be needed.

The discussed opened for Q&A.

The meeting was adjourned at 12:00 pm EST.

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

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William Webster  
Acting Chairman  
Homeland Security Advisory Council

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Daniel Ostergaard  
Executive Director  
Homeland Security Advisory Council