

Chris Eisenbrey ([00:00:00](#)):

Chris Eisenbrey.

David Wilkinson ([00:02:44](#)):

David Wilkinson.

Tom Moran ([00:02:47](#)):

Hey, Chris. Hey, David.

Chris Eisenbrey ([00:02:50](#)):

Hey, Tom.

Tom Moran ([00:02:51](#)):

How you doing? Brick, are you in town? Are you out of town? I can't remember. I thought somebody said you might have been away on vacation or something. So I was surprised that you're back.

David Wilkinson ([00:03:03](#)):

Yeah, I wish but no, I'm in town.

Tom Moran ([00:03:06](#)):

Okay. Very good. Chris, I don't know if you and Brick have met in the past.

Chris Eisenbrey ([00:03:14](#)):

No, not face to face, I think on a call. Brick, I work for EEI. You're still with Southern? You used to be a Southern company but now you're with DHS?

David Wilkinson ([00:03:27](#)):

No, I was actually with a number of... Well, not a number. I was with two consulting firms, one Whitney, Bradley & Brown for about seven and a half years. [inaudible 00:03:42] I could only handle three months with.

Chris Eisenbrey ([00:03:46](#)):

Okay. I thought you had worked for one of our member companies, but got that wrong.

David Wilkinson ([00:03:58](#)):

I had not.

Tom Moran ([00:04:08](#)):

Hey, John. Chris is with EEI and has been around really since the whole fleet work group got started back in 2013. He had an impossible job to fix electric fleet movement during Sandy. That's how we met.

Chris Eisenbrey ([00:04:30](#)):

Well, I found out that someone was already fixing it so I was happy to find that out.

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David Wilkinson ([00:04:38](#)):

That allows you to take credit for their work [inaudible 00:04:41].

Tom Moran ([00:04:44](#)):

That's funny.

Chris Eisenbrey ([00:04:45](#)):

Did I hear John Molnar on the call?

John Molnar ([00:04:55](#)):

John is on the call. Hi, guys.

Chris Eisenbrey ([00:04:57](#)):

Hey, John, Chris Eisenbrey, I haven't talked to you in a long time. Hope you're doing better.

John Molnar ([00:05:03](#)):

Yeah, I am.

Chris Eisenbrey ([00:05:05](#)):

Good, glad to hear.

John Molnar ([00:05:07](#)):

Back to the swing of things. Yes, I appreciate the note and yeah, it was a bit scary.

Mike Ambrosio ([00:05:18](#)):

Mike Ambrosio. Hi, Tom.

Tom Moran ([00:05:22](#)):

Hey, Mike. Good afternoon.

Mike Ambrosio ([00:05:24](#)):

How are you?

Tom Moran ([00:05:25](#)):

Very good. We got John, Chris Eisenbrey, and Brick Wilkinson from DHS on the phone.

Mike Ambrosio ([00:05:34](#)):

Hello, gentlemen.

Tom Moran ([00:05:42](#)):

While we're waiting, Mike, why don't you just introduce yourself to Brick and vice versa here. We'll get those as people chime in.

Mike Ambrosio ([00:05:50](#)):

Yeah, Hi, I'm Mike Ambrosio. Retired now. I was formerly with Wakefern Food Corporation for about 40 years in a role of vice president there. I left March 31st. Right in the midst of this wonderful pandemic. I couldn't have picked a better year myself.

David Wilkinson ([00:06:15](#)):

Yeah, your timing was impeccable. I'm Dave Wilkinson and I'll save my CV for when everybody's on the line so I don't have to lie about myself [inaudible 00:06:32].

Tom Moran ([00:06:35](#)):

That's great.

Christy Morris ([00:06:42](#)):

Hello, everyone. Christy Morris here.

Tom Moran ([00:06:46](#)):

Hi, Christy. Good afternoon.

Christy Morris ([00:06:48](#)):

It is, yes it is.

Tom Moran ([00:06:52](#)):

I hope you're having sunny weather like we are in West Virginia. We're having a beautiful day here in Maryland.

Christy Morris ([00:06:57](#)):

It's gorgeous. It is gorgeous, perfect weather. It's perfect, yup.

Tom Moran ([00:07:10](#)):

Hey, Christy. Dave Wilkinson is on the phone from DHS. We're going to have him introduce himself. If you maybe just take a second while we're waiting for him to chime in, just introduce yourself and your background so Brick knows who you are.

Christy Morris ([00:07:25](#)):

All right. Let me see, hang on just a second. I'm Christy Morris. I'm an old time AHC person. I was young when I started out with them. I'm very old now.

Kelly McKinney ([00:07:49](#)):

Kelly McKinney.

Christy Morris ([00:07:50](#)):

I am retired. I most recently was the Deputy Cabinet Secretary for the West Virginia Department of Military Affairs and Public Safety which oversaw all law enforcement, fire rescue, emergency

management, National Guard, and the like. The first woman to do so, yay. I'm still an active lawyer. I'm a former prosecutor, and I met Tom Moran many, many, many years ago, when we were looking at security just post-September 11th.

Christy Morris ([00:08:41](#)):

We were looking at security, we have a one day event in October about... I'm in Charleston, which is the state capital of West Virginia, and we have a one day event where we close down the New River Gorge bridge, which has a US Highway that goes across it. It used to be the largest steel arch span in America. We would close it one day a year so stupid people could fling their bodies off the edge of it and parachute over the side, and now we've added zip lining and other things to it, but what we were trying to decide on security post September 11th. I had this conference call with this crazy man named Tom Moran and a few others that went on and on and on, and today we have this. It's a great organization. I'm still one of their biggest cheerleaders here to bring public and private together in a way that government has never been able to do that. No offense to you on the federal level, but it's a fact. It's who we are. That's a little about me.

Tom Moran ([00:10:18](#)):

Okay, thanks Christy. Did I hear Jim Sheehan? Jim, you want to introduce yourself?

Tom Moran ([00:10:30](#)):

Okay, I thought I heard Jim Sheehan chime in. Okay. Let's see. I know Chris Geldart, I heard you. I think Chris, that was you. I thought I heard you chime in.

Chris Geldart ([00:10:40](#)):

Yes, sir.

Tom Moran ([00:10:41](#)):

Okay, Chris, why don't you go ahead and introduce yourself and we'll do Brick last.

Chris Geldart ([00:10:46](#)):

Okay. I was just reveling in that story that we just heard from Christy because remembering back to that phone call when we had Christy on the phone all those years ago. That's a good story, Christy.

Christy Morris ([00:11:03](#)):

We were young, we were very young.

Chris Geldart ([00:11:09](#)):

I had hair then, let alone dark hair. As you can tell, we're a bit family here too. So let me get professional here for a second. My name is Chris Geldart. I'm the current Director of Public Works for Washington, DC. I started with Tom Moran, just outside the statehouse in our offices for the governor's office of homeland security for the state of Maryland. I was the deputy there to Dennis Schrader, who had this idea of bringing together an organization for a couple different reasons. One of which we were struggling with at the state level in 2003, I think this was 2002, 2003.

Joe Picciano ([00:12:00](#)):

Joe Picciano.

Chris Geldart ([00:12:04](#)):

We were struggling with what do we do with all this money that's now coming out of the federal government to the states for security and all that, the UASI grants and State Homeland Security grant. So got Tom and a group of folks together and started talking about how do we share best practices. And how do we look at similar to what the federal government does for RDT&E at the state level, to understand how to best leverage the resources [crosstalk 00:12:35] from the federal government.

Ira Tannenbaum ([00:12:35](#)):

Ira Tannenbaum.

Chris Geldart ([00:12:38](#)):

That was the start of myself with the consortium as a Deputy Director there. Since then, I was a SES at FEMA, took the Office of National Capital Region from the secretary's office in DHS over to FEMA. I was the Director of Homeland Security, Emergency Management for Washington, DC for five years. Done a couple different times in the private sector, but now back in DC as a cabinet member there for the mayor. Now actually running all the operations for the coronavirus as we do that response. So there's my background in a nutshell, Tom.

Tom Moran ([00:13:18](#)):

Okay, very good. Thank you.

Tom Moran ([00:13:21](#)):

Joe Picciano, Joe, you want to introduce yourself?

Joe Picciano ([00:13:26](#)):

Hi, Joe Picciano, retired, but did my time with FEMA, New Jersey Homeland Security. I'm working on a number of projects involving food distribution and a whole bunch of other things related to integrating private and public sector activities.

Tom Moran ([00:13:47](#)):

Okay, thank you, Joe.

Tom Moran ([00:13:50](#)):

Ira, good afternoon, want to introduce yourself?

Ira Tannenbaum ([00:13:54](#)):

Sure, Ira Tannenbaum, I'm the Assistant Commissioner of New York City Emergency Management. Focusing primarily on the private sector engagement and relationship management, but now also looking after the external affairs efforts, including intergov and communications.

Tom Moran ([00:14:18](#)):

Okay, thank you, Ira.

Tom Moran ([00:14:19](#)):

Jim Sheehan, are you on? I thought I heard Jim chime in, maybe not. Okay.

Tom Moran ([00:14:27](#)):

Dave, why don't you go ahead and introduce yourself. Folks, you may have heard me refer to Dave as Brick, that's his nickname. I didn't know he had a first name, I've always known him as Brick Wilkinson. Dave, why don't you introduce yourself and your background and we can jump into our agenda here.

David Wilkinson ([00:14:45](#)):

Okay, yeah. Dave Wilkinson. My call sign is Brick. I'm a retired Marine Corps Colonel, Naval Flight Officer. So I flew A-6s and F-18s for 27 years in the Marine Corps. Thank you all for the wonderful opportunity to serve you in flying airplanes. It was an adventure every day. It taught me a significant amount about risk management, and the Marine Corps taught me a significant amount about opportunity, seizing the initiative, and just good old fashioned leadership.

David Wilkinson ([00:15:20](#)):

After that I spent seven and a half years doing consulting work, mostly requirements management, organizational design, and some commercial consulting. Ended up getting promoted to Vice President for Business Development, which I asked for, and I promptly found out I didn't like. Something about selling something and then not being able to deliver it, having to turn it over to someone else just didn't sit well with me. So I left that gig and then came to DHS at the time, to do cybersecurity with Federal Network Resilience and try to teach them some of the consulting skills I learned the following seven and a half years.

David Wilkinson ([00:16:10](#)):

While I was in active duty, I ran the Marine Corps Operation Center, and stood up a pretty big organization that was focused on countering foreign influence. Eventually at DHS, we became CISA and an opportunity presented itself to be the deputy at the CISA Operation Center and try to get them to the next level. So I took that, and lo and behold, six months later COVID hit and the rest is semi-history. I'm neck deep into the COVID environment, trying to figure out how to get the operation center to act more as an operation center and less as an admirer of problems.

David Wilkinson ([00:16:53](#)):

From that I stumbled, and that's the true description, I stumbled across AHC and Tom, when I had a problem that we couldn't solve. One of our fellow CISA employees said, we should talk to Idaho National Labs and Tom and they may be able to help us out. So that's how I came here and what my background is. Nowhere near as august as some of yours, but I too have retired like many of you. The difference was I couldn't stand it so I had to go back to work.

Chris Geldart ([00:17:27](#)):

Hey, Tom.

Tom Moran ([00:17:29](#)):

Yeah, Kelly. Sorry, Chris, go ahead.

Chris Geldart ([00:17:32](#)):

If I could beg the deference of my fellow board members and my executive director, I'm going to [Spanish 00:17:37] Marine for a second. Brick, where'd you serve? I was a 12 year Marine as well.

David Wilkinson ([00:17:43](#)):

Both coasts, I spent most of my time on the East Coast, Cherry Point in A-6s. [inaudible 00:17:49] down in Camp Lejeune as a Forward Air Controller. Then from there, up to the west coast to learn to fly F-18s, then headquarters Marine Corps down to Buford, South Carolina. Then somebody decided I'm smart because they never looked at my college transcript and sent me up to MIT as a fellowship. Then back to headquarters Marine Corps again to do my 'O6 time. Yourself?

Chris Geldart ([00:18:16](#)):

Nice. I was 1st Battalion 8th Marines, 1st battalion 6th Marine, instructor out in Bridgeport, went Second Force Reconnaissance, spent four years there. Then they kicked me out when I became a staff sergeant and sent me back to 3rd Battalion, 6th Marines to be a platoon sergeant, at which time I got out of the Marine Corps because my nine year old had crocodile tears asking me not to go away anymore.

David Wilkinson ([00:18:42](#)):

Oh, yeah. Well, that's what happens, you get good and they send you places you don't want to be. This one general officer named Krulak told me once, the Marine Corps is going to break your heart at some point.

Chris Geldart ([00:18:56](#)):

You're a good man. All right. I apologize, folks. I just wanted to [Spanish 00:19:00] Marines.[crosstalk 00:19:01]

Tom Moran ([00:19:02](#)):

That's okay. Kelly McKinney, Kelly, you wanted introduce yourself and then we'll end with Tom Hyatt. So Kelly, go ahead.

Kelly McKinney ([00:19:09](#)):

Hey Tom, I'm just writing down that phrase. Making sure my operation center isn't an admirer of problems. I got to get that down.

Tom Moran ([00:19:20](#)):

Isn't that great? I love it. I love it.

Kelly McKinney ([00:19:24](#)):

System Vice President, Emergency Management NYU Langone in New York, and I'm a lot younger than everybody else on this call, just put it that way.

David Wilkinson ([00:19:36](#)):

[inaudible 00:19:36] more successful.

Tom Moran ([00:19:39](#)):

Very good, very good. Kelly was also in New York City-

Ira Tannenbaum ([00:19:44](#)):

I missed that, did he add a published author?

Tom Moran ([00:19:50](#)):

Kelly didn't mention it, Brick, but he was with New York City OEM all through Sandy and 9/11, right Kelly?

Kelly McKinney ([00:20:00](#)):

No, not 9/11. I got there in 2006, left about 2013. Ira Tannenbaum actually fired me, and that why I'm out.

Ira Tannenbaum ([00:20:10](#)):

If I had the authority to fire you, then I want the authority to hire you back right now.

Tom Moran ([00:20:16](#)):

Very good. Okay, Tom Hyatt.

Tom Hyatt ([00:20:20](#)):

Hi all. It's Tom Hyatt here. I'm a partner in the law firm of Dentons in Washington DC, I run our nonprofits practice in the US there and serve as General Counsel to this robust organization. Have been there from day one with Tom Moran when we cut the ribbon and almost literally, I think drew on the back of a napkin of what this organization would look like. So it's been great. I hear so many good friend voices on the phone here, folks that I've been working with for many years. I wince a little when you all tell me you're retired because I'm still slugging away here, and so I'll share... [crosstalk 00:21:01] I'll share some vicariously, my brother and two nephews are in the Corp, but I think my one nephew gets the bragging rights because he was on HMX, the President's helicopter service, and at one point was at Camp David and got to play video games with Sasha and Malia, so that was the highlight of his Marine Corp experience.

Tom Moran ([00:21:22](#)):

Wow. Very good. Let's see. John Molnar, I know John's on. John?

John Molnar ([00:21:29](#)):

Hey guys, my name's John Molnar, I am the Director of the Program Management Office for AHC, basically helping Tom coordinate with the subcontractors to get a lot of the initiatives done through either programs, projects, grants, whatever else we're dealing with at the time.

Tom Moran ([00:21:52](#)):

Great, thank you.

Chris Geldart ([00:21:54](#)):



Good to hear your voice.

Christy Morris ([00:21:55](#)):

It's great to hear your voice, John.

Tom Moran ([00:21:57](#)):

So Chris, if you don't mind, let's get Brick up on the agenda, then we can move through the business after we're done. I don't want to keep him longer than we need to.

Chris Geldart ([00:22:07](#)):

Absolutely.

Tom Moran ([00:22:08](#)):

So Dave, just a question. Dave & I had not met prior to our engagement during COVID that I recall. But I thought it'd be a great opportunity to hear from Brick, his perspective of how he found us, what was the problem, how it moved, what it did and produced. We did a webinar with Brick, and the more he talked, I said, "This guy missed a career in radio." He was an excellent speaker, really really good. I kept telling guys, "Where did this guy come from? He's got a great voice," he's really good. So anyway, a little bragging there. So anyway, Brick, maybe tell the story there. I think the Board would be good to hear because a lot has happened. Much of it you know about, a lot of it you may not know about, which we'll summarize in a letter later on today or tomorrow. So, Dave I'll turn it over to you, and you can get into it.

David Wilkinson ([00:23:02](#)):

Okay. Thanks. And please, occasionally prompt, so that I stay on story line, as I mentioned back in January, I'm going to try to keep it short, but I like long stories. Back in January, my boss and I were sitting around looking at the stories coming out of Wuhan, China, and both of us kind of at the same time looked at each other... this was probably the second week in January, and said, "This is going to be not good. Let's get the operations center and CISA ready for this." So we started doing our research, breaking out the old pandemic response plans. Figuring out what we needed to do, trying to get the organization ahead of the curve, and I'm sure everyone here remembers back then, it was all poo-foo'd from almost everybody, that, "No, this isn't going to be a big deal," until probably the third week, fourth week of January, where all of a sudden HHS started publicly talking about it, at least in the inner agency. Then we kind of knew this was going to be big, when the experts, CDC and HHS started going, "Yeah, let's start preparing." From then on out, it was really everybody in government trying to figure out how to prepare and yet not totally drive the country crazy with wild theories about what might happen.

David Wilkinson ([00:24:45](#)):

But in all of that, we started trying to figure out, what are the states going to do, because they really run these types of problems. Federal helps, but the states actually run it, and then we started considering, we've seen what happens when you have two or three states that are involved in a massive recovery effort, or response effort, with hurricanes and that's never easy to navigate, so just imagine what it's going to be like when there's 50 states that are trying to do this, plus all of the territories and tribal governments, SLTTs, the local governments that get involved.

David Wilkinson ([00:25:30](#)):

Fast forward about two and a half months and we're in the middle of lockdowns, and every state is taking a slightly different approach. CISA has come out with the essential worker's guidance, as to, "Here's the people we think you should consider essential workers, and give special dispensation to continue about their work," and the states widely kind of accepted that, but yet still they had all these other, again vastly differing approaches to how they were going to maintain... "quarantine" is not the right word, that's too harsh. I'm sure I could come up with something better if I thought about it for a while, but how are they going to contain everybody and make sure that they're social distanced, that the stay at home orders are working properly, and yet not interfere with cross border travel and interstate commerce to the degree necessary.

David Wilkinson ([00:26:34](#)):

My hat's off to Director Krebs at CISA. I was selected to run the pandemic response, COVID Mission Manager is what they called me. He, on one meeting, kind of got disgusted and fed up and said "Brick, we need some way to take all of this vastly different information and get it out to the public. He was thinking particularly interstate transportation truckers so that they know what they're facing when they decide to make a cross country trip. And this is where, I've learned many times in my career that inspiration, when delivered at the right time in front of the right people results in massive change.

David Wilkinson ([00:27:22](#)):

And my mind went to flight planning software that I used all the time in the Marine Corps, where before I ever took a flight, I knew exactly from where I was going to where I was going, all the available routes, I knew what the weather was around any one of those routes, I knew whether fuel was available, I knew every single airbase, airport, strip of land that was capable of landing an airplane my size, all of that I knew before I ever took off. I knew if there were temporary flight restrictions. I knew what they were. I knew all the frequencies to talk... everything that was imaginable, I knew and had in my flight plan because we had software that would do all that for us.

David Wilkinson ([00:28:11](#)):

And so I talked to one of our guys that had a long history of working with the All Hazards Consortium and our friends out at Idaho National Labs and said, "Hey, is there any way that we can get Idaho National Labs and [inaudible 00:28:26] thinking to do this negotiation?"

David Wilkinson ([00:28:29](#)):

"Well I've got a better idea. Let's get the All Hazards Consortium and Idaho National Labs together because that's what they kind of do."

David Wilkinson ([00:28:37](#)):

I said, "Okay, I'll talk to them, I'll talk to anybody at this point to avoid the continued beatings from Chris Krebs," who was really getting anxious at this whole data problem. Tom and Ollie Gagnon, from Idaho National Labs, got on the line, you might remember it differently, but I literally gave about a 10 minute speech on flight planning software and what it does, and why that's how I'd love to see this solved, and Tom goes, "Well I can figure out the data part," and Idaho National Labs goes, "Well if you can get us the data from a trusted source, we can certainly put it into visual representation." And essentially it was,

"Okay, show me what you got." And between the two of them, they sat there and said, "Yeah, we'll have some ideas for you on Monday."

David Wilkinson ([00:29:31](#)):

Now granted, this was a Thursday afternoon, and they're promising me some better ideas on Monday, which was kind of in keeping with the effort everybody in the country was doing. But I really kind of expected a sketch book, a wire diagram of, this is what it will look like.

David Wilkinson ([00:29:53](#)):

Come Monday afternoon when they called, between Idaho National Labs and you all at All Hazards Consortium, there was a final product. It was not a wire diagram. It was not a "this looks good, we need to do X, Y, and Z," it was, "No, this is exactly what I'm talking about." Clearly, plenty of room for growth as we discover new data, but the underlying shell of how to go from point A to point B, and to overlay all the various layers of restrictions and necessary data and desired data was all there in a matter of four days.

David Wilkinson ([00:30:37](#)):

Shocking enough that it took me another... what Tom, three weeks? ... to get legal clearance, right? For all you lawyers that are joining us, to get legal clearance from the government lawyers to actually be able to say this is good to go. Literally, four days. If we'd been a pure commercial entity, we would have gone to market five days later. So that's the story of [inaudible 00:31:08] application and its success. And I'll just say, since then, every turn, every attempt by somebody somewhere to play "it wasn't invented here" has resulted in a failure. Of which I'm really, really happy. So, that's my story, I'm sticking to it, and there's no photos so you can't prove I'm wrong.

Tom Moran ([00:31:37](#)):

Let me pause for questions.

David Wilkinson ([00:31:43](#)):

Wow.

Tom Moran ([00:31:46](#)):

One of the other pieces to this was, we had literally just come out of the gate with our contract with INL, and we were building scope to do ABC. Well when COVID struck, we weren't going to do ABC, we were going to try to work on stuff immediate, and DHS said, "Yeah, whatever, just do what you got to do," and this CRA was the first real use case we started developing. There's been many more since, but it was a great combination of urgency, great leadership, great technical team at INL, we had been collecting the data for a decade, so it wasn't new to us but we were able to get with a number of groups to staff people to update that data.

Tom Moran ([00:32:36](#)):

It's still being updated and we're good through the end of the year, so every time a state issues a declaration or waiver, clarification, COVID or not, the consortium's information hub is updating that through [inaudible 00:32:46], which is great. Brick, once this was pushed out, what were some of the other challenges you were facing? I mean, you had a number of issues going on there, but what were

some of the bigger ones that you were looking at within the Ops Center as it related to the private sector?

David Wilkinson ([00:33:05](#)):

Tom, the obvious ones are, how do you track people that feel like they should have been allowed to move, but for some reason either real or perceived, felt that they were denied that movement. That was probably the biggest, most impactful one. There's folks that every single time we have an incident like this, that harp on the ability to move freely, to do the essential worker piece.

David Wilkinson ([00:33:48](#)):

I'll tell you, I went through this fabulous four and a half week learning curve on the Paperwork Reduction Act cause we wanted to go out and collect defined data on every time one of these happens. Which as I've now found out, if you do that and ask the same questions every time, you're collecting information from Americans and you have to go through a very lengthy process of proving why you need to do that, and what you're going to do with the information.

David Wilkinson ([00:34:23](#)):

So there were some rules that allowed us to have exceptions to that, but the exceptions were not as easy as one would think so I had to go through all that and put together a Paperwork Reduction Act waiver, only to find out that in the six months that we've had that form on our website, I've had one person reply to it. So, there may be far more than that that get denied travel, but what that tells me is most of those that are denied travel kind of probably feel like they should have been.

David Wilkinson ([00:35:07](#)):

I could be so wrong... this is just intuitive on my part, but if I were denied travel and thought it was really unjust, that I wasn't stretching the rules, I would probably try to tell somebody. But that has not happened. Again, that's coincidence, not causal. I realize that. But that was probably the biggest one. And then the standard things you might just think is the amount of data, and I'm not tooting my own horn, because there are Marines that do this all the time. I was working 14-15 hours/day just trying to stay abreast, and this is 7 days a week, just trying to stay abreast of all the information that comes in and realizing as novice as I am in knowledge management and what IT can do for us, realizing how much easier that would be if we had some way to categorize, classify, and present data in an easy-to-understand format so that simians like me don't have to spend of all our time trying to figure it out.

Tom Moran ([00:36:27](#)):

How true. Excellent. Okay, any questions for Dave while we got him? I'm sure this won't be the last time that we have you on, Dave. You're a problem solver and of course that's the whole culture behind the consortium is what can we fix and stop admiring the problem, so thank you for coming on-

David Wilkinson ([00:36:55](#)):

Thank you Tom, and I want to beat that drum of, it's one thing to just admire the problem, an awful lot of people in the world can do that. It's like that commercial, "I'm not a dentist, I'm just a dental monitor." Don't be the dental monitor.

Tom Moran ([00:37:24](#)):

That's great. Very good. Well, Brick, thank you, appreciate you jumping on, taking a few minutes We have a couple of pieces coming your way, an email, and kind of a summary of what's been going on since January with us and a brief on the PPE solution the private sector is getting ready to announce, we wanted to make sure you saw that and knew about it first because that's a... I have to be careful now when I say "partnering with DHS", because then I got to go through legal review and all that stuff, so in coordination with DHS, I think is the right legal term I can use now. But it was our partnership that got all of us thinking a little differently after the CRA tool got us all thinking a little differently about how we can leverage and build models upon models, so you'll get that here in the next day or so.

David Wilkinson ([00:38:18](#)):

All I can ask all of you... I thank you all for putting together such a wonderful organization and I simply ask: do no harm to Dave Wilkinson.

Tom Moran ([00:38:32](#)):

Great, thank you Dave.

David Wilkinson ([00:38:34](#)):

Thanks, everybody.

Tom Moran ([00:38:34](#)):

Very good. Okay, Chris we have a quorum, so if you have the agenda in front of you, you can run it, or if you don't, I can run it. Take your pick.

Chris Geldart ([00:38:49](#)):

Tom, go ahead, because what I've got in front of me is my agenda for my reopen school meeting tomorrow morning so I got to get that done.

Tom Moran ([00:38:58](#)):

Okay, all right, okay, we do have a quorum [crosstalk 00:39:01].

Chris Geldart ([00:39:01](#)):

[crosstalk 00:39:01] to move forward with that.

Tom Moran ([00:39:04](#)):

Wow, okay. Next up is review and approve the March 20 minutes. We have a website up there, all the documents were placed there. So discussion or vote for approving the March 2020 minutes? We did not have a meeting in June, so we're just catching up.

Kelly McKinney ([00:39:36](#)):

Your enthusiasm is overwhelming, Tom.

Tom Moran ([00:39:39](#)):

I'm sorry?

Chris Geldart ([00:39:40](#)):

I thought I was going to get a rise outta Ira by picking on New York, but he didn't even chime in.

Ira Tannenbaum ([00:39:51](#)):

My apologies, I'm distracted by three kids running around quarantining.

Kelly McKinney ([00:39:59](#)):

Tom, I move that we approve the minutes.

Tom Moran ([00:40:04](#)):

Okay, who was that? Kelly?

Kelly McKinney ([00:40:06](#)):

Yes, sir.

Chris Geldart ([00:40:07](#)):

Oh, that sounded like Tom.

Tom Moran ([00:40:10](#)):

Okay, so there's a motion to approve. Second?

Chris Geldart ([00:40:14](#)):

Second.

Tom Moran ([00:40:17](#)):

Okay, all those in favor?

John Molnar ([00:40:18](#)):

Ay

Kelly McKinney ([00:40:20](#)):

Ay

Christy Morris ([00:40:20](#)):

Ay

Tom Moran ([00:40:23](#)):

Very good, minutes approved. Like I said there was no board meeting in June, so our next meeting is in December, and we'll catch up, I think we'll be pretty much caught up there. Next up is our finance report, John Molnar's on, we're using the latest data we have, so John, I'll let you take over real quick, give a quick snapshot of the finances.

John Molnar ([00:40:47](#)):

No problem, I'll just give you a heads up, the subscriptions that they call out on the accounting group are our membership fees that we have for EEI and Chris Eisenbrey, the Food Marketing Institute and Doug Baker, PMAA, the fuel association with Sherri Stone. That's a piece of what the income is doing with. The eight staffing projects, you see quite a bit of the eight CIMA projects going on, there are probably ten that are in play right now. Chris, I think there is probably 16 people that we have on board at this point now with the staffing project.

Chris Geldart ([00:41:33](#)):

I just need to know that you tell me you got paid.

John Molnar ([00:41:36](#)):

We did get paid, thank you.

Chris Geldart ([00:41:38](#)):

Good.

John Molnar ([00:41:39](#)):

Yes, that initiative is occurring. Also while we're talking about that, Chris, I am coordinating with Charles Madden. He's the director of the grants program to increase the 6.5% overhead to 9% overhead rate. Which basically will add close to \$50,000, as they provide about \$2 million worth of grants within the AHC for us. Anyway, so just to let you guys know.

John Molnar ([00:42:16](#)):

The other project that had finished up within the January/ February 2020 timeframe was the NEP grant, that basically ended in that project and we overlapped that at the beginning of January with the INL initiative that Brick was talking about for the most part, for this last call here.

John Molnar ([00:42:46](#)):

Do you want to say something, Tom?

Tom Hyatt ([00:42:47](#)):

No, no, go ahead.

John Molnar ([00:42:50](#)):

Getting into the expenses, as I talked to you before, the Tom expenses, and the John Molnar salary expenses are the first two that are on that list. We also have the legal expenses as well as the accounting services, so you can kind of see, fairly low key as the finances go in those areas. The large charge that you're seeing with... we call it marketing and communications, is really the development of the sales electronic outreach. For any sales of our products that we're trying to initiate and enable throughout the [inaudible 00:43:35] I don't know if people understand the click funnels tool that we use-

Chris Eisenbrey ([00:43:40](#)):

Chris, rejoining.

John Molnar ([00:43:41](#)):

But anyway, a lot of that deals with that initiative that you see the cost perspective to either the google ads that we're dealing with, the initiative to configure the click funnels tool and to move that forward. And then the only other thing I'll bring up are the project subcontracting efforts, so a lot of that subcontracting are the high dollar ride items that you see on the last section of the report. And as you can see finally, we are starting to see positive throughput here on the funding being close to \$57,000 here, at least on this initiative and now we'll start going up quite a bit as we go through the different quarters.

John Molnar ([00:44:37](#)):

That's all I had Tom, if there's any other questions, please let me know.

Tom Moran ([00:44:45](#)):

Any questions? Yeah. Okay, any other questions for John? All right, very good.

John Molnar ([00:44:50](#)):

Thanks, guys.

Tom Moran ([00:44:52](#)):

Next up, we just want to have a quick board round table. It's been a crazy last six, seven, eight, nine months, so I'll just go around the horn and just tell us what you guys have been doing. Either responding to COVID or whatever. We haven't had time to do this in a while. So I'll start Mike Ambrosio and I'll just go around the horn. So Mike, any updates from what's going on with you over the last 6 or 7 months? I know you retired and playing a lot of golf.

Mike Ambrosio ([00:45:29](#)):

I'm doing a little bit of consulting on the side. So that's pretty much it. Trying to help a guy get a business off started. So keeping a little busy. Picking up ground [inaudible 00:45:43].

Tom Moran ([00:45:46](#)):

Very good. Joe Picciano? Joe?

Joe Picciano ([00:45:51](#)):

Enjoying time at life, doing a little consulting, not much. And helping a friend write a book.

Christy Morris ([00:45:55](#)):

Oh, nice.

Tom Moran ([00:45:58](#)):

Nice, nice.

Ira Tannenbaum ([00:45:59](#)):

Is that friend Kelly's, for round 2?



Ira Tannenbaum ([00:46:08](#)):

I've been [crosstalk 00:46:09] yeah?

Tom Moran ([00:46:10](#)):

Go ahead Ira.

Ira Tannenbaum ([00:46:12](#)):

I've just been hanging out and relaxing. Monitoring Joe Picciano's temperature of his hot tub on Facebook. Living vicariously through [inaudible 00:46:22]. No, past several months have been virtually all COVID related in some way shape or form. Either the active response or planning for potential wave two or modifying plans to now operate in the new environment that we're all operating in.

Ira Tannenbaum ([00:46:51](#)):

So, it's been quite an experience and we're now doing a lot of the after-action conversations and certainly the conversations with the private sector are changing in our... always very interesting from the... as you said before, "Why can't we be out on the road? Should we be out on the road?" And now it's we can't get anyone to go out on the road or to the buildings in the city, no matter how much work they do to prepare their facilities, so many of their employees are just hesitant to make the commute and come on public transportation no matter how many times that we tell them that Kelly's okay taking the subway back and forth.

Ira Tannenbaum ([00:47:42](#)):

Despite all that, it's a challenge here in the city, and certainly every time there's a press conference and they talk about layoffs and changes, it adds a whole other flavor for everyone doing this work.

Tom Moran ([00:47:57](#)):

Wow. Okay, very good. Kelly?

Kelly McKinney ([00:48:04](#)):

Yeah, it's just to follow along with what Ira said, we're the tactical layer below OEM's city-wide layer and it's been a very busy six months, I would say. We transitioned quickly from COVID into a pretty active civil unrest period. It started out quite violent and then it transitioned and got quieter, but it was still very busy and then we had some individual kind of busy jobs at NYU, so it's been a really tough few months. We're looking forward to things slowing down a bit. But I think I've been saying that for 19 years and it's not happened yet.

Tom Moran ([00:49:04](#)):

Indeed. Chris Eisenbrey?

Chris Eisenbrey ([00:49:10](#)):

Hey thanks, Tom, how are you?

Tom Moran ([00:49:13](#)):

Great, thank you. Any?

Chris Eisenbrey ([00:49:18](#)):

Good, good. Yeah, I got an update, I guess. I'll first mention that EEI has been working remotely since March 10th, 2020. Actually the first 3-4 months of our work was focused on the industry's COVID protocols, how does our industry operate, whether it's mutual assistance, normal operations, you name it, in a social distancing COVID atmosphere. We did that work through the Electricity Subsector Coordinating Council, or the ESCC, which is made up of EEI, APPA, and NRECA. Tom was on some of these efforts. We developed multiple tiger teams of executives from the various utilities to problem solve on COVID-related challenges and opportunities. We created a resource guide, which is available on the ESCC's website, which is [electricitysubsector.org](http://electricitysubsector.org), so you can get the resource guide.

Chris Eisenbrey ([00:50:34](#)):

It was quite a marathon to get the industry not only prepared to respond to and react to COVID and especially in mutual systems, how do we respond to storms and whatnot when you're trying to social distance and keep the spread down. The last eight weeks or so, it's been responding to various storms, whether it's Isaias, Laura, Sally, Marco, and wildfires.

Chris Eisenbrey ([00:51:15](#)):

Again, in an atmosphere and situation where COVID protocols are in place. So it's been challenging. But we appreciate all the help that Tom and the All Hazards Consortium has provided. Over.

Tom Moran ([00:51:32](#)):

Okay, great, thank you Chris. Christy Morris?

Christy Morris ([00:51:37](#)):

Hi, I'm retired. I'm trying to fly under the radar. I am doing a little bit of work here and there. I serve on some boards and foundations. I'm just trying to not get COVID and not get in anybody's way. At this point.

Tom Moran ([00:52:03](#)):

At this point, right. Okay, Chris Geldart?

Chris Geldart ([00:52:09](#)):

Thanks, Tom. So since the COVID timeframe, let's see, late February, got a call from the mayor. Here I thought I was out of emergency management and doing public works, and I got the call to run all the operations for the city. For some reason, and Joe may be able to tell me why, our emergency management office needed an operations person, and couldn't do it.

Chris Geldart ([00:52:41](#)):

Started that in late February, early March, and just basically been keeping up with what everybody else is doing in that field. Building hospital surge. We built the second largest hospital in DC in our convention center in 21 days [[crosstalk 00:53:02](#)] engineers. Moved on from that into creating all the testing and contact tracing and then all the isolation and quarantine in all of the congregate settings and ensuring we're taking care of all that. Now where I thought I was calming down and getting back to my public works deal and keeping my people motivated and out there collecting the trash, now have been assigned to get our school in a readiness state for reopen. Working on that now. Okay, Tom.

Tom Moran ([00:53:45](#)):

Okay, no we got a hot mic there. I just wanted to mute everybody [crosstalk 00:53:48] phones if you got that going on, thank you.

Chris Geldart ([00:53:50](#)):

Yep, so for the first six months of COVID, working really hard and becoming a chunk. I got a little bit of break there where I was able to come home, so then I was a drunk and now I'm looking to the phase where I can become a hunk. So basically a chunky drunk hunk coming out of this.

Tom Moran ([00:54:07](#)):

That's good.

Chris Geldart ([00:54:13](#)):

I need to get a copy of Kelly's book, I didn't even know he wrote one, can somebody send me one of these books?

Kelly McKinney ([00:54:18](#)):

Chris, you've always been a hunk to me, and I'll send you a book and it'll say just that, okay?

Chris Geldart ([00:54:26](#)):

Can you write that in the front cover for me, Kelly, with a signature? That would be awesome.

Kelly McKinney ([00:54:31](#)):

Hell yeah, that's exactly, that's the quote.

Tom Moran ([00:54:35](#)):

Make sure you put Mr Kelly. So Chris's wife knows it's a man. As an afterthought, maybe not. That's great.

Tom Moran ([00:54:55](#)):

Okay, next stop is just a couple updates, rather than go through it all here, we have a letter we're sending to DHS, I know a couple of you helped draft, Chris approved the final. I'll send it to all of you first. It basically is a letter summarizing the 17 initiatives and solutions that our work groups have developed just since January. It's unbelievable, [crosstalk 00:55:24] we're involved in. What's funny is the workforce is now bigger than the core. And it's amazing how many groups are working with us, but independently at the same time. And when you get this document, you'll get a chance to see the pieces to this.

Tom Moran ([00:55:48](#)):

The reason Brick was on the phone today, was it was Brick's... Brick is from operations at DHS and it was their funding that went through Idaho National Labs that came to us to make the engine work. And we are trying to get a direct agreement with DHS operations. And this was ammunition for Brick to go and make an appeal to DHS management to, "Hey, would you guys consider [inaudible 00:56:19] this, we're

looking for a direct agreement," which will take a process, but if the proof's ever in the pudding, this is the pudding, and I'll make sure you guys get this as soon as we get off the call tonight.

Tom Moran ([00:56:27](#)):

So I won't go through the updates. The big one... we had Sherry Black on in December, talking about us working with the [inaudible 00:56:36] program, we're still following up on that. There's an interest, there's two [inaudible 00:56:40] right now, they want to plug us into. I'll keep you all posted on that. I know Joe Picciano was involved with when we briefed Will McNamara. Sherry's going to follow up on that. That's still open.

Tom Moran ([00:56:53](#)):

Probably a big one is a licensing agreement that we are getting ready to sign. Literally, it's in our hands at the moment. Tom Hyatt reviewed it. We're signing a license agreement with DHL basically to jointly develop good services data technology. They're clearly a data technology organization, and they have I don't know how many agreements with different factions of DHS, so this could be a long-term opportunity for us. I thought it would take about two years, I guess we've been at it what, John, five months? Maybe, I don't know, since February.

John Molnar ([00:57:29](#)):

Yeah, and what the agreement allows us to do... Brick spoke about the six weeks that he had just to get around the paperwork so we could use the tool, because of all the rigamarole that he had to deal with, and this agreement now will get past all that overhead that we have to work through with every product that we design with INL, and we're able to use this stuff directly now. And those guys get that stuff out, and like Tom said, I think the CRA tool was built in about two weeks.

Tom Moran ([00:58:17](#)):

Yeah, so this is our first licensing agreement and we've had outreach from two other national labs that need help doing the same exact thing. How do we get stuff out of the lab into the field and make it work, operationalize it. They really struggle with it, and of course, our model works very well with that. Any questions on that? Yeah, go ahead Chris.

Chris Geldart ([00:58:46](#)):

One question on that. Maybe people on this call have had a different experience than I have [inaudible 00:58:52] experiences that what they've always struggled with, whether it be DHS or the lab, is finding customers. And like you're saying, getting the things out. Getting it out means people are using them out at the operational and tactical level, so as we're doing these things with them, I think we just need to really keep our eye on, how are we performing in that, in having people actually using them. So, definitely would like to hear as we go forward, maybe some report out on that as we're doing our work.

Tom Moran ([00:59:32](#)):

Excellent, and Chris, just on that topic, our approach to these is not to sell a product. We take the product, we use that as a bug light to get people to join the consortium and be part of the community we build around the product. So our offer is unique in that we will charge money for people to join the community and be part of the planning, they get the tool for free. They pay for the joining and the

training and the other things that come along with it That keeps us out of a sales/product role, which Tom Hyatt has coached me well.

Tom Moran ([01:00:08](#)):

It keeps us in a very unique role and with all of the products that are out there, what we've seen, people don't really care about a product. They want to be part of a community that's working issues. Oh the product, is it part of it? Okay that's a bonus, right? This is what we're finding, so it's a very different model than what most of the labs try to do because they don't know how to sell and market, so they license it to people and hope they sell it and market it but we're using it as a planning tool, and by the way, it's a great transportation planning tool, so that's our current approach but I'll be glad to put that on the agenda, Chris, so we monitor how we're doing.

Chris Geldart ([01:00:43](#)):

Yeah, and to that end, Tom, I hear you. But we still need to be producing, right? Not just in the constant doing of it all, and whatever that means is the metric to measure that. And maybe Kelly and Ira and especially Joe are way smarter than I am and maybe have a better idea on that. But I just want to make sure we're measuring our success on the value add that we're bringing so what that metric is, would be interesting to watch.

Tom Moran ([01:01:18](#)):

Okay, got it. Okay, very good. Any other questions? Okay, Tom Hyatt, with John, any legal update?

Tom Hyatt ([01:01:31](#)):

No, I think it's just pretty much been ops stuff, Tom, as you indicated, working with you and John Molnar, and the PPE licensing thing, the Idaho National Lab stuff, looking at the trademark and so on, so kind of the blocking and tackling part of ops for the association.

Tom Moran ([01:01:47](#)):

Okay, very good. Last two items is: we've been working on this for a while. We've been part of a lot of different working groups and with states and industry. There was an issue with PPE, we've put together a couple of work groups, developed the prototype, had a number of feedback sessions. Ira was part of that. Ira, by the way, your idea did get implemented, as far as a guarantee, so thank you for that.

Ira Tannenbaum ([01:02:17](#)):

Not a problem, thank you.

Tom Moran ([01:02:20](#)):

And there's a brochure, I'll send it to you all, but the pilot right now is the National Vetted PPE Exchange. So we formed two work groups, one of buyers, one of suppliers. We learned more about the PPE problem than you can imagine. So what was agreed to... it was about 80 people involved in this whole thing over the course of about three months, is they developed a prototype that's kind of like an Uber app. Very quickly connects riders and drivers. Well in our model, it connects PPE seekers or buyers, if you will, with PPE suppliers. Everybody's vetted, done within the site, so it's a safe environment. It has eliminated so far the risks that face the suppliers and the buyers. It's really made for institutional purchasing, if you will. People can fulfill orders at Costco, this is not really designed for them. This is

really designed for larger institutional folks that need speed, accuracy, quick comparison, and reduce many hours of staff time to do this into minutes. So the PPE exchange is live now, I think we have about 125 participants in it right now. Some very big ones are looking at it.

Tom Moran ([01:03:40](#)):

What we learned along the way is that the buyers put in a request and they're charged a token, okay? A token is worth anywhere from \$80 to \$100 and the reason we charge for that is one, it validates in the supplier's mind this is a real person, not a robot. It's a real buyer, not a competitor. It's a real buyer, not a price checker, because from the supplier perspective, the fraud is on their end is five times greater than on the buyer's end. I didn't realize this. The buyer work group kind of set the model. Anyway, it saves them anywhere from 6-36 hours because the exchange will actually find competitive bids from US companies that are vetted that have inventory ready to ship in US soil within minutes.

Tom Moran ([01:04:38](#)):

It's amazing, and what we're learning is that it saves the days sometimes of research and price check and comparison. You got a question, you got to email the vendor back, what did you mean, what's your unit price based on? All that stuff that goes on with PPE, this eliminates that very quickly, for the right kind of buyer. There's a pilot program on right now. It's 10 bucks, you get two tokens for free. You go in and you can try it out, and we'll know within the first two requests, you'll know if this is for you or not.

Tom Moran ([01:05:09](#)):

And we have some pretty large organizations looking at it. We have trade organizations looking at it, to buy a bunch of \$10 options for their members. I mentioned to Kelly, we have a very large health care chain in New York State, People Inc, I had not heard of them. Maybe Ira, you know them? Or Kelly, was it, familiar with them? But they're part of New York State government, they're actually looking at a custom enterprise wide license, because they don't have procurement people at all these facilities, so this saves them a way to get competitive bids very quickly that has some guarantees to it, so they're very happy about it. We'll see where it goes.

Tom Moran ([01:05:45](#)):

It is operational right now at [ppenearme.org](#), and you'll all get a flyer and the announcement and then we'll have a press release sometime later in the month, but all that came out of the collaborative problem solving work groups that run under the All Hazards Consortium. So any questions on that?

Chris Geldart ([01:06:15](#)):

Hey Tom? On that end, I showed the length that you sent to me to my chief procurement officer here in the district. He happens to be the president of NAPO - National Association of Procurement Officers.

Tom Moran ([01:06:31](#)):

No kidding!

Chris Geldart ([01:06:33](#)):

So when you're ready on that, I think you should do a presentation with him, because he was very interested, from a NAPO perspective.

Tom Moran ([01:06:42](#)):

Excellent, Chris. Yeah, we are ready. And it was actually Brick and two procurement officers that basically told us, "Hey, you're selling this the wrong way. You need to be selling it this way." And that was all based around, would you spend \$100 to save hours and hours and hours of labor in comparison and have a guarantee. It's just funny the procurement people have a totally different view of it. We don't particularly care, we just know there's not a model anywhere like this. This is a completely different approach. It is not for everybody, but boy the people that are using it, we're getting tremendous feedback from, and the suppliers love it.

Tom Moran ([01:07:22](#)):

Chris, we're ready if you want to make that connection. We even have an enterprise plan now. We've developed a private sector enterprise plan, like a state or a big organization, I think it's going to be a package, something like 60 grand for the license and maybe a couple, \$300 per user, something like that, but they'd get unlimited tokens, they can use it all they want, so we're still learning. DHS, I'm going to send it to them because we're going to market it to a lot of their council members and we just didn't want to get them blindsided. Anyway, just another outcome of integrated planning.

Tom Moran ([01:08:02](#)):

And lastly, we finally have produced a number of new data sheets on the consortium, the sites, what's a use case, what's the operational [inaudible 01:08:13] level. These are one-pagers. They're on the board website, if you go to it, you can download them. We've got a really good team of marketing people, that have helped us put these things together. We'd need them for years, so we now have them. There's like seven, I think there's three or four more coming. They're one-pagers that you all can have and use as you see fit. Again, just better communicating who we are and what we do and what these things mean.

Tom Moran ([01:08:40](#)):

Okay, that's it. That's it for our agenda today. Just, any questions before we move to closure? It's great to hear your voices, folks, I haven't heard from everybody in a long time, so it's really great to see you guys and hear you guys back together.

Chris Geldart ([01:09:01](#)):

You too.

Christy Morris ([01:09:03](#)):

Absolutely.

Chris Geldart ([01:09:05](#)):

I want to echo Christy from before, I don't know if John heard me as well, but it's good to hear him and have him here with us on the call.

Christy Morris ([01:09:13](#)):

Absolutely.

Tom Moran ([01:09:16](#)):

Yeah.

Kelly McKinney ([01:09:17](#)):

That's for sure.

John Molnar ([01:09:19](#)):

Thank you much.

Tom Moran ([01:09:19](#)):

So maybe the next call, Chris, we just do a visual. We do a zoom or go to webinar or something, if everybody could jump on, I think it would be fun to do.

Chris Geldart ([01:09:32](#)):

Right after I get to the hunk days of the coronavirus.

Christy Morris ([01:09:35](#)):

We prefer [crosstalk 01:09:37], no.

Tom Moran ([01:09:44](#)):

Very good. I can only dream about it, Chris.

Chris Geldart ([01:09:49](#)):

All right, I just want to get in shape like Kelly, that's all.

Tom Moran ([01:09:54](#)):

All right Chris, that's the end of our agenda, I'll turn it back to you, you want to close it out?

Chris Geldart ([01:10:07](#)):

Unless anybody has anything else, I'll take a motion to adjourn.

Christy Morris ([01:10:10](#)):

So moved. Be safe, everybody.

Chris Geldart ([01:10:15](#)):

Thanks everybody.

Tom Moran ([01:10:15](#)):

All right, thanks everybody. Good night.

Chris Eisenbrey ([01:10:16](#)):

Thanks, guys. Take care.