



**Meeting Minutes: *Homeland Security Information  
Network Advisory Committee***  
***February 12 – 13, 2008***

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April 10, 2008



## ***Summary of the Homeland Security Information Network Advisory Committee Meeting***

The Homeland Security Information Network Advisory Committee (HSINAC) held its second meeting on February 12-13, 2008 as part of the Department of Homeland Security's (DHS) ongoing efforts to improve to the effectiveness of its information sharing initiatives, and in particular, the Homeland Security Information Network (HSIN) Next Generation (Next Gen). The principal goals of this meeting were to develop options for implementing the strategic recommendations established during the inaugural meeting, and to provide an outreach framework to guide the development and execution of an Outreach Plan for ensuring appropriate stakeholder contact during the development of HSIN Next Gen.

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### **Day 1 Events (February 12, 2008)**

HSINAC Day 1 activities focused on initiating the development of operational recommendations to implement the strategic vision identified in the inaugural HSINAC meeting. Specifically, the Committee focused on creating a framework for communications outreach to customers, partners and stakeholders. To begin, the new Chief Information Officer (CIO) for Operations Coordination (OPS) briefed the HSINAC on changes to the HSIN program, the restructuring of the Joint Program Office, and the development process for HSIN Next Generation (Next Gen). Additionally, the HSINAC received a briefing on the current state of HSIN outreach and possible means to enhance future outreach.

#### **Opening Remarks: Elliott Langer, Office of Operations Coordination Department of Homeland Security Designated Federal Officer**

The meeting was convened by Mr. Elliott M. Langer, the HSINAC Designated Federal Official (DFO). He provided a brief introduction, administrative information, and reviewed the agenda for the two day's events. Additionally, he reviewed key Federal Advisory Committee Act (FACA) guidelines for Committee members and guests.

#### **Introductory Remarks**

##### **VADM (Ret.) Roger T. Rufe Jr., Director for Operations Coordination**

Director Rufe addressed the HSINAC with an update on significant events impacting the future of HSIN as well as that of DHS overall. Highlights from his comments include:



- This is a critical time for DHS due to the election and subsequent transition to a new administration, which can leave our homeland more vulnerable to attack during this period. Director Rufe highlighted this vulnerability by discussing his first hand account of a terrorist event which occurred during the recent British government transition.
- The transition period for the new administration will be the focus of an upcoming conference for DHS senior leadership.
- HSIN will continue to provide a critical capability in the effort to maintain effective situational awareness during events and monitoring “steady state” operations.
- As an example of its key role, HSIN was widely used during the response to the wild fires in California, Super Bowl XLII, TOPOFF 4, and the State of the Union Address.
- A Washington Post article published on January 18, 2008 unfairly characterized the current efforts regarding HSIN. The article reported that HSIN was being shutdown. This is not accurate. Efforts toward the development of HSIN Next Gen is a priority effort to further improve HSIN Current, while at the same time maintaining robust operations for HSIN Current. HSIN Next Gen will incorporate HSIN Current and build from it to enhance the HSIN Next Gen capability.
- The HSINAC has the full support of the DHS Secretary and the DHS Chief Information Officer.
- The HSINAC should focus on the communications/outreach plan in order to help DHS effectively understand how to get the word out to stakeholders accurately and receive the broadest possible body of input from our customers.

**Committee Chair Introduction and Meeting Objectives**  
**Joe Rozek, Microsoft Corporation**  
**Committee Chair**

Chairman Joe Rozek presented the objectives of the two day session and provided additional context for the Committee’s focus:

- The Committee needs to create operational level recommendations for implementing the HSIN Strategic Vision developed during the Committee’s previous meeting. These operational level implementation recommendations will then serve as the basis for developing “tactical” requirements.



- The Committee will not be able to develop an entire outreach approach, but rather should look to identify a methodology to accomplish this implementation.
- The context for these objectives is to assist DHS with the development of a successful outreach strategy/framework for HSIN Next Gen.
- Committee member comment: A potential pilot for the new system might be the Fire Service Intelligence Enterprise (FSIE) at a location in New York City in order to further develop and produce a tested system. A pilot like this would provide a broad scope and a robust challenge for the system since it includes the 15 major cities nation wide that comprise the FSIE.

### **Update on HSINAC Efforts**

**Elliott Langer, Office of Operations Coordination**

**Department of Homeland Security**

**Designated Federal Officer**

Mr. Langer provided additional context for the Committee's efforts for this meeting by briefly reinforcing the connection between their first set of strategic recommendations and their current efforts to develop operational level recommendations that focus on how DHS can successfully reach out to their state, local, and tribal customers. He emphasized the criticality of the Committee's input because of the potential for HSIN Next Gen to result in a "real national system." Additionally, he stressed that the Committee's recommendations will help to accomplish real operational change and not result in an empty policy in moving forward.

Mr. Langer also revisited two issues raised in the previous HSINAC meeting, the status of DHS Office of Intelligence and Analysis (I&A) HSIN activities and the Office of National Protection and Programs (NPPD) migrating off of HSIN to the HSIN Next Gen Critical Sectors (CS). Due to the fluid nature of HSIN Next Gen development and the time constraints of the HSINAC meeting, these topics would not be addressed in this meeting. However, Mr. Langer will attempt to have I&A and NPPD staff provide information updates at the next meeting.

Mr. Langer asked the Committee to consider the following questions from the HSIN user perspective to guide their discussions on outreach:

- What do you (HSIN user) need to do your job now during day-to-day operations?
- What do you (HSIN user) need to do your job during an incident?
- Comments from the Committee to these questions were:
  - DHS efforts should identify the business process for an improved HSIN at the highest level in order to maintain the broadest



application of the system and avoid “stove piping” into particular disciplines.

- Identify the needs of the stakeholders for their missions.
- HSIN Next Generation should provide baseline capabilities for a common operating picture (COP) and situational awareness. This would fulfill a need for stake holders who operate below the federal level.

**Review of First Meeting Recommendations and Supporting Recommendation Development:**  
**Joe Rozek, Microsoft Corporation**  
**Committee Chair**

This session began by reviewing recommendations from the first meeting. However, due to a number of changes to the HSIN program, the organization of the OPS CIO and continuing questions regarding the HSIN Next Gen, the discussion focused more on addressing these issues than on development of Supporting Recommendations. This also led to an alteration of the agenda with the afternoon briefings moved forward since much of their material was addressed in the briefings. Due to the blending of this discussion with the briefing by Mr. McDavid, the discussion points have been combined below.

**Briefing: HSIN Next Generation Efforts**  
**Harry McDavid, Chief Information Officer, Operations Coordination**  
**Department of Homeland Security**

Mr. McDavid briefed the Committee regarding the HSIN Next Gen efforts. He also described to the Committee how they could help DHS more successfully accomplish customer outreach with the HSIN effort and solicited their questions and input. The highlights of this presentation and subsequent discussions were:

- HSIN Next Gen is not about trying to do better business for OPS, it is about helping OPS Mission Partners do their job better.
- Business Process Discussion
  - Committee Member Comment: It would help to have a picture of operational level business practices to then determine where the touch points are for HSIN and the user community, and this will help to define operational requirements.
  - Response: there are multiple, different business processes in effect- there is no one business process, and these further vary across domains (Law enforcement, emergency management, etc.).



Business processes would be ideal, but may be too complex to develop in the timeframe we are looking at. Ultimately we need to ask users the following two questions, (1) "What does HSIN not currently do that you need it to do for it to be a useful tool?" (2) What do you need to do in your organization to effectively use HSIN?

- Since the missions of our partners continuously adapt to new operations, HSIN requirements change continuously as well. OPS has included all known requirements in the HSIN Next Gen acquisition documents. Requirements that are identified following the acquisition award will be evaluated by a panel of stakeholders for inclusion in subsequent special deployments.
  - HSIN Critical Sectors (CS) will be the first spiral. OPS has already collected extensive requirements for CS from NPPD (over 1,000 requirements so far).
  - The requirements will be validated/vetted during the HSIN Next Gen CS development. Many of the requirements will also be applicable to other HSIN Portals, but it is vital to collect the Portal specific requirements from each of the domains such as State and Local, LE, EM, etc.
- The Homeland Secure Data Network (HSDN) will continue to exist as the classified information sharing system.
- HSIN will continue to exist as an Unclassified/Sensitive But Unclassified (SBU) system.
- Law Enforcement Online / Regional Information Sharing System (LEO/RISSnet) functional requirements are to be incorporated. OPS CIO has met with Department of Justice representatives for LEO and RISS, and has addressed their concerns in the HSIN Next Gen requirements document in order to ensure that HSIN users will have access to LEO and RISS from within HSIN and vice versa.
- The Critical Sector (CS) community requirements are among the most stringent. Therefore, the CS priorities will be considered as the basis for the phase one development of HSIN Next Gen.
- HSIN Next Gen will provide a platform to support mission efforts not drive mission actions.
- Part of the improvement plan is to acquire a more dynamic platform to meet the end-user needs through improved functionality. The foundation will be based upon all of HSIN Current business process functionality, e.g. HSIN CS, this platform will be different from the HSIN Current platform.



- The OPS CIO has asked the Information Sharing Coordinating Committee (ISCC) to propose a mission statement for HSIN Next Gen. The ISCC has developed the following:
  - Proposed HSIN Next Gen Mission Statement: The mission of the Homeland Security Information Network-Next Generation (HSIN-Next Gen) is to provide a secure and trusted national platform for Sensitive But Unclassified (SBU) information sharing and collaboration between Federal, State, Local, Tribal, Territorial, Private Sector, and International partners engaged in preventing, protecting from, responding to, and recovering from all threats, hazards, and incidents within the authority of DHS.
- The system must accurately provide sufficient “partner points of entry” to our customers. This must be an understanding of how HSIN can link to the right agency or person within the State and local communities.
- Committee Member Question: In the mission statement, what is meant by “international partners and how will this be addressed?”
  - Answer: DHS Components are addressing international partners and each has access within their respective HSIN Community of Interest (COI) based upon restrictions determined by the COI owner.
- Committee Member Question: Is the user community going to be re-verified for HSIN Next Gen or is the current community going to simply role over?
  - Answer: It is currently unclear as to the final answer, but the desire to do this re-verification is understood. The ISCC is working to develop a baseline for user verification, but this process will generally defer to the COI owners.
- HSIN Next Gen development and implementation will use a phased approach creating “Spirals” for each component. The first Spiral will be HSIN-CS since it is currently the most well developed and mature community within HSIN Current. The next Spiral is not finalized yet. It is important to note the selected vendor supporting this effort will also have input into these determinations. The timeline for this process will begin soon, within the next 2-3 months.
  - Committee Member Question: Instead of a solely Federal development and implementation program, can State/local community use their grant funds to develop their local system with guidance from the Federal system that can then be linked to Federal level?
  - Answer: Interesting concept, it will be examined.





- DHS customer outreach requirements:
  - DHS must understand user needs and incorporate them into HSIN Next Gen.
  - Well coordinated communication with stakeholders concerning HSIN Next Gen will be emphasized.
  - Robust end-user and administrator training is a consideration
  - Stakeholders and other homeland security mission partners at every level have been identified, such as:
    - State, local, Tribal, and Private-Sector
    - Internal DHS partners
    - External Federal partners
- There is no specific number of COI's for HSIN. Although the OPS CIO has been verifying the validity of COI's and reducing the numbers by eliminating dormant COI's, this remains a governance issue which still needs to be further developed.
- OPS CIO concern is that no matter how small the organization or jurisdiction, they need to be able to have HSIN access and be able to share information.
  - Committee Member Question: How can the COI's be tied together more effectively to eliminate information silos?
  - Answer: This again is a governance issue; an approach to get interaction of COI's will be valuable, but we must focus on the gathering of functional requirements during this discussion. The proposed governance structure will ensure that silos of information are eliminated.

**HSINAC Discussion Session: Communications and Outreach**  
**Facilitated by Joe Rozek, Microsoft Corporation**  
**Committee Chair**

Mr. Rozek opened discussions concerning how communications between DHS and its stakeholders could be improved or new methodologies adopted. The highlights of these discussions included:

- In conducting effective communications, DHS must first accurately understand who are their partners, customers, and stakeholders.
  - Partners are those who can “break” the HSIN effort and cause its failure.





- This effort must have a value proposition and education message for partners.
- Comment by Committee Member. HSIN must address, “Where is the public safety advantage to HSIN as compared to other systems?”
- Operational concerns of partners
  - What are the constraints
  - What are the restraints
    - Classification
    - Legal compliance
    - Cost
- A methodology for gathering necessary information about HSIN Next Gen requirements must be established.
- Accountability for the use of this collected information must be established
- DHS must effectively and efficiently gather requirements
  - Start with current COI participants...the main contributors in order to gather requirements.
- Any outreach framework should account for the following elements:
  - Facilitate requirements gathering
  - Identification of stakeholders
  - Account for education and training
  - Gathering of operational concerns
  - Provide value for the stakeholders
  - Provide an accountability structure
- DHS must identify and begin to reach out to their Customer Base/Users/Audience/Partners: Example COI’s
  - Law Enforcement
  - Healthcare/public health
  - Emergency Management
  - Fire Service/Emergency Medical Services
  - Defense support to civil authorities
  - Critical infrastructure/Key resource owners and the Private sector
  - Private security
  - International
  - State
  - Federal



- Local
- Tribal

**Briefing: Outreach Framework Proposal**  
**Ben Lemere, Office of the Chief Information Officer**  
**Department of Homeland Security**  
**Operations Coordination**

Mr. Lemere briefed the HSINAC concerning a draft framework that the OPS CIO has developed to serve as a possible baseline for developing a full outreach strategy and plan. He illustrated for the Committee how personnel and resources have been aligned to support this work and emphasized that this was completely open for Committee input. Briefing highlights included:

- Framework for non-federal outreach and user input:
  - A governance structure and methodology for effective decision-making must be determined based upon this Committee's guidance.
  - DHS is looking to the HSINAC to develop a framework for how this process will be accomplished.
- Communications strategy:
  - Accurate and consistent sharing of information to customers
  - Unified management approach with a single service team under the Outreach Team.
  - The outreach team supports HSIN Current, HSIN Next Generation and the National Operations Center's Common Operating Picture (NOC COP)
- The Committee can support the effort by suggesting a methodology or methodologies for gathering user requirements:
  - Most input received through direct contact over phone, e-mail, etc.
  - Assist with the definition of mission areas and other stakeholders.

During the briefing, significant discussions occurred on the outreach issue. Highlights of this discussion are:

- Outreach is currently in a reactionary mode. In other words, the outreach teams respond to customer needs when they arise, but are not pushing information out to users. This was a conscious decision in order to reduce the appearance of "selling" HSIN.
  - Committee Member Question: Are you able to determine which COI's are being actively used and who within it is using HSIN the most? If this can be determined, this might point to where outreach can have the biggest payoff.



- Answer: The OPS CIO is only able to do this to a limited degree- the software does not support this effort well.
- Currently the OPS CIO is getting feedback from COI site owners and this is then provided to the HSIN Management Coordinating Council (HMCC) who then reviews the feedback and votes on it to determine if HSIN should be changed based on the feedback.
  - The HMCC is made up of only Federal DHS Components, thus it does not address the rest of the interagency or in particular the other stakeholders below the Federal level.
- How can a user determine who the site owner is?
  - This requires communication on behalf of the COI owner to members.
- Harry McDavid comment: HSIN needs a Configuration Control Board (CCB) for Requirements, a governing body of COI and mission advocates, ultimately combined together with the HMCC to create true user input and feedback.
  - Committee Member Comment: Recommend against sending outreach teams to “sign-up” more users. This did not work well before, and the potential users will have a lot of hard questions that will need to be addressed before they are willing to subscribe and use HSIN.
  - Ben Lemere response: We agree. This is an issue which is under development within the OPS CIO.
  - Committee Member Comment: There has been no mention of the Information Sharing Governance Board (ISGB) or the ISCC and their role in outreach.
  - Mary Cantrill response: The ISGB is an internal DHS governance board. The ISGB and the ISCC is engaged in the HSIN Next Generation effort. The ISCC developed the mission statement for HSIN Next Generation.
  - Committee Member Comment: This needs to be a bottom-up approach to define the outreach framework for gathering requirements. The framework should not be answering the “what” of requirements (functional/technical), but should just establish the “how” of the process to collect them.
- Joe Johnson from the Office of Intelligence and Analysis (I&A) within DHS briefed the HSINAC on how they collected their requirements for HSIN Intel. In summary: I&A worked through the Homeland Security Advisors and sent outreach teams to 15 state and local fusion centers (SLFC's) to interview them on their requirements, and the SLFC's then reached out to the appropriate state and local customers/partners/stakeholders to gather their input and this was then passed back to I&A.



**Committee Break out Sessions**  
**Joe Rozek, Microsoft Corporation**  
**Committee Chair**  
**Barry Lindquist, Florida Department of Law Enforcement**  
**Committee Vice-Chair**

Prior to dividing into smaller working groups both Joe Rozek and Barry Lindquist facilitated a brief discussion within the Committee to determine the focus of their working group discussions. It was determined that the working groups would address three objectives:

- Objective 1: Identify who are the partners/stakeholders/mission areas
  - What is a COI? Current list of disciplines or is it by city, county, state?
- Objective 2: Define methodology and methods for gathering requirements: Define proper communications channels to DHS
- Objective 3: How to establish interaction, “two way”, communication between DHS and partners

*Break Out Session: Group 1*

Discussion of the outlined objectives produced the following:

- Objective 1: Identify who are the partners/stakeholders/mission areas
  - What is a COI? Current list of disciplines or is it by city, county, state?
    - Must account for: geography, mission and discipline
      - **Geography**: Municipal divisions (cities, towns, counties, parishes, etc.) State, Regional, International, Tribal, Territories, National
      - **Mission**: Planned/unplanned events (NSSE, incidents, disasters)
        - Ex. Pan Flu, Hurricane, Wild Fire
      - **Discipline**: LE, Public Health/Health Care, EM, Defense Support to Civil Authorities, Private Sector, Critical Infrastructure, Fire Service, EMS, Government (FSLTT)
    - Necessary overlap exists between the three elements in defining a COI: e.g. a major incident in a metropolitan area will impact multiple COI's such as emergency management and law enforcement at the state, local and federal levels.
- Objective 2: Define methodology for gathering requirements: Define proper communications channels to DHS



- Requires processes tailored for the 3 COI elements (Geography, Mission, Discipline)
  - Disciplines:
    - Establish a virtual environment for discussions about requirements for each discipline
    - Send SME's from DHS to major stakeholder groups in disciplines (associations germane to the discipline)
    - Survey of existing users- target to determine what they get from using HSIN
    - Review with HSINAC to identify stakeholders not yet engaged
  - Geography:
    - Accomplished via outreach to disciplines
  - Mission:
    - Accomplished via outreach to disciplines
- Objective 3: How does DHS conduct "two way communication" with these groups, i.e. what is the "partner point of entry"
  - Publish notification in the Federal Register
    - Point to the virtual environment to gain input
  - Approach key decision makers
    - Ex. State Homeland Security Advisors
  - Media Outreach plan
  - SME's from DHS to major stakeholder groups in disciplines (associations germane to the discipline)
    - Provide information briefings
    - Meet with members to gather requirements

*Break Out Session: Group 2*

Discussion of the outlined objectives produced the following:<sup>1</sup>

- Objective 1: Identify who are the partners/stakeholders/mission areas
  - What is a COI? Current list of disciplines or is it by city, county, state?
    - Initial Mission Areas or COI for access:
      - Law Enforcement
      - Public Health

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<sup>1</sup>Note: It was decided that Objective 3 would be compressed into the working groups approach to Objectives 1 and 2.



- Fire
- Homeland Security Division
- Secondary Mission Areas or COI for access:
  - Transportation
  - Utilities
  - Critical Infrastructure/Key Resources
  - Emergency Management
- Final Mission Areas or COI for access:
  - Environmental agencies
  - Agriculture
  - Insurance Commissioner
  - Banking/Finance
  - Education
  - Media
- Objective 2: Define methodology and methods for gathering requirements:  
Define proper communications channels to DHS
  - Stakeholder Relationship Manager coordinates teams of FSLT SME for each state/territory to assess operational and functional information sharing requirements.
  - Establish steering committees for each mission area, which would guide developing the information sharing environment for that mission area:
    - Create Charter
    - Establish leadership (Chair/Vice-chair)
    - Governance process
    - Civil Liberties and Privacy Policy
    - Training requirements
    - Defined information requirements
  - Each steering committee would have an integrator who would provide a two way communication channel. Additionally, its chair holding a seat within the appropriate counter-part of the HMCC.
  - Each steering committee would gather and steward the aggregate knowledge generated for each mission area
- Unresolved Questions:
  - Where do the steering committees reside?
  - Who fills the steering committee positions?



## **Day 2 Events (February 13, 2008)**

### **Opening Remarks: Elliott Langer, Office of Operations Coordination Department of Homeland Security Designated Federal Officer**

Mr. Langer convened the meeting and provided an overview of the issues discussed the previous day as well as a walkthrough of the day's agenda.

Activities on Day 2 focused on reconciling the results from the Working Groups Day 1 discussions and translating them into actual recommendations. The following discussion and recommendations are the output of Day 2 activities.

Note: Day 2 actual activities do not reflect the original published agenda for February 13<sup>th</sup>, however, the HSINAC leadership and the DFO opted to amend the agenda in order to better achieve meeting objectives.

### **Discussion:**

- Harry McDavid assured the Committee that HSIN Next Gen will, and has, taken this into its planning considerations for its place in the homeland security community. Mr. McDavid noted that those links are currently being defined, e.g. business rules, etc. Additionally, the migration of HSIN users is a priority to ensure that no user is "stranded" on HSIN Next Gen when they need to have access to HSIN Current to address an emergent incident.
- Although HSIN Next Gen is moving forward with implementing HSIN Next Gen for Critical Sectors, the OPS CIO is very concerned with involving or vetting the procurement methodology with customers/stakeholders.
- Mr. McDavid asked if the Committee has a comfort level with his demonstrated understanding of the need to connect with RISS/LEO? The Committee's response was that it would be nice to have representation from those systems or governing agencies, e.g. DOJ, etc. present at meetings.
- OPS CIO doesn't see HSIN as the only system LE uses to share information, however, the systems just need to have the capability to provide reciprocal access.
- There is no desire on OPS behalf to reduce the number of portals, only too eliminate those not being used. DHS CIO however has a mandate to reduce the number of DHS portals, but it is not concerned with reducing





non-DHS portals used by other homeland security customers and partners.

- Committee Member Comment: DHS needs to proactively communicate with communities via a public affairs program in order to inform them on HSIN changes.

### **Draft HSINAC Proposal**

The HSINAC developed the following three recommendations which will be refined through additional committee member review. The recommendations will, if approved by the committee, be submitted to the Director of the Office of Operations Coordination for review and transmission to the Secretary of the Department of Homeland Security for consideration.

ISSUE: Current HSIN does not satisfy all user/partner coordination, collaboration and information sharing needs.

RECOMMENDATION 2.1: Establish a HSIN outreach program that addresses:

- Identifying partners, stakeholders and mission areas
- The methods, tools, and processes for gathering user requirements
- Establishing and maintaining domain relationships

ISSUE: A communication strategy that proactively informs public and private HLS stakeholders about the HSIN does not exist. Consequently, the purpose and utility of HSIN is often misunderstood and not exploited.

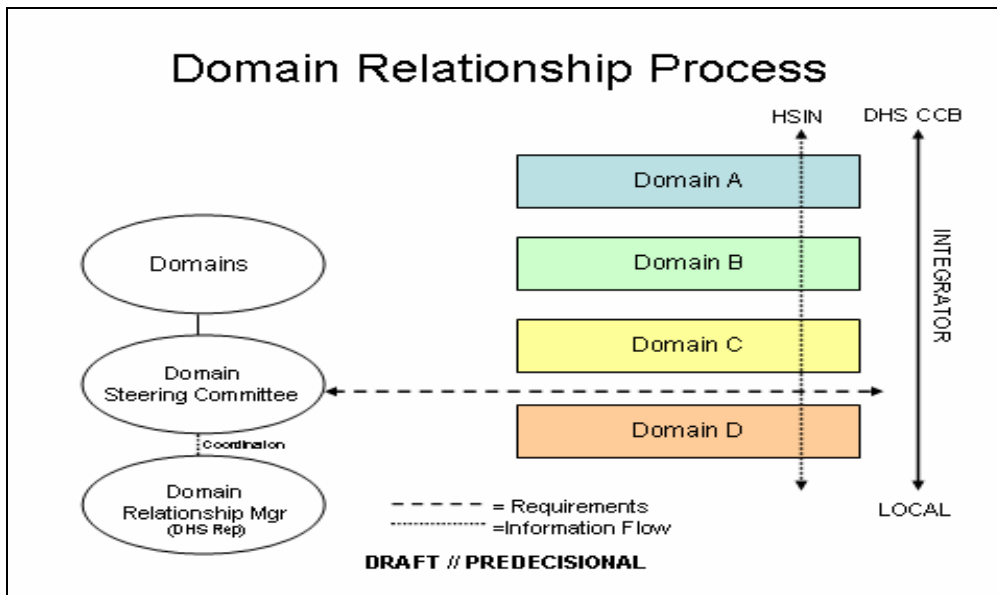
RECOMMENDATION 2.2: Establish and implement a communications strategy that proactively informs HLS stakeholders about HSIN.

RECOMMENDATION 2.3: In support of the HSIN vision and outreach framework, the Committee's previous recommendations should be implemented to instill stakeholder confidence in HSIN.

In support of these recommendations, the HSINAC developed the following Outreach Framework.



## Draft Proposal: Outreach Framework



### 1. Identify the HSIN partners/ stakeholders/ mission areas

- Points of entry partners- (no single entity)
  - State Homeland Security Advisors
  - Professional organizations
  - Fusion Centers
  - Regional organizations
    - EM Compacts
    - Council of Governments/Tribal organizations
    - Urban Area Security Initiative
  - Emergency Operations Centers
  - National Guard State Adjutant Generals
- Partners as characterized by interest or domains:
  - Professional disciplines
  - Regional interests
  - Political subdivisions
  - Mission specific areas (NSSE's, disaster, incident, etc.)
- COI's Task Organized or matrixed based on a or set of requirements such as s specific mission or regional need
- DHS will coordinate the iterative effort to define a core set of partners and sponsors falling within the DHS mission areas



2. Tools for gathering requirements
  - DHS establishes Partner Relationship Management teams of SME's/SMEs with backgrounds of the target audience for each partner area to conduct on site assessment of operational and technical information sharing requirements.
  - Establish a virtual environment for discussions about requirements for each domain (Professional, Regional Political, Mission)
  - Survey of existing users- target to determine what they get from using HSIN
  - Conduct an internal assessment of HSIN usage to provide success indicators to guide outreach
  - Review with HSINAC to identify stakeholders not yet engaged
  -
  
3. Recommend DHS create a strategy to establish and maintain the partner relationship processes for the communication, assessment and submission of requirements, etc. utilizing the recommended following structure guidelines as a guide for implementation if and when appropriate in the maturation process:
  - Establish partner steering committees composed of the appropriate experts to guide developing the information sharing environment for their domains:
    - Create Charter
    - Establish leadership (Chair/Vice-chair)
    - Governance/Business process/CONOPS
    - Civil Liberties and Privacy Policy
    - Training requirements
    - Defined information requirements
  - Each partner steering committee designate an integrator who would provide a two way communication channel between DHS and the committee.
  - Each steering committee would gather and steward the aggregate knowledge generated for each mission area
  - Each steering committee chair will hold a seat on the Configuration Control Board as described by the CIO
  
4. DHS establishes Partner Relationship Managers as required to facilitate and maintain bi-directional interaction with the sponsored domains, their steering committees and stakeholders



### **Potential Issues**

The following issues were identified during the HSINAC meeting as having potential impacts on the effectiveness/efficiency of HSIN. As such, the Committee may seek to address these issues in future activities.

### **Requests for information/action**

The following issues were identified during the HSINAC meeting as requiring additional information for the Committee in order for it to make future recommendations and conduct committee/subcommittee business. Where an answer has been provided, it is indented under the applicable request for information.