



National Homeland Security Consortium Meeting

January 9, 2018 – Savannah, GA

Meeting Summary

The meeting began with a welcome and opening remarks by the NHSC Tri-Chairs Chris Kelenske (NEMA), Ann Beauchesne (U.S. Chamber of Commerce) and Perry Plummer (GHSAC).

U.S. Department of Homeland Security Update – Alaina Clark, Deputy Assistant Secretary, Intergovernmental Affairs, DHS

The Department has a newly confirmed secretary – Kirstjen Nielsen. Her background in cyber security, private sector and infrastructure are assets in her new role. Clark also commented that both the Secretary and Deputy Secretary had worked at the Department previously which is a tremendous benefit. Current priorities include immigration, border security, counter-terrorism, avian security and disasters.

Lessons Learned from the 2017 Hurricane Response

EMAC Response: Joyce Flinn, Operations Division Administrator, Iowa Homeland Security & Emergency Management; Alex Abdun-Nabi, State Training Officer, Michigan State Police/Emergency Management Division

Flinn and Abdun-Nabi discussed lessons learned, challenges and successes from the EMAC response to Hurricanes Harvey, Irma and Marie. To date, 45 states deployed nearly 16,000 personnel to respond to requests for assistance. Flinn deployed as an EMAC liaison to the FEMA National Response Coordination Center (NRCC) and Abdun-Nabi to Puerto Rico as an Advance Team (A-Team) member in the Emergency Operations Center (EOC). Both described communications, logistics and language barriers as challenges. This was also the first time that Puerto Rico and the Virgin Islands had utilized EMAC so a significant amount of education and training was required at the beginning of the event. States deploying response personnel had to rely on FEMA for transportation and there was limited lodging available which at times held up arrivals. Despite such challenges, there were numerous successes one of which was the use of virtual EMAC A-Teams for PR and VI. Experienced state emergency management personnel stood up A-Teams in their home EOC and assisted the territories remotely with resource needs identification, EMAC requests, logistics and tracking. This is now considered a model practice for EMAC.

FEMA Response: Hon. Daniel Kaniewski, Acting Deputy Administrator, FEMA

Kaniewski shared that the 2017 hurricane response was the largest air, sea, power, food and water and medical response that the federal government had ever experienced. He discussed the logistics challenges that FEMA experienced, diminished capacity at the local level which required FEMA to step in to manage the event, communications challenges and more. FEMA's staff was stretched beyond anything the agency had ever experienced.

2017 ended up being the costliest year ever for disasters. FEMA's priorities moving forward include: 1) instill culture of preparedness; 2) readiness for catastrophic disasters; and 3) reduce complexity of FEMA recovery programs.

FEMA National Business Emergency Operations Center: Rob Glenn, Director, Private Sector Office, FEMA

Glenn provided an overview of private sector activities and support during the hurricane response. There are 4500 companies that participate with the NBEOC. Daily coordination calls were held to identify resources and support available. Glenn was deployed to Puerto Rico to dialogue with local officials about their needs and then connect back to the NBEOC to fill that need. 2017 was a big step toward operationalizing the relationship between the private sector and government. FEMA's after-action review process will include discussions with the private sector.

National Fusion Center Network Priorities - Alberto Martinez, Deputy Director, Orange County, California Fusion Center

Martinez discussed findings and recommendations from the House Homeland Security Committee report on the National Fusion Center Network. Areas of focus included federal funding and research; fusion center analysis; fusion center outreach; and access to federal information and systems. A few of the challenges included:

- As fusion centers move towards an "all crime, all hazards" model, they have started to develop expertise across emerging fields. A significant amount of cyber threat information is classified at the Top Secret (TS) level, which has prevented some fusion centers from conducting analysis on this issue (specifically in cybercrime intelligence)
- Law enforcement entities and fusion centers have faced increasing restrictions on their use of various social media tools. Fifty fusion center survey respondents indicated that the recent policy changes by Twitter and Facebook have greatly affected their operations.
- The report noted the potential gap in access due to a high turnover of directors, which remains an issue, as 42% of fusion center directors were new to their positions in 2015 and the average tenure at the time was 2.5 years.
- Of the 33% who reported their fusion center does not have access to a SCIF, most pointed to their analysts not having the appropriate clearance levels (TS) to access a SCIF.

Homeland Security Grant Program Return on Investment Project - Trina Sheets, Executive Director, NEMA

Under the auspices of the NHSC, NEMA, Big City Emergency Managers, Governors Homeland Security Advisors Council, National Governors Association and National Association of Counties Organizations are partnering to conduct a national survey of states as well as current and former UASI jurisdictions. The project goal is to examine the return on investment of federal spending (SHSGP, UASI) in building and sustaining core capabilities, as well as state and local contributions toward the National Preparedness Goal. Research questions: How much money has been invested by state and local governments in pursuit of terrorism preparedness? How is this spending impacted by federal assistance? How have the assets, people, and capability bought with funding contributed to national preparedness and made progress toward the National Preparedness Goal? What has preparedness funding bought since 9/11 and what capability do we have now that we didn't have then? What is the return on investment of the federal investment in preparedness? What level of risk has been reduced for the nation?

A national report will be published in May/June timeframe and provided to Congress, OMB, GAO, federal partners and NHSC members.

FBI Active Shooter Briefing: Lessons Learned for the Integration of First Responders - James Green, Unit Chief, Violence Reduction Unit, Office of Partner Engagement, Federal Bureau of Investigation

The FBI and Texas State University published a study in 2014 of active shooter incidents from 2000-2013. The study was updated to reflect incidents through 2016.

Study Snapshot

- Average of 12.9 incidents per year 2000 - 2016.
- Average has increased from 7.4 to 12.9 in the last 10 years.
- Shootings occurred in 42 of 50 states, and the District of Columbia.
- In 77 incidents where the duration is known, 60% ended in 5 minutes or less; 31% ended in 2 minutes or less.
- Majority of incidents occurred in either a commercial (43%) or educational (22%) environments.
- Attacks may be shifting toward open spaces and residences as commercial, government, and education sites “harden.”

The fact that active shooter incidents have occurred in 42 states and DC demands that state and local governments and first responders be prepared. The general public needs to be prepared as well. The FBI/Texas State University study revealed that of 89 assailants apprehended by law enforcement, 27 (30%) were first restrained by citizens. The FBI has worked with the White House and numerous federal agencies to develop all hazards planning guides. They are also trying to educate the public on Run, Hide, Fight.

Run, Hide, Fight sums up a decision-making process in an active shooter event. Can we run away from the area and to safety? If not, can we hide in place and survive the event by going unnoticed? Can we barricade our area and keep the gunman from coming in? Can we/are we prepared to fight the gunman for our life and for the lives of those around us? FBI Agent Green told the NHSC that these are all deeply personal decisions that must be made by everyone involved. He suggested that the public must be prepared to face these realities and make those decisions at a moment's notice. By having this decision-making template, it allows individuals to analyze the situation, evaluate options and make the best choice in terms of survival. Green also referenced the White House [Stop the Bleed Campaign](#) and FEMA's [You are the Help Until Help Arrives](#) as important educational tools for the public.

DHS Briefing on Approaches and Resources to Respond to Vehicle Ramming Incidents - David Cooper, Industry Engagement Manager, Transportation Security Agency, DHS; Rachel LoCurto, Threat Analyst, Intelligence & Analysis, DHS

Vehicle ramming is a form of attack in which a perpetrator deliberately aims a motor vehicle at a target with the intent to inflict fatal injuries or significant property damage by striking with concussive force. Since Jan 2016 there has been an uptick in vehicle ramming attacks in the West:

- Reflects increasing reliance on terrorist use of simple tactics employing widely available weapons (vehicles, edged weapons, small arms, etc).
- Range of targets: mass gatherings, publicly accessible areas, and law enforcement/military
- Unaffiliated lone offenders* and HVEs* pose the most significant near-term terrorist threat to the Homeland

TSA continues to issue guidance regarding active shooter, vehicle ramming, IEDs, VBIEDs, PBIEDs, and Insider Threats to commercial vehicle industries as well as the commercial and passenger vehicle rental industries. Documents are available on the DHS and TSA websites.

Business Session

Membership: The NHSC unanimously approved adding the Big City Emergency Managers Association as a member of the NHSC.

Future NHSC Meeting Topics Identified by the Group:

- How do we change policy based on lessons learned? A review of major disasters and events since Hurricane Katrina in 2005 and what systems were implemented over time and how have they performed? What policies worked or didn't? If those systems or policies were not in place, what would it have meant to the nation?
- Interoperability – how has it improved?
- Technology impacts and threats for public safety i.e. cyber security, social media, “going dark”
- Innovations
- Where have national investments helped improve disaster recovery?
- FirstNet
- Distribution of information to all NHSC association members, not just those individuals around the table