March 27, 2009

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Meeting Summary

The Homeland Security Information Network (HSIN) Advisory Committee (AC) held its fourth meeting from February 10, 2009 – February 12, 2009 in Potomac, Maryland.

The goals of the meeting were to review the status of the deployment of HSIN, to review progress on previous committee recommendations, and to generate recommendations to the new Secretary of Homeland Security as needed.

Over the course of the three-day meeting, the HSINAC received briefings from a number of Federal Government officials. This included briefings by representatives of the Department of Homeland Security (DHS), the Department of Defense National Guard Bureau, the Office of the Director of National Intelligence, and the Office of Management and Budget. HSINAC members also engaged in question-and-answer sessions with these officials and worked to gather and analyze U.S. Government efforts to enhance information sharing via HSIN. The Committee was pleased with the information in the briefings and noted that a number of positive steps had occurred since its last meeting.

Following the briefings, the HSINAC decided to create a Web Site to promote transparency and ensure adequate public access to information on the HSINAC, its meetings, and its recommendations. The HSINAC also chose to create three subcommittees to continue work on a number of focused areas. The HSINAC may create additional subcommittees in the future, but the three subcommittees created at this meeting were:
- HSIN Business Case Subcommittee
- HSIN Law Enforcement Subcommittee
- HSIN Fire Service Subcommittee

The HSINAC also reviewed its eight previous recommendations to the Secretary of Homeland Security. It noted that DHS had made progress on some of the recommendations but that it had yet to fully address others. As a result, the Committee chose to make three new recommendations – which sought to update and reinforce previous recommendations and to address additional matters raised during the course of the meeting. In particular, these three new recommendations focused on:
- Enhancing DHS outreach to state and local partners
- Reinforcing the need for DHS portal consolidation
- Ending efforts to fund new, potentially duplicative systems

The Committee tentatively agreed to hold its next coordination call on April 16th, 2009, and to meet again in Potomac, Maryland in mid-May, 2009 to review the status of HSIN and its recommendations.

Overall, the Committee felt that progress had been made since the last HSINAC meeting, but that much work remained. The HSINAC also re-stated its commitment to working with DHS to enhance HSIN and ensure the system is a success.

Day 1 (February 10, 2009)

Introduction & Welcoming Remarks

Niklaus Welter, Office of Operations Coordination and Planning
Department of Homeland Security

The meeting was officially convened by Mr. Niklaus Welter, the HSINAC Designated Federal Officer (DFO). He provided a brief introduction and reviewed the administrative information and agenda for the three-day meeting. Additionally, Sheriff Michael Milstead, Chairman of HSINAC, gave welcoming remarks and outlined objectives for the meeting. The following HSINAC members were in attendance: Jeff Burkett, Daniel Cooney, Jason Henry, Ronald Leavell, Barry Lindquist, Kevin McGee, Michael Milstead, Jeff Peters, Michael Puzziferri, Rolando Rivero, Mary Schechter, and Fred Vincent. The following HSINAC members were not in attendance: Edward Anderson, Kevin Brown, James Paturas, Jeanette Philips, Joe Rozek, and Steven Westermann.

Introductory Remarks

Vice Admiral Roger T. Rufe Jr., Director, Office of Operations Coordination and Planning, Department of Homeland Security

Admiral Rufe thanked the group for their work and highlighted the importance of HSIN. He noted that the new Secretary of Homeland Security, Janet Napolitano, is very engaged in the issues of the HSINAC and is aware of the importance of the Committee. He also noted that:

- Secretary Napolitano is very focused on state and local communication issues, as evidenced by some of her Action Directives to date.

- Some progress has been made regarding improving the HSIN Communities of Interest (COI), but more needs to be done in the future.

- The future of HSIN looks bright and HSINAC's input will be very valuable.

Briefing: Federal Enterprise Architect (FEA) Overview

Kshemendra Paul, Chief Architect
Office of Management and Budget

Mr. Paul briefed the Committee regarding the FEA, including FEA 101, FEA Budget Integration, and Annual Assessments. Briefing highlights include:

- The FEA has three architecture levels: Enterprise Architecture (EA), Segment Architecture, and Solution Architecture.
- The purpose of EA is to improve performance (functional and quality), avoid cost, and save money.

- One of the main challenges to overcome is cross-boundary and cultural issues – money is distributed according to agencies, but problems cut across jurisdictions, levels, and functions of government. Solutions must also cut across boundaries.
- It is important to have a cross-DHS view, since DHS is large and there are many different operating visions.
- User advocacy is a key to success and DHS will not succeed without a partnership with HSINAC.
- An emphasis should be placed on state and local government – having this partnership is critical .
- HSINAC can significantly contribute to the business requirements, scope, and methodology.
- Best practices for business development include:
    - Effective IT management includes good business and management architecture – not just technology
    - It is important to know how to measure the outcomes of what technology is driving
    - Know who the users are and what the usage will lead to in terms of impacting business
    - Be clear on how to apply the technology
    - Define the services and the key information you want to share
    - Know where the enterprise is – DHS vs. DHS Office of Operations Coordination and Planning (OPS)? Or at the state and local level?
    - It is important to have business cases to coordinate between state and local players
    - A shared understanding of what you want to accomplish is key, since up to 80% of the business functions inside of DHS also occur in the Department of Justice (DOJ)

Discussion highlights during the briefing include:

- Question: What is OMB doing to address the duplicative systems? Perhaps some systems need to be eliminated and there should be only one network.

    Answer: OMB is encouraging a national dialogue on user requirements. A cross-Federal view is needed on establishing requirements due to the shared segment architecture of homeland security information sharing. The Program Manager should be seen as the Executive Agent to work through issues. Ultimately, consolidation may be part of the answer, but having the necessary technological requirements and interoperability is the key.

- Question: Is OMB making progress? What role is OMB playing to ensure that there is one system?

    Answer: This question relates to the three dimensions of EA. There needs to be a shared segment architecture, and having a strong, deep, user advocacy is a big part of this. It is the job of the Program Manager to make sure that consistent technical standards are being implemented. It is not clear that having one

system is always the best answer. Having strong effective standards to achieve interoperability, however, is key.

- Question: Is there anything HSINAC can do to empower the driving of standards for information sharing across systems?

  Answer: Collaboration with DHS on the business case to ensure there are performance metrics and high priority mission scenarios. Also, there is a forum to engage on these issues – there are lessons learned and models across the government for best practices on IT system planning across boundaries.

- Question: Some COIs have no means of sharing homeland security information. In law enforcement, there are too many systems. We recognize the unique environment in law enforcement and we'd like to work with DOJ. We are exploring the option of forming a Subcommittee on Law Enforcement. What does OMB think of this idea?

  Answer: It makes sense to go in that direction. With a mission overlap, the need to share information on a cross boundary scenario should be explored.

- Question: If there are duplicative systems, does OMB have authority to say no, is the system is not going to be funded?

  Answer: Yes, in terms of the process.

- Question: The National Information Exchange Model is a standard that Federal government is adopting. How do we compel and entice state and local models to use the same model? Can we do it? Are we doing it?

  Answer: This only works in the defined mission scenarios. There is special language on grants. The key is that it was developed in the frameworks. There is strong state and local involvement so that's why it has worked.

- Question: How does OMB view HSINAC's role? For example, do you expect us to be more involved in finalizing the business case?

  Answer: Yes, the future of HSIN depends on HSINAC's endorsements. DHS OPS wants the feedback from HSINAC and will share the most recent version with the Committee after DHS internal routing.

Briefing: HSIN Program Management Update
Mr. Harry McDavid, Chief Information Officer (CIO),
Office of Operations Coordination, and Planning,
Department of Homeland Security

Mr. McDavid briefed the Committee on the HSIN Program, including the HSIN Mission and current usage; progress towards implementing HSINAC recommendations; business case themes; stakeholder outreach; upgrade status; and vision for the future. Briefing highlights include:

- The Secretary is clearly focused on state, local, tribal, and private sector outreach.
- Over the past year, Congress, OMB, and the DHS Office of the Inspector General (OIG) have been very interested in the plan and direction of HSIN.
- There have been major improvements over the past year, but more work needs to be done. Examples of success stories include:
    o NORTHCOM has aggressively worked HSIN into their environment and is being used across multiple agencies.
    o Connecticut was able to use HSIN for a gang-related, MS13 effort.
    o Tennessee has been using HSIN for a while exclusively for their entire homeland security mission – and they have 1,500 members.
    o A Mission Advocate working with Michigan Intelligence Operations Center and their membership has grown 6 times over the past couple of months.
- HSIN use spiked during Hurricane Ike and Gustav and during the 2009 inauguration; some officials only use HSIN during incidents and this is OK.
- HSINAC recommendations were addressed:
    o *Recommendation: Conduct a manpower survey to determine staffing requirements.*
        – An organizational analysis was conducted
        – Both government employees and contract staff are supporting HSIN
    o *Recommendation: Adequately resource the HSIN Outreach Team.*
        – The new contract with General Dynamics (GD) allows some flexibility and funding
        – A Statement of Work (SOW) is being developed for new outreach capabilities – perhaps to include 20-25 additional staff
        – DHS is working with OMB to secure additional funds
        – The new money is focusing on state/local and private sector engagement
        – Mr. McDavid's goal is for there to be one government Full-Time Equivalent (FTE) per region – approximately 10 – living in each region that they support
        – Mission advocates will then support those Federal employees
        – Contractor staff will be doubled to support
    o *Recommendation: Target representative sample of one region (1-2 states) in order to maximize return on limited resources.*
        – This recommendation is in progress
        – A six-person outreach team has helped, but adding more resources will greatly benefit HSIN
        – Intent is for DHS to have a new outreach and communications SOW out within the next month
    o *Recommendation: Expand to a wider audience for greater partner input to obtain greater acceptance for and use of HSIN.*
        – A COI owner meeting took place two weeks ago via HSIN Connect with over 67 participants
        – Two HSINAC members noted that they participated and the session worked well

- – There is an aggressive schedule of public events over the coming months
  - o *Recommendation: Develop and articulate written business processes, policies, and requirements that are representative of Federal, state, local, tribal and private sector needs that will drive development and implementation of the Next Gen business and implementation plan.*
    - – COI development is ongoing: a risk management plan has been finalized and awaiting final DHS approval
    - – Operational Guide in final review
  - o *Recommendation: Develop a comprehensive, written business and implementation plan that defines HSIN role among other systems, vets user requirements, incorporates user guidance, establishes performance metrics and articulates risk mitigation procedures.*
    - – The business case is under development and DHS will share the business case with HSINAC as soon it has been vetted internally

Discussion question highlights during the briefing include:

- Question: Does the DHS Office of Operations Coordination and Planning in DC have enough resources?

  Answer: OPS is close to having enough resources. Congress approved 10 new FTEs for the office and the CIO is working to build position descriptions and publish the jobs. By September or August, the CIO hopes to have all 10 of them fully staffed. OPS also redirected some billets to the CIO and he is working with OPM to certify the slots and get them staffed. This staff, combined with contract support, should be sufficient resources.

- Question: How is your role expanding?

  Answer: Version 2.0 of the Common Operational Picture (COP) is an emerging responsibility and the proposed system is a tie between Sensitive-But-Unclassified (SBU) and classified information. The goal is to tie the businesses processes together and then reach across all of the info sources and DHS/DOJ to identify partners. HSIN is an enabler to the program and the budget itself is larger than HSIN. Resource allocation is key and there are lessons learned from the COP 2.0 on the procurement and funding approval process.

- Question: How much information on exchange brokers and knowledge management is captured by the outreach team?

  Answer: The outreach team does not have a lot of narrow expertise on exchange brokers and knowledge management – but these are capabilities for COP 2.0. He is going to look toward the Department of Defense (DOD) and DOJ to see what already exists and what can be leveraged. The COP 2.0 acquisition should allow some real talent to be brought to the team.

- Question: A question concerning geographic orientation – since the National Emergency Management Association (NEMA), National Association of Chiefs of Police, etc. don't seem to be targeted as effectively?

  Answer: There are major challenges regarding vertical and horizontal collaboration. The OPS CIO visited Southern Shield recently – involving 13 states in Law Enforcement (LE). Each state had its own COI –but mission integration remains a key initiative. OPS will be studying the associations and focusing on speaking engagements to enhance collaboration and involvement.

- Question: Can the HSINAC assist with identifying and targeting these groups?

  Answer: Yes, Admiral Rufe and the rest of OPS would welcome HSINAC's assistance.

- Question: What is the status of DHS system consolidation?

  Answer: There are 20 portals that DHS has identified for consolidation onto HSIN. Consolidation began last year and is happening right now with FEMA. The Homeland Security State and Local Community of Interest (HS SLIC) intends to migrate back onto HSIN and OPS is working with GD right now to make this happen as soon as possible. OPS is working with the Department's CIO to identify and eliminate DHS redundant systems. Each group will promote the mission of the others and it will narrow duplication of funding and government. There is an advantage to being a tight, structured community and a secure, trusted platform provides the tools to people to allow for collaboration.

- Question: Is there a state and local initiative to build COPs, fusion centers, etc.? How do you balance their needs with the Federal EA? Is there any guidance or principles on how to build other systems? We should be overt about which direction HSIN is going so that other complimentary systems can be aware and ensure that they stay compatible.

  Answer: This is an important challenge that is constantly evolving. An important factor is working with the DHS CIO on these matters. DHS is also examining the acquisition process and its capital planning process to ensure mission value and eliminate redundancy. This is definitely an important issue and DHS OPS acknowledges the problems it raises.

Mr. McDavid made some additional points following the question and answer period:
- Congress, OMB, and others informed DHS OPS not to break a mission requirement just because of timeline
    - Implementation of Critical Sector (CS) requirements necessitated a lot more granularity
    - HSIN built multiple options for two-factor so each CS COI could operate independently
    - This process took a little longer than originally anticipated, but it is a valuable feature
- The governance framework is designed to:

- o Represent all mission communities by enabling DHS and its partners to speak with one voice on information sharing matters
  - o Align with the appropriate policies and standards, including those from the Program Manager for the Information Sharing Environment (PM-ISE)
  - o Focus on requirements and high level information sharing and policies
- Adobe Connect and two-factor authentication are now live
  - o Phase Two will be implemented next summer – this is later than intended but more time was needed
  - o There is only "one HSIN" – the same hardware is being used and the updating and upgrading of software is just now occurring for security and interoperability
  - o Hardware may eventually get replaced as well – but only as needed
- DHS OPS is working with states to validate the current requirements and to ensure the system being built is fitting their needs
- The process is being driven by the mission integration via the development and promotion of HSIN user scenarios

Briefing: HSIN Governance Overview

Ms. Nancy Wong, Director, Partnership Programs and Information Sharing
Office of Infrastructure Protection (IP), National Protection and Programs
Directorate (NPPD), Department of Homeland Security

Ms. Wong briefed the Committee regarding the HSIN governance structure, including the sector partnerships, Standard Operating Procedures (SOPs) in the information sharing environment, and the information sharing structure under NPPD. Briefing highlights include:

- IP is the lead at DHS in mission sharing in terms of the governance framework
  - o IP does not just focus on protection, since it also includes resiliency, response, and recovery
  - o IP has a lot of stakeholders which run the entire spectrum of activity from prevention, deterrence, response, and recovery, etc.
- Accountability is a key component of effective partnerships
  - o Governance is important in terms of how to organize and ensure that the necessary parties are represented and at the table
  - o Technology is at the "bottom end" and is the base capability
  - o Accountability for representation comes from not only putting technology in place, but processes like communication, coordination, etc. must be put into place to drive then ultimately drive requirements
- The purpose of governance is to clarify what is trying to be accomplished
- As shown in the below graphic, the governance structure is depicted where requirements are directly tied to mission area and communication capabilities
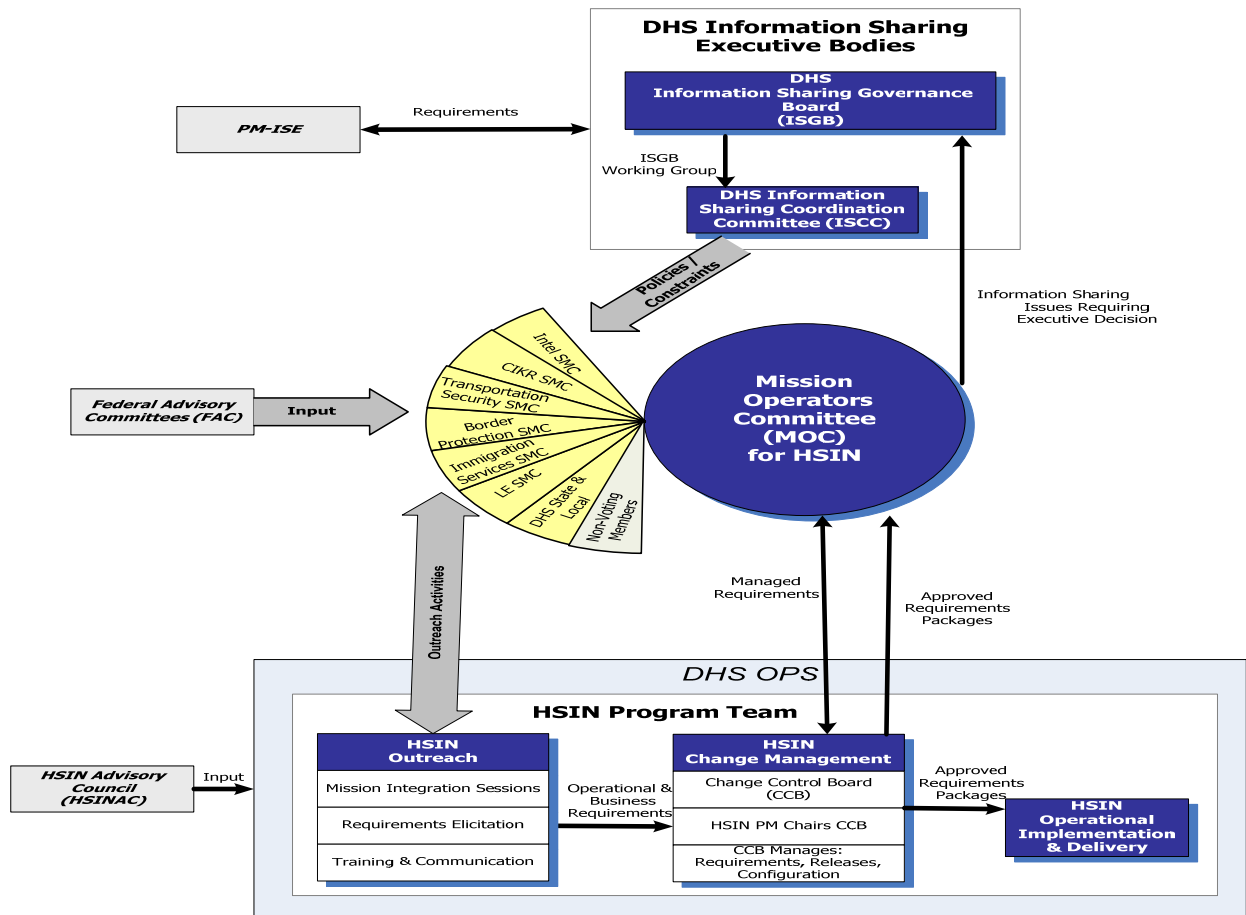
- IP has a whole process for collecting requirements from sectors to indicate exactly how HSIN is to be used to serve the IP community
  o IP takes on the responsibility to have the requirements validated against their mission
  o These requirements are then "fed" to DHS OPS and they take the responsibility to ensure stakeholders are informed and trained and that it is built into business processes that execute their mission
  o Ultimately, the way in which IP collects requirements is based on stakeholders
- The Information Sharing Coordination Committee (ISCC)
  o ISCC is working with DHS CIO on the "fan" side of the diagram developing shared mission communities
  o This was not just developed for HSIN but for all communities
  o At the Mission Operators Committee (MOC), a governance process is used to de-conflict and realign requirements that are being driven up as to the priorities for HSIN

- IP works with each sector
  - Implementation in the future is tied to SOPs
  - Procedures should be put in place before an incident occurs
  - Sectors test them twice a year
  - They also use the system for planning and Situational Awareness on a periodic basis (i.e. twice a month, etc.) as part of a partnership activity
  - Often used every day; at a minimum, quarterly

Discussion question highlights during the briefing include:

- Question: How can HSINAC give input into the MOC?

  Answer: On the diagram, the big box is DHS OPS. Inside is the HSIN program; the HSIN program team lives inside the blue space. HSINAC is more cross-functional and requirements are related to cross-government functions.

- Question: There are 18 sectors and about how many people are involved in each sector?

  Answer: Each sector council may have 30-45 representatives that act as a channel to the rest of the sector. For example, many trade associations such as local public health sit on the Government Coordinating Committee (GCC). They are, in part, determining what goes into each sector portal. They define requirements that go into IP. In turn, IP then collects requirements, normalizes them, and puts them into a form that is useful for OPS to give an evaluation and assessment. In total, there are about 500 people represented between sectors. Most sectors do have state and local representatives. The State, Local, Tribal, and Territorial Government Coordinating Committee (SLGCC) has representatives from each of the sectors and their own councils named the representatives that are the liaisons to each of the other sectors.

- Question: Is there a way to check and see which groups are represented? Is IP getting user requirements from the right people? Can the HSINAC see who is being represented?

  Answer: IP must ensure that groups are fully represented. State and locals must name the right people to be represented on the council. All members are listed on the DHS website but Ms. Wong will provide a list of who is in the working groups to the HSINAC.

Briefing: Creating a National Information Sharing Environment
Ms. Susan Reingold, Deputy Program Manager
Information Sharing Environment (ISE)
Director of National Intelligence

Ms. Reingold briefed the Committee on ISE, including its purpose, governance structure, state and local information sharing, privacy issues, and information sharing priorities. Briefing highlights include:

- Background on the National Strategy for Information Sharing
  - The Strategy was released in October 2007 in close coordination with Federal, state, local and private sector partners
  - Prioritizes and unifies the Nation's efforts to advance the sharing of terrorism-related information
  - Improving information sharing with state, local & tribal governments and the private sector is critical
    - Fusion Centers and unclassified/classified connectivity are a primary mechanism
    - HSIN is a key link in the Strategy
- Background information on ISE:
  - The ISE was established in 2004
  - Purpose is to align and leverage existing policies, business processes, technologies, systems, and promote a culture of information sharing
  - Protects the information privacy and other legal rights of Americans
  - Enhances accountability and oversight
  - ISE is the largest, most developed information sharing environment in government, and the model for replication elsewhere in government
  - Supports a variety of users (e.g. investigators, responders, analysts, command and control, collectors, operators)
- The Information Sharing Council (ISC):
  - ISE functions based on a partnership within the ISC, which is comprised of 17 agencies
  - ISC Identifies and recommends the consolidation and elimination of current programs
  - Identifies gaps between existing technologies, programs, and systems
  - Recommends whether or not, and by which means, the ISE should be expanded
  - Advised by state, local, tribal, and private sector partners
  - If issues cannot be resolved, they are addressed through a Deputies Committee meeting or a Principles Committee
  - ISE is "in" but not "of" DNI – ISE can get assistance from DNI, but it does not represent the intelligence community
- Presidential Memorandum (December 2005) directed development of a common framework for sharing information with State, local, and tribal governments. Resulting Framework - approved by the President, and embraced by the 9/11 Commission Act and National Strategy for Information Sharing - called for establishment of:
  - An Interagency Threat Assessment and Coordination Group (ITACG) at the National Counter Terrorism Center (NCTC)
  - An National Integrated Network of State and Major Urban Area Fusion Centers operating at a baseline level of capability.
  - A nationwide approach to Suspicious Activities Reporting (SAR)
  - Implementation for these ISE Priorities are led by DHS and DOJ
  - The PM-ISE convenes all relevant parties; provides oversight; and supports implementation through development of mostly common standards, policies and business processes

- Fusion Centers are a priority
  - o ISE is primary working with Global Justice's Criminal Intelligence Coordinating Council (CICC) to put out guidelines to ensure the country has a national integrated network to operate and an agreed baseline level of capability
  - o There are 70 designated fusion centers that allows the Federal government to focus resources, training, and technological resources in major urban fusion centers
  - o ISE oversees this process and reports to Congress and OMB to make suggestions relative to guidance

Discussion question highlights during the briefing include:

- Question: On the ISC or the ISE websites, is there a list that shows which entities are being consulted by these organizations?

  Answer: On the website, there is a list of agencies and a link to all the agencies. It is likely that the members of the ISC will change with the new Administration. To find out who exactly is on each council, contact Sue Reingold.

- Question: Is HSIN used heavily in the NCTC?

  Answer: NCTC primarily uses classified operations. NCTC works through DHS, DOJ, and the Federal Bureau of Investigation (FBI). Information does flow into NCTC – even unclassified – that information just makes its way to other parts of the intelligence agency.

- Question: Is there value in having HSIN incorporated into NCTC activities?

  Answer: All information is coming in on HSIN and coming through DHS. Once DHS has the information, The Office of Information & Analysis (I&A) has it – ultimately it gets fused and pushed out to all the watch centers.

- Question: Regarding the governance information sharing strategy, how do you view HSIN in light of that strategy?

  Answer: It is one of many mechanisms. One of the issues is connectivity – there are 5 or 6 systems. User data depends on where you sit and what you prefer to use – there are different reasons to use things in different ways. In the short term, it would be great to consolidate systems, but it is not that simple. The route people decided to take was to make sure that regardless of your primary system (some are portals, some are email), there are common characteristics that you can traverse with a single sign-on.

- Question: How can we advise the ISE of duplicative systems that exist?

  Answer: Take a look at the business case and user requirements to examine the business processes that we are trying to satisfy. We want to make it so you can log-in once and move across systems. Take a look at existing systems – it's not just about technology; it's about looking at systems and how to overlay the standardization of processes. Kshemendra Paul wants one portal to be the

primary portal, and HSIN is that for DHS. The first step is to have DOJ do the same thing; however, DOJ uses Law Enforcement Online (LEO) and Regional Information Sharing Systems (RISS), and that is how they operate. There is not going to be a decision being made on this right now, or even in the next two years, but the first step is getting everyone at the table to discuss these issues.

- Question: Has ISE seen any of the recommendations that HSINAC has made, and has ISE been looking at the business case?

  Answer: Yes, ISE has been examining the business case and are working with OMB. We have not seen the recommendations from HSINAC, but would be happy to do so.

- Question: Is there a way to identify areas and articulate areas in the grants that are contradictory?

  Answer: Yes, if you have observations as an end user that are causing confusion that need to be sorted out – either in business processes or how things should be identified and promulgated – yes, we'd like to hear them.

Briefing: HSIN Law Enforcement: Shared Mission Community
Daniel Lipka, Acting Chief, Assessment Section
Office of Operations Coordination and Planning
Department of Homeland Security

Mr. Lipka briefed the Committee on the DHS Law Enforcement Shared Mission Community (LE SMC), including the DHS information sharing governance framework, the Information Sharing Governance Board, the Information Sharing Governance Coordinating Council, and Shared Mission Communities (SMCs). Briefing highlights include:

- HSIN LE from an operator's perspective:
    - The National Operations Center (NOC) has all DHS LE components with desks in its Watch Center; representatives from DOJ, and other Federal agencies; and state and local agencies.
    - Each of the DHS components has certain authorities, but DHS was required by Homeland Security Presidential Directive (HSPD) 5 to integrate the Federal response.
- Information Sharing Bodies:
    - Information Sharing Governance Board (ISGB) is the executive level decision-making body for all DHS information sharing and collaboration issues and is currently chaired by the Deputy Secretary[1]

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[1] Note: At the time of publication, the ISGB is now chaired by the Under Secretary (acting), Office of Intelligence and Analysis.

- o Information Sharing Coordinating Council (ISCC) is the coordinating and action body for Department-wide information sharing matter at the working level. The ISCC supports the ISGB.
  - o The SMCs – which were established by LE and IP – are cross-Departmental mission communities addressing common cultural and operational challenges, opportunities, and requirements
- DHS LE SMC:
  - o DHS worked with DOJ to develop a LE information sharing strategy
  - o SMCs provide the foundation for building meaningful interactions across components and communities by requiring information sharing solutions to be driven, when possible, by community needs
  - o The SMCs are composed of DHS components; and coordinate with other Federal, state, local, tribal, private sector and international partners
  - o Provides advice up the chain, such as advising the ISCC Chair on budget requirements, integration, and risks
- Common Operating Picture (COP):
  - o The NOC, containing the Watch Center, directly interacts with FEMA, the National Response Coordination Center (NRCC), the National Infrastructure Coordination Center (NICC), and 54 other Federal Operations centers – all helping to populate information on the COP
  - o When there is an event, the upload of information into the COP starts immediately; updates are made continuously and then the battle rhythm causes formal updates and publishing at 6 AM and 6 PM
  - o Information is posted in the Federal Operations (FedOPS) COI in HSIN and then across all COIs
  - o COP can handle multiple incidents simultaneously
  - o HSIN was used in a situational awareness mode for the inauguration and the NOC was also monitoring RISS, LEO, WebEOC, etc
  - o One challenge is trying to get people to turn on HSIN LE on a daily basis, not just during an incident
- There are three key bodies proposed for HSIN LE governance:
  - o HSIN AC provides advice
  - o LE SMC is necessary since it picks up all DHS components
  - o CICC has the interagency plus the state and local representatives

Discussion question highlights during the briefing include:

- Question: Does the NICC provide information to the private sector?

  Answer: Yes, the NICC provides this information to the private sector. This includes state and local government personnel, as well as private sector owners and operators.

- Question: The IP presentation and model on governance and processes seemed very effective. Shouldn't that be the model for HSIN?

  Answer: The CI model is different since there are 18 defined sectors. The LE SMC plugs into the MOC and DHS OPS owns the HSIN LE COI.

- Question: What does LE want to see when it turns HSIN on?

  Answer: This is still to be determined, however, it is likely that they want to see interoperability with LEO, RISS, etc.

- Question: Will the HSIN LE portal be enhanced?

  Answer: Yes, using the CICC, LE SMC, and HSINAC as a governance body.

Briefing: DHS OPS Information Sharing
Frank DiFalco, Office of Operations Coordination and Planning
Department of Homeland Security

Mr. DiFalco briefed the Committee on the interplay between HSIN, NOC, and HSDN. Briefing highlights include:

- HSIN highlights:
    - o HSIN is the only network with all the homeland security partners on it
    - o Intent was to bring everyone together and be a common operating network
    - o Reporting was mean to be fast and available to everyone and the goal was "simultaneously distributed information"
    - o HSIN was set up because the vast majority of stakeholders need unclassified info
    - o HSIN is the gateway: COP is on HSIN and thus COP is available to all of the portals
    - o Currently there is a manual feed between the classified networks and the COP
    - o A user-defined COP, federated search, and role based access are still needed

- COP 2.0:
    - o Something similar is currently in use by the military
    - o A DOD battle lab is currently set up to see if and how COP 2.0 can be used by DHS
    - o It is designed for federated search – allows you to go out and find or locate information
    - o The system will be role based, so law enforcement information can be restricted
    - o There is a user-defined view (for geography, etc.) and COP 2.0 will allow for the movement of information between unclassified and classified
    - o HSIN COIs are still the Achilles heal – and there are many different rules and semi-exclusive communities
    - o When ready and approved, COP 2.0 will go into all of the homeland security partner agencies

Discussion question highlights during the briefing include:

- Question: Can you offer additional information about the user-defined view?

  Answer: Another term is interoperable. It is not a common database, but a federated search. Each agency retains its own information, but has access to the software and pipes. Ideally the overlays, maps, and other tools will be centralized, but much of the data is owned by the agency.

- Question: What does the timing of implementation look like?

  Answer: This could take five years, and it depends on funding and specific nuances of DHS information and communities. DHS is working with interagency operations groups on the details, since many of the requirements are the same. HSIN itself was put out under threat conditions, since there wasn't time to lay out the plan – due to the operational necessity.

- Question: What does role-based access mean?

  Answer: This means that a Sheriff Doctor with a Secret clearance can see all the law enforcement, medical, and Secret information. That's an exception. The military has "translators" in place so the data can be found or grabbed.

Day 2 (February 11, 2009)

General Discussion/Question and Answer Period between HSINAC, Mr. McDavid, and other attending officials:

- Question: Is HSIN NextGen running anywhere?

  Answer: Nancy Wong at IP is putting a migration strategy for her communities together, but they are not on the NextGen version of the software – they are waiting to move onto NextGen. The technology currently works, and it's just a matter of getting the migration plan and helping them move over. Adobe Connect is available to certain communities.

- Question: Is the NextGen construct done, and is each group going to migrate? Or are there separate NextGen for each group?

  Answer: There is a misconception that NextGen is all or nothing. You don't shut one off – it's more of tools being available and interacting with the current sharepoint environment. Three tools were released in August, and the interim releases allow for the leveraging of technology. It's important to remember the NextGen is a tool and you don't turn one system off and then turn on NextGen. It's a process and you see gradual improvements as the evolution allows for new capabilities to be released.

- Question: There seems to be some confusion – some users and communities are waiting until NextGen is ready.

  Answer: OPS needs to take an action item and produce a document that explains the OPS deployment strategy – perhaps in the HSIN newsletter.

- Question: As features are added to HSIN NextGen, is it available to all users or certain groups?

  Answer: Currently there are four sectors of portals; the release of technology is based on each portal in its current state. It is based on the user communities that are ready to take advantage of it. We need to make sure policies are in place in your community to take advantage of the technology. Technology cannot be sent out without the people ready to receive it. Some are not ready and do not have manpower to receive certain things.

- Question: How can you explain user requirements? What if we are rolling something out but don't have the requirements?

  Answer: Since May of last year, we have yet to hear of more than one new requirement that has been raised. We don't expect numerous new requirements, but rather a number of refinements to requirements. NextGen will facilitate the mission owners and data exchange.

- Question: Has DHS had contact and opportunities for user requirements?

Answer: We have not touched on all communities – since we don't have the manpower. Of the ones we have touched, there has only been one requirement. DHS has gone out to the user communities and we've gotten more than one request. It's been a legal issue to get them at the table – with the construct of the MOC, it is a Federally funded program and that person will cast a vote on requirements. With the shared mission communities, there are law enforcement, critical sectors, etc. all those representatives will have reach-back into their specific mission areas. Some of the mission areas will have people from states, localities, other Federal departments, etc., and they might identify requirements of their own. They would bring in their requirements, and will sometimes get to vote themselves. Then there will be an individual representing state and local partners as a voting member.

- Question: Can we get the spreadsheet on improvements already being planned for, and where they came from?

  Answer: Yes, we can provide information on where they fit in on the spiral. However, we don't have traceability back on which states had the ideas about what requirements.

- Question: There is a technology requirements gathering process, so why can't we show how exactly certain requirements were articulated and this is how decisions were made?

  Answer: We don't know how all the components made their decisions, but they articulated their need, and then they told us how they did it. In the future, when a requirement comes up, we'll have to explain why. For example, the hurricane task force in Florida and Georgia first dealt with the event (i.e. preparing, responding, etc.) and then moved onto the IT requirements. HSIN personnel don't need to be there at the scene. With the increase of funds in Fiscal Year (FY) 2009 for mission outreach, we can be active players in the engagement process.

- Question/Comment: It's not about a business procedure; it's a value proposition. It's a marketing proposition. It's about reinvesting in the value of HSIN – more people are willing to pitch in if they know it's the best system out there.

  Answer: The system was not optimal, but we had to create something to eliminate the stovepipes. In the future, we will know who indicated what need and where they were from. We've had successes every single day with HSIN.

Briefing: Office for State and Local Law Enforcement

Ted Sexton, Assistant Secretary
Office for State and Local Law Enforcement
Department of Homeland Security

Mr. Sexton briefed the Committee on the DHS transition with the new Administration; the Office for State and Local Law Enforcement (SLLE), and the state and local law enforcement feedback as it relates to HSIN. Briefing highlights include:

- Secretary Napolitano has issued 15 action directives, making state and local law enforcement a major priority
- SLLE formulates and coordinates National-level policy relating to LE's role in preventing acts of terrorism and serves as the primary DHS liaison with state and local LE agencies
- SLLE works with I&A and OPS to ensure information is being shared with LE partners
- Priorities of SLLE include fully engaging state and local LE community; fully engaging the public; transforming communities into an unfriendly environment for terrorists; and protecting critical infrastructure and key resources (CIKR)
- Intelligence being brought to state and local levels includes information from:
    - DHS I&A
    - HSIN LE
    - Interagency Threat Assessment and Coordination Group (ITACG)
    - State and Local Fusion Centers
    - Global Justice's CICC
    - Suspicious Activity Reporting (SARs)
- HSIN: State and local law enforcement feedback
    - Need strong, continuous user outreach and input to make HSIN successful
    - Concern about "information overload" and duplication of systems
    - DOJ and DHS need to work together to eliminate competing systems so that state, local, and private sector personnel know where they need to go for information
    - Interest in creating subgroup involving HSINAC members and Global
    - Ultimate goal is to have product that will be viewed daily by shift supervisors within police, fire and medical community (among others)
- Concerned with the type of information, training, challenges, trends with state and local partners
    - Example: with the Mumbai attacks – it took time to get the necessary information. We needed to know what kinds of weapons were being used, who was carrying out the attack, where, why, how, etc?
    - For an incident, nothing is better than HSIN
- HSIN is a priority of DHS
    - The doors are open now more than ever – this is a unique opportunity to have your voices heard in the beginning of a new Administration

Briefing: HSIN Outreach Update – Mission Integration

Juan Cole, HSIN Outreach Team Manager
Office of Operations Coordination and Planning
Department of Homeland Security

Mr. Cole briefed the Committee on the outreach plan, user transition planning, and proactive outreach activities. Briefing highlights include:

- Outreach for the HSIN Program is defined as systematic two-way communication and collaboration between DHS and its partners to establish and foster mutual understanding, promote involvement, and influence the use of HSIN in support of national, regional, and local missions and operations. Its four strategic goals are:
    1) Improved national awareness of HSIN mission, capabilities, roles, and accomplishments
        - Seen as marketing and communication activity
        - Have targeted all levels and attended various conferences
        - List of target engagements to be provided to HSINAC
    2) HSIN established as a core integrated component of regional partner mission models
        - This requires more resources – Mr. McDavid has asked for additional funding
        - Has not been as successful in the business procedure gathering side
    3) Increased collaboration and communication with DHS components
        - One of the toughest goals. Since the organization is still maturing, collaboration doesn't happen as easily
    4) Working better with non-DHS partners
        - DOJ, tribal, health & medical community, etc. that have a role in the cross-pollination of information
- HSIN Software Upgrade Approach
    o Phase 1: Completed August 2008
    o Phase 2 is to build out of capabilities that will represent the first major release of the new HSIN platform
    o Phases 3 and 4 will be rolled out based on contractual aspects and what is needed
- Minimal requirements to transition to upgraded platform:
    o Mission statement
    o Governance structure
    o MOU
    o Privacy Threshold Assessment
- Outreach Activities:
    o Responded to and facilitated current and new user requests
        – Briefings and end user training
        – Administrative training
        – Establish new communities
        – Enhancements to existing communities

- o Supported national events
- o Supported conferences
- o Coordinate with technical team
- Proactive Engagement: Florida
  - o Supported Southern Shield meeting hosted by FL Fusion Center
  - o HSIN Administration Training
  - o Multiple requirements calls to discuss consolidation of competing systems
- Actively engaged with Tennessee, Louisiana, Mississippi, and Virginia
  - o Proactive engagements with FedOps, HSIN, USCG, other states, tribal communities, and national events
- Next steps:
  - o Continue forward with engagements
  - o Mission advocates must go beyond current organizations and engage COIs not included in sample group
  - o Encourage COI cross-discipline and cross-state information sharing
  - o Continue to capture and share requirements across communities.
  - o Communicate release plan/schedule

Discussion question highlights include:

- Question: How soon would DHS be ready to gather functional requirements from the HSINAC?

  Answer: DHS will meet their schedule. Regarding the LE set of requirements, OPS will listen to requirements and go back to the communities and to other verticals and sectors to tell them what we've heard and ask them how it impacts them. Mission advocates are going out to the field on a day-to-day basis, acting as advocates on behalf of the states. If they state a LE recommendation, it will be brought back to LE. Overall, this is the first mature organization to do the reach-out. There are a primary set of functional requirements based on the first round of HSIN. Now it's moving to a platform that cuts across all disciplines into a trusted environment.

- Question: What is the release schedule and transition plan?

  Answer: It's important to remember that NextGen is not a switch. We are working on drafting a release schedule and will define what capabilities will be released and who it will be released to. This will include input from communication and the technological side. The preview of the capabilities can be viewed from the pilot program. Groups need to help validate that what is being released is appropriate and that it meets the mark – is LE too narrowly focused? Is there enough input from States? The interim release is scheduled in the next 6 months.

- Question: Within DHS and its components, what outreach is being conducted with FEMA? Do you have relationships with the right people, and if not, why not? Why aren't we leveraging things that are out there – groups are self-forming, so why not use what's out there and tap into it?

Answer: DHS OPS is starting to arrange a sequence of events with FEMA and will talk with them about that this week. FEMA does use HSIN, in addition to other things. NEMA is very much engaged with FEMA.

- Question: What is the mission space for the Emergency Management Information Management System (EMIMS) – what is the purpose?

  Answer: We need to gather information and then we will take that up from an OPS perspective and get that resolved. That is being addressed in the business case. EMIMS is an important factor in conversations with FEMA.

- Question: Is anything being done to facilitate user upgrades? Are you offering a model of best practices? Are you giving communities something to look at?

  Answer: Yes, we give them model to look at. It has not been disseminated to everyone yet, but that's next in the process. There is a template that is user-friendly. After the pilot programs, we need to do a clean-up of the documents and make sure there are conclusive results before disseminating half-documents. There is also an issue of role-based access: how do you divide up LE? In the future, new systems will support multiple levels of LE.

- Question: Recognizing the role you are playing in terms of gathering requirements, is there a distinction between that of a traditional role and that of going beyond and establishing a system to begin with? Is the system appropriate for the function to be falling under CIO as the system of maturing with the outreach function?

  Answer: There are traditional roles of a CIO, such as making sure IT systems are aligned to an organization's strategic plan, budgetary issues syncing with system development, privacy issues, workforce management, etc. The outreach effort is a hybrid. We wanted outreach to focus not just on HSIN but also COP 2.0, and other teams that support Principal Federal Official (PFO). OPS helps orchestrate activities and looks strategically to examine if we are going in the right direction. OPS was strategically placed where it is by the Secretary. With I&A being the natural area for classified information, OPS is the natural place to deal with SBU.

Demonstration: HSIN On-Line Meetings and Events

Mr. Tim Barr discussed new capabilities for Adobe Connect. Briefing highlights and demonstration included:

- Adobe Connect is used for meetings for small groups, closed meetings, and can be posted and recorded
- Used for events (seminars or large groups)
  - Open to all HSIN users – must have HSIN account to access system
  - Actively promoted by communication and outreach team
  - Possible use for next HSINAC meeting
  - Chat capability with specific people or the entire group
  - Archiving capability

Briefing: National Guard – Department of Defense Information Sharing

Major Charles Pedigo, Chief, C4 ICE Branch
National Guard Bureau (NGB)

MAJ Pedigo briefed the Committee on NGB mission and events, information sharing trifecta, imperatives, and products. Briefing highlights include:

- NGB mission is to make sure the State National Guards are coordinated
    - NGB initiates information sharing with the National Guard as a whole
    - Facilitates information sharing with designated mission partners
- NGB has access to unclassified and classified networks
    - COIs, or core groups, are all 54 states and territories
    - Users and access levels are all managed by core group to core group
- Business process is at the core of everything they do
    - Requests for Information (RFIs) lead to events which lead to Requests for Assistance (RFAs) which lead to assistance
    - Strategic Operations Information Sharing Plan of Action (SOIS-POA) is an info sharing agreements between DOD, NGB, and DHS
    - HSIN is identified as one of the tools to be used in response to an event
    - NGB and DHS coordination is ongoing and many parallels in information sharing requirements exist
- Two imperatives exist in order to facilitate information sharing within the National Guard:
    - Access: All DOD (Army and Air specifically but also other agencies and DOD civilians) need to be able to access the IS applications
    - COIs: Once the DOD user has access then they must be able to operate in a pre-determined environment that facilitates coordination both within their specific area of interest and related areas of interest
- Currently, DOD has regulations about posting information in DHS HSIN right now
    - The NGB uses its own portal with COIs of the 54 states/territories. Each COI, also known as a Core Group, can do their own RFI efforts, control their own users, etc.
    - The intent is to make all of these searchable but they still need buy-in from all of the states
    - At the National level, formal information sharing ensures that approved and factual information is posted to external systems, such as HSIN.
- Information Sharing is divided into three categories:
    - Formal – official requests for information and assistance to include specific event and mission information that is tracked throughout the information's lifecycle based on an established COI
        - Joint Information Exchange Environment formal process is asynchronous
        - There may be limitations at the state level, etc.
        - Information is tracked and you can see the status

- o Informal – Ad hoc discussions, whether verbal or digital, which facilitates informal coordination that results formal coordination
  - – Done through "Defense Collaboration Online"
  - – Similar to Adobe Connect, it is a very useful tool
  - – Daily meetings have 20-30 participants
- o Products – Those documents that have been or are currently being staffed as a result of ongoing information sharing efforts and are stored for display and access via an established community of interest
- NGB is already using Adobe Connect on a daily basis
- Document version and control through "guard knowledge online"
- NGB only uses HSIN at the National level and material is only posted when approved by leadership.
- There are real limitations on the amount of info flowing into HSIN from NGB
- They have no idea, no control of who the HSIN users are in most cases – unlike DOD systems where everyone is authenticated
- The Joint Information Exchange Environment (JIEE) is:
  - o A mission essential application of the NGB
  - o The standard NGB event information sharing tracking requests for information and requests for assistance across the 54 States and Territories
  - o A joint J3/J6 program to facilitate National Guard response to natural and man-made disasters
  - o JIEE tracks RFI/RFA information
  - o Gaps remain between DOD and the civilian side – in part due to security, systems access, etc.
- Process:
  - o Governor often calls the National Guard in their state early on and subsequently more people and assets get involved
  - o NGB had 500+ events that they responded to at the request of governors
  - o Not involved with incident site management
  - o The overall NGB process is (1) RFI (2) Event (3) RFA (4) Missions
- Joint Knowledge Online (JKO) is sharepoint used by the states
  - o NGB looks through this and posts some information on HSIN
  - o End process is tying this all to a COP map
- Ultimate goal is to get the states coordinated, get the overall operational picture, and then share with DHS

Discussion question highlights during the briefing include:

- Question: Was HSIN used by the NGB during the inauguration?

  Answer: Information was posted on HSIN at the national level. Requirements were met for posting, but HSIN was not actively used; it's a cold-start capability. It is unknown if people will use the information that is posted, but information definitely needs to be posted for all to see.

- Question: What is the COP used for?

Answer: COP is not just a map. The Joint Operation Centers (JOCs) monitor COP. Most COIs do not want information heading out of the state unless they approve it, so usually what happens in the states, stays in the states. JOCs communicate across borders as issues near the border or become increasingly important to address.

- Question: What are the authorities of NGB?

  Answer: NGB does not have command and control over State National Guards (NGs). They have coordination with state NGs.

- Question: If DHS could request to NGB or a "service-level agreement" on certain triggers for pushing information to the COP? Is there a half-step HSINAC can take to facilitate this?

  Answer: This is unlikely to happen in the short-term due to information assurance issues. The goal is to get the NG organized and to first have information be shareable within the NG. NGB is doing some initial work with I&A to standardize some initial mission processes and field naming conventions. NGB is working with FEMA, but not yet on this issue – since they haven't been able to get the right people into the room. I&A is making an honest effort in DHS to bring some parties together.

- Question: Does NG have access to the Automated Critical Asset Management System (ACAMS)? It includes all the CIKR information.

  Answer: No. The system being built is from the ground up and others are building from the top down. The map being built is available to all states and territories. An alerting function is also being built.

Discussion of HSINAC Subcommittees & Future Meetings

A discussion led by Michael Milstead, Committee Chair, took place regarding HSINAC issues and recommendations for the DHS Secretary. Discussion highlights include:

- A Business Case Subcommittee was created
  - Members to include Jeff Peters, Shelly Schechter, Jason Henry, Rolando Rivero, and Jeff Burkett as Chair
  - Latest draft of business case to be handed over by DHS to HSINAC in 2-3 weeks
  - If supplied to HSINAC by March 1st, OPS would need a 30-day turnaround for a March 31st comments/endorsement from the HSINAC
  - It was noted it would be helpful to have someone from OPS in on the conversations/telecons in case there were questions
  - It will also look at Mission Operators Committee (MOC) Charter
- HSIN LE Subcommittee was created to gather end user needs and requirements

- o Members to include Mike Milstead, Jason Henry, Dan Cooney, and Barry Lindquist as Chair
  - o LE Subcommittee will be an integral part of requirements gathering process in conjunction with OPS.
  - o LE Subcommittee to work with the LE SMC, the CICC and the OPS Assessment Section (Dan Lipka)
- A HSIN Fire Service Subcommittee was created
  - o Members to include Kevin McGee, Michael Puzziferri and officials to be identified by Mr. Puzziferri
  - o Dan Lipka volunteered to help with this effort and Juan Cole can also provide assistance
- Subcommittee issues:
  - o It was noted by the DFO that the subcommittees cannot report directly to a Federal official without the full committee, so they cannot report to SMC directly
  - o HSINAC members can participate in SMCs as representatives of their own states/organizations and then report back to AC
  - o HSINAC will seek Admiral Rufe's signature for all three subcommittees
  - o HSINAC might consider creating another subcommittee in the future depending on EMIMS and FEMA issues (to be discussed and briefed in the next meeting)
  - o A potential state and local subcommittee was also discussed
- A HSINAC website will be established to post key links, meeting minutes, strategies, etc.
  - o Important mechanism to communicate and inform the public and other agencies about HSINAC work
  - o The DFO is responsible for setting up the website
- It was recommended that DHS OPS designate a DFO to replace Nick Welter due to his upcoming departure. An Alternate DFO should also be designated. Efforts should be made to ensure continuity of the HSINAC
- HSINAC has identified itself at the disposal of DHS and others to provide various areas of expertise and outreach efforts
- HSINAC, and OPS, are looking forward to the ongoing maturation of systems as the effort moves forward. The HSINAC stands ready to work with DHS leadership.
- The HSINAC agreed that the next teleconference will occur **4/16/2009 at 1500 EST,** to finalize the agenda for the next HSINAC meeting, review and approve meeting minutes, and discuss administrative details
- The next HSINAC meeting will tentatively occur **5/12/2009 – 5/14/2009.** The potential agenda includes:
  - Invite Program Manager of COP 1.0 & COP 2.0
  - Update on Migration of HS SLIC
  - Invite DHS CIO to talk about DHS portal consolidation
  - Invite FEMA CIO and PM for EMIMS
  - HSIN Business Case Discussion
  - HSIN AC Subcommittee Reports
  - Status of HSIN at DHS

- Case study by HSIN State/local user on best practices

Day 3 (February 12, 2009)

Further discussions took place on the final day concerning outstanding issues and finalizing recommendations. Discussion highlights include:

- The Committee received a letter from the SouthEast Emergency Response Network (SEERN). The DFO will draft a response letter to acknowledge the receipt of the letter.
- HSINAC received a firm commitment from OPS that the website would be established. Within two weeks, HSINAC will receive a copy of the content of what the website will look like.
- Secretary Napolitano would like to attend part of the next HSINAC meeting, if possible. If not feasible, Admiral Rufe indicated the Chairman and Vice Chairman will meet with her at a separate time
- The Committee recommends that DHS develop a best practice model for creating a new COI that extends from startup to maturity
    - Need to increase existing participation in COI
    - There are many hybrids and models, a standard business practice would be very helpful – OPS agreed to create SOP business model
    - Example is the Michigan Intelligence Operations Center

Review of Past HSINAC Recommendations[*]

- The HSINAC then reviewed its previous and existing recommendations. The HSINAC then discussed how to rate progress of the recommendations, including stop-light ratings and GAO ratings. It was decided that comments would be made after each recommendation. The existing recommendations were summarized into the following format and the HSINAC comments on the status of each follows:

1. **Homeland Security Council (HSC) designate HSIN as the National System for SBU info sharing**
   Comment: Recommendation was not presented to HSC

2. **HSC designate the DHS Secretary as the Executive Agent for HSIN**
   Comment: Recommendation not acted on

3. **The DHS Secretary demonstrate total commitment to HSIN**

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[*] The official recommendations of the HSINAC will provided to the DHS and published as a separate document. This information is only included to provide a record of meeting proceedings. Please contact the HSINAC DFO for a final copy of the HSINAC's recommendations.

Comment: DHS designated HSIN "the SBU portal" for DHS, but the full commitment to portal consolidation has not been demonstrated

4. **The DHS Secretary provide resources to implement HSIN NextGen**
   Comment: Progress noted on HSIN PM staffing and functions

5. **Outreach Initiative – Manpower survey, resource gaps, revise NextGen timeline to include end user requirements**
   Comment: Outreach to state/local partners appears to be significantly under-resourced

6. **Modify regional outreach to target subset of a region and its COI**
   Comment: Progress initiated in the Southeast Region, but outreach needs to be expanded nationally

7. **Develop business policies/requirements that represent FSLT-PS needs, develop business plan w/in 90 days**
   Comment: Business Case under development with an expected March 2009 delivery for committee review

8. **HSC, DHS Secretary, Attorney General, and Director of National Intelligence should meet and resolve/eliminate redundant domestic intel/info sharing and be provided IPRs by their deputies quarterly**
   Comment: Committee informed of meetings between these groups but no results have been demonstrated to date

New HSINAC Recommendations[*]

In addition to the existing recommendations, the Committee also offered the following new recommendations:

I. Issue: HSIN Outreach was identified in the July 31 meeting as immature under-resourced and provided a recommendation to identify staffing requirements for successful implementation of HSIN.

Discussion: HSIN Outreach to state and local partners is one of the most critical steps in the path forward for information sharing. The HSINAC is impressed with the actions and initial results of the new outreach strategy. Utilizing a limited staff of Mission Advocates, the outreach efforts to Federal partners and select states and local regions were well received. This represents a very positive step forward that has further defined HSIN requirements and helps meet the information sharing needs of State and Local agency partners.

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Draft Recommendation: Increase resources to staff outreach efforts to State and Local partners in additional regions should continue to be a high DHS priority. DHS should also leverage all their component partnerships with state and local entities and expand the HSIN outreach efforts. Enhancing outreach and participation of State and Local partners is essential to the success of HSIN.

II. Issue: DHS portal consolidation

Discussion: In January of 2008, in response to the inefficiencies and information sharing problems caused by redundant information sharing systems, the HSINAC recommended: "the Secretary of Homeland Security demonstrate total DHS commitment to HSIN within DHS and between its Federal, state, local, tribal, and private sector partners as the platform for information sharing by:

- Establishing HSIN as the principal Homeland Security information sharing platform for the Department and external partners
- Conducting a Department-wide review of existing systems and networks upon which DHS shares information with external partners in order to identify, consolidate and where appropriate eliminate duplicative DHS systems to HSIN"

As the result of ongoing concerns in this area, the HSINAC later recommended that the Secretary of DHS should meet with DHS Principals to resolve and lay out a strategy for merging/eliminating redundant DHS intelligence and information sharing systems with a minimum of quarterly in-progress reviews to the DHS Secretary on the implementation by the Principals.

In light of the apparent on-going development of systems (ie: the EMIMS by FEMA), the HSINAC is concerned about the progress in implementation these two recommendations. DHS failure to eliminate duplicate systems within its own organizations risks unintentionally wasting funds, creating impediments to information sharing and causing confusion among stakeholders.

Draft Recommendation: Consequently, we recommend a specific review by the Secretary of the progress on implementation of these recommendations, to include a specific review of the EMIMS implementation in view of these recommendations.

III. Issue: Grant-related recommendation

Discussion: Throughout the U.S. multiple systems are being developed with various DHS funding streams that are not consistent with supporting HSIN as the primary information sharing platform for SBU, as described in the HSINAC's Recommendation #3.

Draft Recommendation: Eliminate the use of DHS grant and component funds to develop or maintain other information sharing systems that duplicate HSIN. Ensure that DHS grant guidance reflects this commitment.

IV. Issue: The HSINAC does not have a strategic communications platform to communicate with Federal, state, local, tribal, private sector, and international homeland security stakeholders.

Discussion: The HSINAC is a DHS-established FACA body intended to provide organizationally independent advice and recommendations to the leadership of DHS on the perspective and requirements of end users with state, local, Federal, and tribal governments and the private sector regarding HSIN. This advice and the activities of the HSINAC are of significant interest to DHS internal components and external partners across all levels of government, but information regarding its activities is unavailable.

Resolution: Establish a web page on the DHS public portal dedicated to the HSINAC that provides a platform to communicate its recommendations and activities to better inform federal, state, local, tribal, private sector, and international partners. This issue was noted and accepted as action item for DHS OPS & Mr. Nick Welter.

V. Issue: Creating and documenting best practices and SOPs.

Discussion: The HSINAC chose to accept the following statement. "Various state and local stakeholders do not have sufficient knowledge of how to participate in HSIN Community of Interest (COI). A model should be developed to capture best practices demonstrating how to start up and evolve a COI to maturity. The Tennessee COI development may be able to serve as a model."

Resolution: Create marketing and other outreach materials to ensure proper dissemination of best practices and other information to new COI owners This issue was noted and accepted as action item for DHS OPS & Mr. Harry McDavid.

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.

- IP to provide a list of who is represented in the working groups (i.e. SLGCC)

- ISE to provide a list of the members of the ISC

- OPS to produce a document that explains the OPS deployment strategy for HSIN NextGen

- OPS to provide information on improvements for user requirements and where they fit into the spiral

- OPS to provide a list of target engagements and outreach activities

- OPS to create a best practice model for creating a new COI

Meeting Adjournment

Niklaus Welter, Office of Operations Coordination and Planning
Department of Homeland Security

Following brief remarks by members of the HSINAC, the meeting was officially adjourned by the DFO.

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