

Tom: Is really the strategic plan and we can do that via email Chris, so if you're not feeling well, don't worry about it.

Cherrie Black: Hey Chris, feel better, we got a holiday coming up here.

Chris: I appreciate that. I'm trying to get everybody here, but as I've been doing all day is chasing kids around and giving medicine and keeping them down.

Tom: So Chris, before you drop, I just had one simple thing I wanted to do before we introduce Cherrie, is to do a proper introduction. So listen up.

Tom: (singing).

Chris: Very nice.

Tom: There we go.

Ira: Tom, how long have you been waiting to do that?

Tom: That's funny.

Cherrie Black: Oh, Tom, I didn't think you'd really do it.

Tom: Are you kidding? This is probably the only group I could get away with that. Yeah, it's funny.

Cherrie Black: I'm just sorry [Joe P 00:01:11] wasn't around to hear that.

Tom: Yeah, it's on the recording. All right, let's give it one more minute.

Ira: Yeah, I think Joe P sounds kind of like Chris, so he was off to the doctor, last I heard.

Tom: Yeah, all right, what time is it? 4:30, yeah, we can go ahead and start. So Chris, I'll run the agenda, I'd appreciate it if you'd dial it in, to say you can drop any time. So... (singing). Whoa.

Chris: There you go. If I don't talk to the folks on this phone, please have a Merry Christmas and happy holidays with family and friends and all that.

Ira: Same to you, Chris.

Tom: All right, thanks Chris.

John Molnar: Same to you, feel better.

Cherrie Black: Feel better Chris.

Chris: Thank you.

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. Probably staff... I'm sorry, what was that Tom?

Tom: No, go ahead.

Cherrie Black: Oh, okay. 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.

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 RAPs, 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 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 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: [inaudible 00:13:56] Tom...

Tom: Go ahead.

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: No, no. 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.

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.

Tom: So...

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.

Tom: Yeah.

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 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.
- Tom: Yeah, no that's...
- 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.
- Tom: Yeah, I'm just taking notes.
- 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: Yep, yep. No, it's 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 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 Herald'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, 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.

Cherrie Black: Just make it summer.

Kelly: It's a lot nicer than Philly.

Cherrie Black: Don't be talking smack about Philly.

Tom: That's funny. Before-

Ira: [crosstalk 00:39:01] in Idaho.

Kelly: He always drags us to some dingy conference room in Philly, I mean let's get some sun and fresh air for God's sake.

Tom: So to answer your-

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 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.

Tom: Yeah.

Cherrie Black: So sure.

Tom: Yeah.

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

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.

John Molnar: Yeah, I'm not going to go over all the details. I think if anybody wants to leaf through and see pretty much we opened our [inaudible 00:46:54] on that spreadsheet and show pretty much where every dollar goes within the Consortium. And I think you'll see that we're running a pretty lean operation. The only thing that's not included in there, and that's all good news, is we have a large... kind of what's the bank picture going to look like here? And if you look at this, it says negative 61. Well, that doesn't show that [inaudible 00:47:24] has a large reimbursement check of about 175,000 that they're going to be providing to us in the next two weeks. Mainly Tom and I have worked on the deliverables. You have to do the work and then you have to do the write ups to prove that you did the work for DHS on the NIP three grant. So we had put in, in the last three weeks, probably five invoices of over \$200,000.

John Molnar: So again, the 175 plus the 200,000, we have close to 400,000 coming in the door here and probably before the new year is even over. And then there are two more invoices for the next three that are about 160,000 total. So again, we'll have close to a little over 500,000 starting the new year in the bank, probably not that much. So let's bring it down to about 500 even say. And then the new contract with INL is 750,000 at least to start. And that's a run rate through December of next year. So it's certainly a fantastic base. Again, I know I've said this before, but I can't remember a time when we have had this type of base to work with. So I think it's up to us to get innovative on some of these ideas on where to go and how to grow the organization. And and how to make a mark within this Homeland Security space.

Tom: Thank you, John. Any questions for John on the finance report? Okay. Tom [Hyatt 00:49:15] are you on?

Tom Hyatt: Couldn't hear you Tom, you broke up a little bit.

Tom: Oh, you are on. I wanted to invite you to provide a legal update, I wasn't sure you logged in or not Tom, welcome.

Tom Hyatt: Yeah, I've been on from the beginning, sorry Tom.

Tom: Okay very good.

Tom Hyatt: Yeah, hi, happy holidays, one and all. Nothing in particular new to report on the legal front. One thing I'll put in a friendly reminder for, and I will have Tom send it back out again so it's fresh in your inbox knowing how much comes in in December, but I've not yet received any disclosure forms under the conflict of interest policy returns. So if you sent it, I missed it. Perhaps you could send it again and let me know where you sent it and we'll find it. But if you haven't had a chance to send it in yet, if you could do that and get it in... it's really a pretty quick fill out. So that I have it to review, and can get in the files, that'd be a great help.

Tom: Okay. Tom, I sent reminders of that out yesterday or this morning. I lost track. So everybody has that. I think we got several of the board members in July when we had our officers meeting. So I'll follow up with the individuals. John Molnar, I'll circle back with you on the copies. They were hard copies from that.

Tom Hyatt: Okay.

John Molnar: I scanned those Tom, and if I didn't send them to Tom, I apologize, Tom, I'll get those over to you. Some people like Chris and that have filled them out already. I can't remember the list, but we probably have four or five of them.

Tom: Okay.

Tom Hyatt: Yeah, that's great. Thanks John. We do need 100% participation in that so if you have any questions at all, as you're filling that out, please just let me know.

Tom: Yeah. Right. So just for the record I got Bud [Merchant's 00:51:03] today. John Molnar, I'll send it over to you and you can forward those to Tom Hyatt. And I got Joe Picciano's today as well. So, okay.

Tom Hyatt: Sounds super.

Ira: And I should be able to get mine in tomorrow.

Tom: Okay. Okay, great. Thank you, Ira. Yeah. Wonderful.

Christie Morris: This is Christie Morris. And I feel like I've sent it to you, this calendar year. And I am sitting at my computer as we speak, looking for it.

Tom: Okay-

Christie Morris: So I can't find it, but I've got the form open and ready to fill out again, and send it again.

Tom: That's fine, no problem. No problem. Yeah, I gave everybody by the... I know for the audit purposes, we needed this as well Tom. So I gave everybody to the end of December.

Tom Hyatt: Yeah, okay. Thanks Tom.

Tom: Next up on the agenda is, we were hoping to get in a vote to approve but, we've been working on the five year strategic plan. We had our board officer meeting in July, we took some of that conversation and updated it to introduce a new strategic goal, which I'm really glad we talked about, and that is the establishment of... we have six objectives, we added a seventh, and the seventh objective was really to develop a model to align federal and private sector

research initiatives with operational needs, with industry and states, and to expedite transition to practice. If you look at the Consortium's revenue sources over the last two years, probably the lion's share by far has been research related dollars. So in July, the officers put forth... or I'm sorry, I think in June, you all approved the establishment of an applied operational research institute. We've had initial discussions around what that will be and should do. And it was not included in our strategic plan.

Tom: So I added that seventh objective. And we've got the initial thing started along that way. So anyway, I sent the revised strategic plan to all of you, I'll send out a reminder email, we can just do an electronic vote, and then ratify that vote on our next call. But I just wanted to make sure I briefed all you all on that seventh strategic goal. The first six had been there for a while, it looks like we've kind of put several of them in place and we're still working on them. So, I don't know if any of you had a chance to look at it, but any comments or feedback now if you have any, I'd love to hear it. Okay.

Tom: Okay, next up is our DHS-INL contract, we got you an update on that. This is going to be our first work order under that, but I think they're going to use that vehicle for others. Another piece of news on that, in order for that contract to get put in place, INL had to ask Battelle who went to DOE, I guess that's the food chain, right? DHS gives the money to Department of Energy, who then gives it to Battelle who then gives it to INL, okay? But in order to get our contract in place, John Molnar, correct me if I'm wrong, DOE had to approve a sole source request, which they don't do very often, and apparently is difficult to get. And I believe John, they certified the Consortium as a sole source provider for operational planning with states and industry, I think is that correct John?

John Molnar: That's right. And I mentioned the limitation on the funding, and they tend to limit that at the \$700, \$800,000 mark. So they kind of [inaudible 00:55:04] guys don't go over that amount when you respond back. So we were, again, that's what I'm saying, in future we've got to show some successes, but I don't think they're hesitant at all to add to this contract.

Tom: Yeah. So the good news is was the sole source approval. And when Jay, Kelly this goes back to your meeting and my meeting with Jay Robinson at DHS, right, their contracts guy.

Kelly: Yeah.

Tom: I told Jay of the sole source. He said, well, if they can do it, we can do it. So he said after the first of the year, why don't we talk, meaning Jay Robinson and the Consortium about a direct agreement, as a sole source provider for the same thing. Because they're giving up 50% of their funding to the universities to do this. So, Jay said all we really need to do is to have Bob Kolosky and Matt [Wombacher 00:56:04] say, yeah, we think that's a good idea, and sponsor it. And then Jay will take it and run with it. He said, there's no guarantee, he said,

but the fact that DOE has already done it, may pave the way for us, the consortium, to have a direct agreement with DHS sole source when they're trying to operationalize stuff. Which as you heard on the November 4th meeting, is one of their big struggles is how do we operationalize ESF 14? How do we operationalize RRAPs? It comes back to the same thing. So that'll be... that meeting will be forthcoming in January. Probably a phone call at first, but I wanted to let you all know, that was a little serendipity that came out of the Idaho National Labs contract. So any questions?

Kelly: Yeah, I mean it's Kelly. Clearly, Cherrie mentioned it too, clearly there's, as you say, Tom, there's a swim lane here, and I think somebody needs to start swimming. You know what I mean? I mean we need to really show some product and I think we need to set it on a whiteboard pretty soon and map it out. What's the pathway to these early deliverables, so that we can demonstrate the value here. I've spent actually the last two months, I've been to three different universities and I'll tell you right now, they're not moving the needle in this stuff. They're just oblivious to it. They don't even get the concepts. So, I think this is a unique vendor to them, if you can call it that, to approve a sole source agreement like that is a big deal. It doesn't happen very often.

Tom: Yeah. Yeah. Well, I told Jay, we already have our plan for the SISE Business Integration Center. We did the staffing plan, we all did that together, I guess last year. So that cake is baked. So I told him, I said, look for this to happen, we need people. Right now, we've been in beta for five years. And I said, if you like what we produce today, which they do, I said, imagine if we had a dedicated staff with facility and time. I said, there's no limit. So anyway, I think the timing is right. I'll circle back with that. But I wanted to share that sole source news with the board, it is a big deal. It's a very big deal. So we want to take full advantage of that. Okay.

Tom: Lastly, I forwarded everyone a copy of the report, which was the operational impacts and results of the SISE. This is here, DHS, here's what the Consortium did with your money over the last three years under the new challenge program. So, in total, they gave us \$1.4 million over three years. We produced a number of technical policy process, operational, partnership impacts, and we articulated every one of them and the value to National Critical Infrastructure. I left one area out, outreach and education communications, right. So if you have a minute over the holidays go through that. But this is the real world results and the impacts, and DHS has taken that report to the highest levels from what I understand it. They're actually bragging about the NIP challenge project, which was basically very little money, but they gave it to entrepreneurs and innovators. And I think clearly the SISE took on a life of its own.

Tom: Clearly the largest stakeholder base of any of the projects they did over the last several years, produced operational results that they didn't really expect. And I've got to thank a lot of you and the private sector folks that participated in this

effort. So that report summarizes it, and I wanted to make sure you all had a copy of it. Because we can do all the good work in the world, but if we don't communicate it and market it, it doesn't exist. So we're going to organize a webinar series around this and capture those, memorialize those, and make those part of our outreach and communications plan, to both states and the private sector. So I'll pause, if you have any questions on the report, or how we might be able to use that going forward in the future.

Kelly: Tom, it's Kelly. I think it's a great report. I do think that we need more products like that. I think this is what Cherrie was talking about with a socialization piece. And you and I have had conversations about videos. I think we have an axiom in my office and axiom number one, is nobody reads. And so I think we figured out how to turn the key insights of a report like this into videos and other products. TED talks and podcasts and emojis for Christ's sake, you know what I mean? And just really start to create an industry around communicating these insights, and communicating the processes. A lot of what the problem is, is that, it's just not well expressed. And I think we're starting down that road with this.

Tom: Yeah.

Ira: Coming from a published author, it's a little scary, Kelly. But you're absolutely right. I would point to some of those videos that we did for the RCPT which I always got feedback on, short videos and using drawings but really honed in on the message.

Kelly: Yeah, yeah, exactly, exactly. I wrote a book, because I thought it would relieve me from the compulsion to talk about this stuff all day long, it didn't work. Because I still talk about this stuff all the time. But everywhere I go, invariably, someone will come up and say, "Hey, you worked on that video, what was that video that we..." So, if the amateurs like rank amateurs like us could make a video that other people watched, just imagine if we really started to develop that. And I mean Ira... how long has Ira been doing this, right? And there's just a lot of expertise and a lot of insight in this group, and we need to share. Spent a lot of time traveling, talking, you know I was at [IEM 01:03:49] in Savannah a couple weeks ago, I was in Tallahassee last weekend, and I was in Oklahoma... There's a big audience out there. There's a lot of people that aren't tapped into these kinds of conversations. So I think we can do a lot to really help that.

Tom: Yeah. And Kelly, just so you know in 2020, we're going to have a dedicated contractor that's going to do this for us. This is what their skill, is creating videos and marketing those.

Kelly: Yeah, great.

Tom: Because I think, to your point, it's got to be someone's full attention, that's all they do. And we found a couple of people that can, they all have unique skills. It's a team of three, one is a transcriber, one's an editor, one's a marketing

messenger, it's a team of four actually, one's a videographer. And so they can take snippets and create product and then cover the world with it. So, to your point, because if we're going to operationalize at the institute, it's going to be about messaging and information products and building a brand that's respected. And more importantly, leveraging our board members, leveraging all of you, our working group... we have the greatest senior group of people on the planet in my opinion, for this topic.

Kelly: That's the point-

Ira: How are they going to-

Kelly: Go ahead, Ira.

Ira: Are they going to continue to shoot you... I just want to make sure they continue to shoot Tom's videos from his console while he's driving. I'm always nervous because at the end of a bad week...

Tom: So, I'll tell you-

Kelly: No, no, no that's the brand, Ira. We're gonna take that to the nth degree, everything video is going to be shot from Tom's rear view mirror.

Ira: Perfect, perfect-

Tom: So Ira, I've got to share a story. I got hammered, hammered on our Facebook page by some guy who said, "What is this guy in disaster response doing on his phone driving... I mean, he's a disaster himself." This guy went off on me. And I thought to myself, you know, he's got a point. It's just-

Ira: Well, at least he's watching them.

Tom: Listen, I was glad somebody watched it. But no, these will be a little bit different. But man, I can tell you, doing it on the move is the best way for me to do it. But we got to get it a little more professional, a little more digitized and professionalized. And Kelly, you said a really important thing. I'm 62, I'm not going to be doing this forever. And the younger guys coming behind all of us, they don't read anything. 61% of our SISE subscribers are mobile users. All of them are Facebook users, Twitter. We got to be there. We have to have a presence there. So if we produce the content, this contract team will put it out there in the digital market. And still produce hard product, but we've got to get our training, we got to get it out the door. And what we developed during the SISE-NIP thing was a way to target markets.

Tom: So it's not just saying message to everybody, we can actually tailor it to specific groups, fuel sector, state government, all target of interests. I mean, there's a

million ways we can do it. We have some tools we didn't have. This will be the fun part of it.

Kelly: Yeah.

Tom: But listen-

Kelly: My last thought is, this idea of a brand Tom, I think is so important because a brand is really a trusted voice. And if we can create consistent content, consistent valuable content for emergency managers, that people can, when they see it, they watch it and then every time they go back, it's consistently providing this value-added information. That's the key, because there aren't a lot of voices out there like that. You look at FEMA and you look at the other "leaders" and their content is abysmal. It's horrible. It makes me it makes me angry sometimes, to look at it. And I think it puts a lot of people off, especially young people that are looking at it, and they're just scratching their heads and they're like, this is as good as it gets. And so I think we can do a lot better.

Tom: Yeah, no, I agree, 100%. So we're at the end of our agenda. This is our last meeting for the year. It's been quite a year, 2019. I just wanted to express my professional and personal thank you to all of you. And before we adjourn, I want to give everybody a chance to provide a comment. Christie Morris, is she still with us?

Christie Morris: Yes, sir. And while I've been here, I just went ahead and executed another form, scanned it and it's in your mailbox, I bet you.

Tom: I got it. I got it. And I just forwarded it to John, thank you, Christie.

John Molnar: You're the best, Christie.

Christie Morris: Just plugging away. Merry Christmas, everybody. I'm sorry, I haven't been on for a while, but life's good. And I appreciate how far we have come as the AHC. I am just so tickled that I got to be in on the ground floor. And I get to watch you evolve into what it is. And I appreciate you, Tom. I hope if you continue making those videos, that you put a little music behind it to make it a little more palatable to some.

Tom: That's great. You just gave me a whole new set of thinking here, Christie.

Christie Morris: Oh yeah, I know. So you cannot start any meeting with Cherrie without that song. You have to at least give us like a 10-second thing, and we'll all know.

Tom: That's great, thank you, thank you. Bud, any final comments?

Bud M.: I'm thinking the background could be a zoo or maybe waterfalls. I'm planning your next video [inaudible 01:10:36]. It's always a thrill to be on these calls. I'm very humbled for the fact that the level of intelligence that's on the board here, and how everybody gets it. And I have to sit here and listen to everything and analyze it and then dummy it down for myself here on that local government level, but it's truly amazing and I've learned a lot. Again, it's great to be with so many people that actually understand it, and are on the same page in that way. I was just elected to the President of the KEMA, Keystone Emergency Management Association. And I think Tom you might be a little bit familiar with them, but KEMA is basically the Pennsylvania's association that represents county, municipal, health industry, emergency management officials. So I got a two-year term, why I did it, I have no idea. But you know, things are getting tougher and tougher with us at the local level for disaster systems and it seems like we're on our own.

Bud M.: My goal in the next two years of this presidency is to build on the capabilities at the local level. So people have an understanding of what they really need to do to serve the people that they represent. You're not going to get the FEMA team... it's harder and harder to get the FEMA team to fly in and say, hey, we're taking over this disaster, so it's so bad. But we're on our own now, and we've got to build the education into that. So I'm looking forward with that, but I've already had discussions with the team at the state level as far as the business side to that, and building a strong business and industry component with the organization. Besides that, I'll still remaining supporting as long you have me here in the All Hazards Consortium, and I want to wish everybody a happy holidays over the next couple of weeks and [inaudible 01:13:12]. Thank you.

Tom: Thank you, Bud. You know, Bud every time I talk to DHS, I'm reminded, from day one, you've always been about the people. When we've chased other things, you brought us back to hey, remember it's the relationships. It's funny, John Molnar kept reminding me, that's why DHS has given us money, you know that right? It's for the relationships that we have. And nothing else.

Bud M.: Exactly.

Tom: And he's right, he's actually right. And you've been a standard bearer for that from day one. So I want to say thank you again, and expand on that. So very good. Thanks Bud. Ira, any final comments before we adjourn, Ira?

Ira: Listen, I always enjoy these conversations and these discussion. Thanks to everyone. And let me be the one on the call to wish everyone a Happy Hanukkah and happy holidays to all. Thanks again, it's always a pleasure.

Tom: Indeed. Thanks, Ira.

Tom Hyatt: Thanks Ira.

Tom: Let's see, Chris, are you still... or Tom Hyatt, you're on. Any thoughts or comments before we [inaudible 01:14:14].

Tom Hyatt: Really, just echoing those thoughts and what Christie said, I think of where we've come and how far we've come all the time. And having been there from the... literally drawing this on the back of an envelope [inaudible 01:14:28] to where we are today. And hearing John Molnar say we've never been in as good a spot before, and seeing the fruit of trees that have been tended for a very long time with a lot of care is just a very exciting place to be. So it's great to be a part of that, it's great to be a part of an organization that's doing things that are this important. And it's one thing to do it at the board level and to talk about important things. It's another thing when all of us are sitting at home and a storm hits. The snows are coming, the fleets will be out there, all the things that we touch and make a difference on, touch all of us individual [inaudible 01:15:04] and we know folks are getting through, so very pleased and proud to be a part of that. And happy holidays to one and all.

Tom: Very good. Did I miss anyone? John Molnar, I think I didn't ask you, let me invite you for comment before we go.

John Molnar: Appreciate it. Kelly, I just want to tell you one little quick story. Over Thanksgiving I showed my son your book, and I don't know if it was to get his dad off his back or what, but he took that and he read all the way thing through, during the holiday there and he loved-

Kelly: No way. Oh my god John.

John Molnar: You talk about hitting the younger generation and being the sort of the source of truth. And I think my son appreciates that, I think the younger generation appreciates that. He's not one for the bullshit and he loved the comments that you were making throughout that thing. So I just wanted... [inaudible 01:16:11] if you need any more kudos, you certainly have at least one younger generation's respect from that book.

Kelly: Wow. John, I can't tell you how great that is to hear. And it's just amazing, I know one person has read the book. It's incredible, I mean because I know there's one. There's one. No, thank you for that John, that's awesome. Really made my day. Thank you.

Tom: Excellent.

John Molnar: Is it available on Amazon? I could maybe do Christmas gifts with it.

Kelly: You know, it's funny, I have boxes of it. The publisher sends [inaudible 01:16:53]. But it's a little bit of a mixed message. It's like, here, I really care about you, here's a book about catastrophes. You know what I mean? It's kind of a mixed message. But thank you, thank you, John.

Tom: Very good. All right. Well, everybody have a great holiday. Thanks again. It's been a great year, we're ending up probably in the best place we've ever been. So I'm looking forward to the new year. And standby, I'll send out the notes and the recording link and all that stuff on the website. So anyway, if you're traveling, be safe. And you guys have a great week and weekend, okay? [crosstalk 01:17:30] All right, [inaudible 01:17:33] bye-bye.

Tom Hyatt: Thanks Tom.

Tom: Okay.