



AHC Quarterly Board Meeting Minutes

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Title	AHC Annual Board Meeting
Date	Tuesday, December 18, 2020
Time	4:30pm to 5:30pm ET
Location	Conference Bridge

ROLL CALL

BOARD MEMBER	PRESENT?
Christy Morris	Y
Chris Geldart – President	Y
Mike Ambrosio - Vice President	N
Jim Sheehan	Y
Ira Tannenbaum	Y
Kelly McKinney - Treasurer	Y
Joe Picciano	Y
Tom O'Reilly	N
Joe Bruno	N
Bud Mertz	Y
Chris Eisenbrey	Y

PMO	
Tom Moran	Y
John Molnar	Y
Tom Hyatt	Y

Invited Guests	
Cherri Black, INL	Y

ACTION ITEMS or DECISIONS MADE or RECOMMENDATIONS

Item	Responsibility	Due
AHC Board website: http://www.ahcusa.org/ahc-board.html		

MINUTES -

Discussion Items:

Governance:

NOTES:

The meeting was called to order by Board President Chris Geldart.

A quorum was not reached.

Minutes NOT approved for Sept 2019

1) Guest Speaker – Cherrie Black, Idaho National Labs

Cherrie Black provided an overview of her program at Idaho national labs with a particular focus on helping DHS conduct regional resiliency assessment programs or RRAP

The board members had a fairly lengthy discussion with SHERRIE regarding past RRAP efforts and potential future partnership activities.

DISCUSSION

See the transcript below.

2) Finance Report

John Molnar provided the Finance Report and reviewed the balance sheet. AHC is in good financial shape.

No questions from Board.

3) Legal update

Tom Hyatt provided the legal update. Nothing new to report. Reminded Board members to submit their Conflict of Interest forms.

4) Discussion on 5 Year Strategic Plan

Tom Moran provide overview of current draft a five-year strategic plan

A seventh item was added to Elaine Federal and Private Sector research initiatives with operational needs an industry and states

Will vote to approve on the next quorum call

Current Initiatives Update:

DHS/INL Contracting update: Tom Moran provided an updated on the DHS/INL agreement, the sole-source status of the AHC, and the scope.

Discussions were had about the AHC's unique swim lane and the need to show product and results from this investment.

Operational Update:

The AHC released a new report: Operational Impacts and Results of the SISE. This report outlines the results achieved by the AHC under the DHS NIPP Challenge program

Download at: <https://www.ahcusa.org/reports1.html>

Board provided end of year comments.

Meeting was adjourned.

2020 Full Board Quarterly Conference Call Meeting Schedule

- 1) March 17, 2020, 4:30-5:30 PM ET
- 2) June 16, 2020, 4:30-5:30 PM ET
- 3) September 15, 2020, 4:30-5:30 PM ET
- 4) December 15, 2020, 4:30-5:30 PM ET

Supporting Documents

- 1) Dec 2019 Meeting Agenda
- 2) Sept 2019 Meeting Minutes
- 3) AHC Finance Report
- 4) AHC Board Member Matrix Directory

Parking Lot:

- 1) AHC Overhead rate increase to 10%
- 2) 2019 Board Annual Meeting – Date/Location
- 3) Update DRAFT Strategic Plan
- 4) Board Committee formation
- 5) Update AHC Board of Director Manual

FULL RECORDING OF DECEMBER 2019 MEETING:

<https://www.youtube.com/watch?v=tGmlwkX6zZw>

DISCUSSION TRANSCRIPT EXCERPTS

Tom: Okay. Oh, very good. Thanks, Chris. So, thanks, everybody. We got a quick agenda today. But I'll get right to our guest speaker. Many of you or all of you know Cherrie. Some worked with her, some had just heard about her. And Cherrie actually was one of the people that taught me the business early on. So I'm very grateful for that. Learned a lot from Cherrie and her program in Jersey. So, Cherrie, I just wanted to introduce you, thanks for coming. And we are capturing everything here, so I'll send you the link. And some of the board members like to come back and hear the audio, so they can get caught up. So if that's okay, we'll go ahead and start. So Cherrie, let me turn it over to you and just introduce yourself and kind of what's been going on in INL then we can jump into q&a.

Cherrie Black: Okay, sounds good. Hi, everyone. Nice to hear some old friends on the line, and meet some people I don't know. As Tom said, my name's Cherrie Black. Tom and I have known each other for many years. I was at the state of New Jersey in the office of Homeland Security and Preparedness from 2003 to 2013. I retired in 2013, but let me tell you what I did there. So I ran the Infrastructure, Preparedness and Resilience branch for the state of New Jersey. We had a really... those of you who are familiar with what New Jersey is doing now and weren't familiar with it before, may find this hard to believe, but we had a really active, very innovative program.

So we had a pretty big program for a state office. I think at its height I had about 14 analyst and security specialists working just on infrastructure in New Jersey. We kind of pre-dated DHS' construct of having sector specific agencies identified in the government, and had already done that in New Jersey and really started to organize the way we worked with the private sector. We set up very early on, kind of a Private Sector Coordinating Council and worked very closely with them for a number of years. That actually helped along, because the council itself was created in legislation. We also had a very forward leaning kind of statute that gave us some data protection and information protection regimes at the state level, kind of the FOIA avoidance kind of state statutes long before most other states got around to doing that.

Cherrie Black: So we had a pretty good program going for a number of years in New Jersey. I was fortunate that the leadership at the time pretty much supported anything we wanted to do that would advance our program. So they say loaned me out quite a bit to let me get involved in national programs. So I ran the State, Local, Tribal and Territorial Government Coordinating Council for a couple of terms, and was vice chair of that for a couple of terms. That took up a lot of my time, but it solidified the relationship with the government and the Feds, and brought a lot of opportunities actually to New Jersey that we may not otherwise have seen. And one of the reasons was, they were just aware of the way we were staffed and our ability to pilot projects and work on different things.

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Cherrie Black: We all got Buffer Zone Protection projects back in the day, but we got one of the first RRAPs. We got it 2009, RRAP, and that was the first year that they actually kicked off. Maybe some of you don't know what an RRAP is, it's DHS' Regional Resiliency Assessment Program, where DHS assigns some headquarters' personnel a national lab, and you work with the PSA and a local stakeholder to conduct a resilience assessment in a region typically centered around a problem or an issue that that region is trying to solve. And I know there are a number of people on the call who were very familiar with RRAPs, have been on the receiving end of it. I know, Kelly, you've worked with another of my colleagues here at INL, Peter Fitzmaurice on a couple of people RRAPs centered around New York.

Kelly: That's right, Cherrie. With our friend Joe P's leadership. I think a lot of the RRAPs that you worked on in New Jersey, Joe was involved with. And he has developed into sort of a unique master in proposing them to DHS. And so we were actually on our second with Peter and Joe, and they are centered around healthcare supply chain. And so the first one was a regional healthcare supply chain RRAP and the second was focused on what we call cold chain products, which are pharmaceuticals and other things that rely on being refrigerated through the supply chain. So they're both really, really focused and insightful projects that have I think really built the needle.

Cherrie Black: Yeah and good ideas get RRAPs, and we're starting to see similar requests and nominations coming out of other regions for, you know, not exactly the same thing but built on that same foundation that you guys have laid in Region Two.

Kelly: Yeah.

Cherrie Black: So, Tom I just assumed get into the q&a a little quicker rather than later. But now that I'm here at INL, I support DHS' Regional Resiliency Assessment Program. So I'm finishing up a San Francisco Bay Area Water RRAP that looks at the 11 biggest water supply districts in the nine county region surrounding the Bay Area, and I just started working on a Washington Water RRAP that focuses on Northwest Washington. And is really kind of looking at the Cascadia subduction zone as the hazard. So we're looking at the immediate aftermath of magnitude nine earthquake in the Cascadia region and how we'll water the population and the immediate aftermath of that, given the damage that's likely to happen to roads, bridges and other forms of transportation that might make the arrival of water from outside the region a little bit tricky and difficult.

Tom: So, Cherrie, if you don't mind, I'd like to pull on that thread for a minute. Maybe, can you talk about some of the RRAPs that have already been-

Cherrie Black: So Tom, feel free to fire questions at me, or just set things up in terms of what we're doing with the AHC, if you want to talk about that a little?

Tom: So yeah, let me mention the AHC, and then I'd like to come back to Kelly and you with maybe some of the past RRAP topics, because I have a funny feeling one of our next proposals to DHS, is going to be how to operationalize RRAPs. And so maybe that's a topic the board can speak with you on what's a good one for us to go after. I did mention this to Bob Kolosky. And he said it's not necessarily his complete focus anymore, being at the NRMCC, but it is kind of, but he said there may be another group to bring in. But he said they would love to operationalize one of these if they can. So, first for those board members

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that may not know, I know John Molnar is on the phone. I think we are literally going to sign our final agreement with INL, I would imagine this week maybe, John? Maybe you can provide an update on that. John Molnar?

John Molnar: Yeah, listen Tom, I was hoping this week we... so yeah, set out the contract and the statement of work for us, it was a draft contract. We were to give them pricing back on the proposal as well as our rate structures and our people that we were going to bid on the projects, as well as our partners that we were including in that, at this point in time. At least who we thought we would utilize on Route One. One of the, what can I say, not concerns, but one of the things that we had to abide by was the cost sharing rate that INL was going to be dealing with. So we had some guidelines that we were working with in regards to the funding limitations because of that, and it's not that the number is out of whack, it is probably what we expected. But again, with I think good deliverables, and a good project in the future here and good steps in the future, there will be add ons, follow on work and increases in the budget.

Tom: So John, you're expecting this week or next week probably, right?

John Molnar: I didn't hear you Tom, but I think you said is it going to be signed, it's either this week or next, yes.

Tom: Okay. Very good. So that in regard-

Ira: Tom, it's Ira. Just to jump in on your point about operationalizing the RRAPs. I'm just thinking about a 2016 RRAP that we did at emergency management in New York City, looking at supply chain, but really pushing the... it was Argonne really, but to develop a tool that we can use to do some real time mapping and route identification, as opposed to... Some of the things, we looked at the New Jersey Oil, Gas RRAP, and saw it was great deliverables and great information but it was static, what those handed off. And so we wanted to build a tool that would be able to be maintained and updated, and in a sense, really we looked at it to operationalize it, so it's something that we could grow with and not just put it on a shelf and have to re-do it a few years later. So I don't know if that's what you're talking about in terms of operationalizing RRAPs or just looking at the RRAP process.

Tom: Thank you, Ira, I made a note of that. The idea was for us to pick up where the RRAP left off, and maybe zero in on one of the recommendations and bring investment public and private to it, to make it become an operational product. A training, a dashboard, data sets, map, whatever, or all of the above. I think that's exactly what we're talking about that, is that kind of specific project, what might we prioritize to work on. But yes, Ira, that's exactly right. And so with that-

Cherrie Black: Hey Ira, this is Cherrie. Was that the deliverable that Paul Lewis worked on?

Ira: Yeah, exactly, that deliverable.

Cherrie Black: Yeah, because I think we actually used that a bit in Puerto Rico.

Ira: Excellent.

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Cherrie Black: Or maybe built on that a little. Yeah.

Ira: But it was really, at the end of the day, we saw what you guys did with the New Jersey ones, and it was all this great detail, but it was delivered on a CD and in a book, and sort of looked our experience from the RCPT days where we had this great infrastructure document with [inaudible 00:16:35] sheets about each partner, that now, was useless a few years later. So we wanted to build a living process which has really challenged Paul and the team to do, but I think part of the challenge we had, and Tom, this goes I think to your point, is what next? What's the RRAP [inaudible 00:17:00] and we have the deliverable, whether it's documents or a tool, what's the future of that tool, and how do we make sure that it's maintained and incorporated into the operational activities of an organization in a locality. And I think that can be a that's a big value add to the process.

Tom: Right.

Cherrie Black: Yeah, and along those lines, Ira, one of the things that we're building for one of the RRAPs that we're just starting to finish up in the San Diego Bay. So San Diego asked for a study of the underground infrastructure in the San Diego Bay. Essentially because no one was sure what was actually there. It was buried infrastructure, it's under the ground, it's cables, it's abandoned infrastructure, it's still viable infrastructure, it's pipes that are still moving water, it's pipes that have been abandoned. So what we actually had to do was kind of a historic study of what was there, along with trying to pull current stakeholders on their knowledge of what they were still operating, that was buried in the bay. And one of the things that we ended up building for that, which was the point I really wanted to get to, is kind of a leave behind product for port operations. It's an automated sync matrix. So a sync matrix is kind of... some of you may be familiar with it, some of you maybe you haven't heard of it, but a sync matrix was actually used in that New Jersey Fuels RRAP, but it was just a standard sync matrix. There was nothing automated about it.

Cherrie Black: Basically what you do with the sync matrix is figure out, x happens, what's everybody doing? What's everybody going to be doing at n plus two hours, n plus four hours, n plus six hours, what are their current operational plans? And it actually is able to put all that stuff into an app essentially, and allow the port stakeholders to play with that app, and see where they are in an event. So that was the leave behind that was requested in San Diego. And I think most of the RRAPs that are going on right now are trying to do more and more of that. I mentioned to you that we're doing the water RRAP, well the precursor to that was that another RRAP in in the Cascadia Zone that Argonne did, which was a transportation RRAP that looked at the viability of roads and bridges following a magnitude nine earthquake there.

Cherrie Black: So I told you a little bit about what we're doing with the water, and basically coming up with pots and watering stations is going to have a lot to do with where the roads are actually viable, where people can get to, and where people are islanded, or areas are islanded. So we'll be working with some of the lead behinds from that project. But we're trying to do more and more of that, recognizing that, yeah, it's really nice to get a report. And frankly, the report is the premier deliverable for the lab in terms of the way DHS sees it. But in terms of the way the stakeholders see it, it tends not to be the report, it tends to be the more useful derivative products that we're able to give them that they're actually able to use in their day-to-day operations.

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Ira: Excellent, excellent.

Tom: So Kelly, you had done a couple in healthcare and I remember one was kind of the cold supply chain, what was the other one you all did in the city? It was healthcare related, I don't remember.

Kelly: Well we've been [inaudible 00:22:05] and they're both healthcare supply chain. The first was just a regional supply chain RRAP that looked at the vulnerabilities of all of the different supply inputs that are used in healthcare. And it focused on several broad categories, including medical gases and pharmaceuticals and specialized equipment and that sort of stuff. I think this is such a great conversation and for me, it's really about bringing all these different pieces together. The pieces are... it's like Cherrie said, the RRAP brings together a group of diverse stakeholders and to gain insight, a unique insight into a complex problem set that can only be done through a process like the RRAP, where you're interviewing a lot of people, you're bringing a lot of people together, you're going through a lot of data. It's a very deep dive that people don't have the time to do, busy people, in their day-to-day jobs. So it's a unique product. But what happens is, as Ira says, it's short lived because those teams don't have any ability to stay together, everybody has to go back to their day jobs. And then the product starts to age quickly.

Kelly: And so I think the mission of... well, there's the mission of the All Hazards Consortium, is to actually trying to keep those diverse stakeholder groups together, and to keep those products warm and alive through the use case process. And then what will happen is... and we've seen it. We've seen it where the events will transpire to make that team and those use cases really useful in the moment. And so all of the things the Fleet Working Group has done are great examples of that. But I mean what Cherrie's talking about with the water RRAP in the Cascadia Subduction Zone, I mean, you could envision an amazing result coming from that if the team was maintained... I mean, Cherrie's got a unique insight, she was at the state level and she's now doing this kind of work.

Kelly: And so it is about connecting the states. It's about connecting the states to the private sector, it's about connecting these diverse teams together. And before the job and having that insight, you're going to be a lot more capable to solve those really, really tough problems in the moment. So, I mean, there's a lot of value in what we're talking about here. A tremendous amount of value. But again, it means keeping those diverse stakeholder groups convened, they connect to the state, connect to the private sector, with the insights of the things like the RRAP process brings. That's the operationalized part, Tom, that you're talking about. And the sync matrix, I mean that sync matrix is everything. That's what you're trying to do in the job, is sync everybody up. So if you can figure out what the sync looks like, a little ahead of time, I mean, it just gets you so many steps ahead in the job when you're trying to figure it out in the chaos. So really, that INL partnership I think is huge. It's just everything. And it's just a matter of how many different places can we do this with how many different problem sets.

Cherrie Black: And I love to hear people talking, people who actually have the capacity to do something talk about operationalizing the RRAP. But I think there may be even an interim step to take. And that's socializing the RRAP findings. Because one of the issues is, we're coming up with findings that are broadly applicable, but shared with a very narrow group of people. Kelly, I think you guys with the work you did with healthcare and the supply chain may have actually socialized the findings of your work up there a little more broadly than it's typically

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socialized, but imagine if that were socialized throughout healthcare systems throughout the entire country.

Kelly: Yeah, absolutely, Cherrie. Those two RRAPs, there're so many insights that you're just thinking yourself, this is scary stuff. I mean this is life or death stuff. And I do think that we have tried to socialize it, but there's so much more than needs to be done to socialize these things. Because healthcare is everywhere, healthcare is ubiquitous, healthcare is massive. And there isn't enough awareness about these things, so I do agree with you that... And because the socialization process alone is a huge step, even if you don't do anything else, just to create that awareness.

Ira: You're 100% right. And Tom maybe this is an opportunity for the Consortium to put to DHS to figure out a way to pull all the work that's been done on the RRAPs across the country, and really present it in a way or make it available in a way that local jurisdictions, states or even industries would be able to get better information and understanding and ideas across the whole... I mean again, it's one of the challenges, right, that you do an RRAP in the [inaudible 00:29:08] area. But those lessons don't only apply to the healthcare organizations in New York City, there's things that Kelly said that could go be relevant and useful. But how many people are really finding the opportunity to read the RRAP report, or learn about the RRAPs that were done here in New York? I don't know, that might be an opportunity for the Consortium.

Cherrie Black: I think another opportunity too, and I love that one, but I think another opportunity might be to... I forget who was talking, it might have been Kelly, talking about the use cases. And one of the things that RRAPS do is they identify problems. And to throw a, I was going to say a challenge, but I think I'll say an invitation to the Program Resilient Services at CISA and say, hey, we'd really like to help you with this. We would like to take some of the problems that you've identified and start working use cases. Kind of create one of those continuous feedback loops where you're actually working with the program and you have real life owner operators contributing to the dialogue.

Kelly: I think that's exactly it. I think we should just inscribe that in marble, right, because that's what we're talking about here Tom, right?

Tom: exactly... the solution here is not unlike why DHS funded the SISE the last three years. We found a problem, we organized and sustained a weekly call around these use case committees. Trust built, communities expanded, products emerged. And what was really interesting about it, I think DHS got a real exposure to, they don't know how to market. They don't know how to do outreach, outside of the normal players. And that's what I think they're really hoping to figure out, how can they do that better, and I mean, we can certainly help them with that. So this is great, because to your point, Kelly, that we need to take those communities and we need to sustain them and show product that comes out of that, training, report, dashboards, data sets, partnerships. The SISE work group three years ago when it started had one use case, they just did their 61st, okay. And that group started from about 30. And now just since from April last year till December, there's 1,008 people have opted in to participate in these committees, across the country.

Tom: Now let's take out half of them. That's 500 private sector owner operators that have expressed an interest in the use cases we've published, without even advertising or

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anything. So no, I think this is a great opportunity. And we have DHS' ear, because of the results that SISE has produced. And I think now our partnership with INL is going to allow us several things. One, working with INL, we have a capacity there that we've never had before. We have a financial vehicle that DHS wants, and we can build on the RRAPs that already have the communities identified. That's the hard part, okay, it's pulling it together.

Cherrie Black: You know Tom, we went to, I guess it was October this year, we went down for some brainstorming, the two labs, Argonne and INL, who both support resilience services went down and had some brainstorming sessions with Dan Genuine, Will McNamara. And there is an expressed interest. I don't think it's been acted on because there's a million things to act on, and it's never at the top of the list, of forming and mining the relationships with the Regional Consortium Coordinating Council. And particularly, mentioned AHC and [inaudible 00:34:02] because everybody knows that you guys are the two that are really doing some stuff. And I would be happy to broker a meeting and get you guys in the room with the right people and really start to have a conversation, because I think you can make a lot of things happen that right now they don't know how to bring to fruition.

Tom: Yeah, no, that'd be great Cherrie. I just made a note. I think that's a great suggestion. What's the name of that group again, DHS Resilience...

Cherrie Black: It's part of Brian Harrell's group and it's called Resilience Services.

Tom: Okay.

Cherrie Black: And Will McNamara is the project lead for that. And Kelly you've probably met him. Maybe-

Kelly: Yeah, a couple times-

Cherrie Black: ... Ira.

Tom: Got it, okay.

Cherrie Black: Will McNamara was recently working on a New York City RRAP on sea level rise.

Tom: Okay.

Cherrie Black: So you might have seen him up there.

Tom: Okay.

Cherrie Black: I think that one just [inaudible 00:35:25].

Tom: So we ought to circle back on this topic, as a board, Cherrie with you, because I think this is something I know DHS, at least the people I've worked with have expressed an interest. I know an RRAP, the effort to pull that together is immense. That's just no small thing. It doesn't make sense to replicate it, let's just build up on top of it, makes a lot more sense. Assuming the use case is still important. And I mean to me, this is a good approach that would provide the people that would sustain the planning and involve the states and the industry in an operational way. I mean, to me, this is right down the swim lane. And Kelly,

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this could actually be a project of the institute, right? This could be right there. This could be one of the first projects for the applied operational research-

Bud M.: I think you said the two key words there, Tom, is we involve the states and the industry. But there's too many times you see it, where, I mean in all practicality, a bad thing happens, a disaster happens, and you have a tremendous momentum, a force of the state to stand up emergency operation centers. They activate National Guards, they bring in all these state leaders to handle a disaster. And simultaneously and separate from all that, you have the industry who has to recover and basically bringing in all the resources and everything that they have to recover and whatever. The two never get to work together. They never get to talk together, they get never get to work together. And I think this is a great opportunity for the All Hazards Consortium to do what it does best, and that's bring that marriage together of the industry, the private sector and the government.

Tom: Yep. No, thank you, Bud. So does anyone... I want to be respectful of Cherrie's time in the agenda, so forth, anybody have any other questions for Cherrie?

Kelly: Hey, I am so happy that Cherrie was able to get on. So now with this new agreement, are we going to be able to work closer with Cherrie going forward, or is this kind of a one and done deal?

Tom: I'd say it's going to be a pretty regular date.

Cherrie Black: And it's not just going to be me, it's going to be the whole team of people here. The folks who built the All Hazards framework, that [inaudible 00:38:18] has built, and is the front end for, and all those good things that we're working on with NRMC and some of the other components of DHS. So we're looking forward to bringing the whole team to the party.

Tom: Maybe we can do a board meeting in Idaho Falls some day.

John Molnar: Just to answer your question, the contract will go, right now, it's going till 12/31 of 2020. And I don't know any reason that the contract from DHS to INL goes, I think till September of 2021, if I looked at it right. Cherrie, I don't know if you know or not. Anyways the point of it is, with good work and stuff, Kelly, I don't know why we couldn't be extended and the date couldn't last a little longer.

Kelly: That's awesome.

Tom: Yeah. No, it's a wonderful opportunity.

Kelly: I'm really looking forward to it.

Cherrie Black: Yeah. I mean, I think what we need to do is we need to work together. We need to get a victory. We need to create a use case and some analysis and data sharing that really proves why we need to do this work.

Tom: Yeah. So I made some notes from this, but it seems to me one of the low hanging fruits is to right away, is to increase the awareness of some of the RRAP outcomes. That's an easy one, right. And with our ability to target outreach, we could automate that process. So

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that's a simple one there. I think the next one is maybe to have that meeting with McNamara and so forth, just to discuss kind of how that might look. I think that's going to be a really easy one. And if you're if you're up for it, Cherrie, I'd like to maybe have on our next call, maybe spend a little more time on this. Because I think this is going to be a big swim lane for us. It's a big issue for DHS, they're trying to operationalize stuff. You just can't do that without the states. It's just not going to happen at The federal level. And I think that's where the Feds struggle. Is how do we plug in? Where do we plug in?

Tom: You've got to have emergency management, but DHS can't talk to them without upsetting FEMA. You know, it's ridiculous. So, maybe there's some role we could play to bring the parties together and keep it together. So we're creating this permanent rhythm of planning, like we've been able to do over the past. So unless anyone objects-

Cherrie Black: No, I think you're open to that Tom. And they've mentioned it to me, so I know they see the value in it.

Tom: Yeah. All right, well, I'll make a note Cherrie, if you are open, maybe we come back and revisit this January, February. I think, Kelly, this would be a really good topic to zero in on for the institute. Because they're trying to do this, like yesterday, from what I hear, so this will be a good one for us. So Cherrie, thanks.

Kelly: There's this goldmine of insight that DHS has built up with this RRAP program over the years and we could cherry pick a couple of just mind blowing programs and bring the stakeholders together, and really show value quickly, I think. And like Cherrie said, you need a couple of quick wins. And it's going to be easy, in my mind, because there's so much... these RRAPs are just... there's nothing like them. I mean there's nothing like the kind of deep analysis that they do, and the insight that they bring. And the fact that it all gets locked up is tragic. And so it's just a really cool opportunity, I think. Really looking forward to making some headway here with this.

Cherrie Black: Well, thanks Kelly. And I think the pendulum is swinging in the right direction. If you guys were aware of RRAPs in the early days, they were almost all PCII very early on. And then from PCII, we went to FOUO. I can't even think of one unless it's kind of involving proprietary cyber security information with PCII anymore. But there's a few that are FOUO. But there are more and more every year that are just open source, and much more shareable than they used to be. So we're moving in the right direction.

Tom: Good.

Kelly: Awesome.

Tom: Okay. Well Cherrie, we'll have you back. I think this is worthy of a longer discussion. Maybe some review of current RRAPs that have been done. I know there's probably over 100 of them, right? I know there's over 50 of them, I don't know how many.

Cherrie Black: Well, and DHS itself has undertaken some of that review. And there may actually be some high level takeaways that could be shared with a group like CAHC.

Cherrie Black: In the meantime, Tom, I will talk to Will McNamara and try and get something going here.

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Tom: Right. And Cherrie, just for everybody's knowledge, if we did something, we would do it under the protection of the SISE, which every user's vetted, agrees to the agreement, and it protects us from FOIA and competitive interests and all that stuff. So that's how we would... we wouldn't use PCII or FOUO, that's all part of the SISE framework. I think the private sector would like that, I think and feel more, since they run it, would be more apt to provide information as far as the vulnerabilities, which are not always discussed. Because they're super sensitive. I just think there's a wonderful opportunity here. So, Cherrie, thank you so much for joining us. This has been great. You're certainly welcome to stay on if you want. We're going to do some business here real quick, and then let everybody go.

Cherrie Black: Well Tom, I think I'm going to get back to my work. But I really appreciated the opportunity to talk to the group, and to hear so many familiar voices.

Tom: Indeed, indeed. All right. Well, listen, thanks, Cherrie. Have a great holiday.

Cherrie Black: All right. You as well.

John Molnar: Thank you Cherrie.

Cherrie Black: Bye-bye.

Tom: All right, bye-bye now.

Kelly: Bye Cherrie.

Tom: Okay, so unless anyone objects, I'll make a note maybe to set up another call with them in January. But we're going to be working with Cherrie on a pretty regular basis. We've had weekly calls with INL for the past maybe two months. So I just think it's fortuitous now, we're back working together. And INL does a lot of work for DHS. We have great relationships and trust. I think it's a wonderful opportunity for the Consortium. Okay, next up, we got our finance report. John, I'll turn it over to you. I put all the documents up on the board website. I sent that link out several times. So John, I don't want to assume everybody's got the document in front of them, so if you could give them the snapshot of how things are going with the financial report, that'd be great. Thanks John, go ahead.