



Executive Briefing

Special Report

February 2012

Information Sharing

Special Report & Survey Results



A New Five-Part White Paper Series by

Dr. Craig Vanderwagen

M.D., RADM, USPHS (Retired)

Implementing the National Health Security Strategy



“The public health mission to protect the health of the public and prevent disease is dependent upon effective and useful logistical systems designed specifically for the purposes of the public health practitioner.”

From August 2006 until July 2009, **Dr. Vanderwagen** was the founding Assistant Secretary for Preparedness and Response (ASPR), U.S. Department of Health and Human Services.

The *Implementing the National Health Security Strategy* white paper series, written by the first Assistant Secretary for Preparedness and Response, Dr. Craig Vanderwagen, explores issues that affect the success of the public health practitioner in meeting the needs of the public's health, and by doing so, increasing the resilience of communities and the Nation.

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Publisher's Message

By Martin (Marty) Masiuk, Publisher



Greetings and Welcome!

Speaking on behalf of the entire staff, I want to tell you how proud we are to host this DomPrep Online Executive Briefing. By design, these briefings are structured to be power-packed, information-rich presentations of ideas and possible solutions. Your attention and feedback are greatly appreciated as our distinguished speakers shed light on the gaps discovered by the DomPrep40 surveys and spark discussions for possible solutions. The important topic of this briefing is Information Sharing Across Emergency Management Disciplines, headed by DomPrep40 Advisor Joseph Trindal, along with a panel of other experts, who will discuss gaps and synergies evident from the survey.

Topics to be addressed include:

- Information sharing across government agencies – which has improved, but more work still needs to be done;
- The current status of information sharing and the interdisciplinary process as a “whole of community” enterprise;
- U.S. and overseas information sharing reforms; and
- The use of applied information analysis to develop actionable and predictive intelligence to detect terrorist operations.

Please take a moment to review the agenda, as well as information about presenters and the sponsor, Upp Technology.

The recorded proceedings of this Briefing are available in the Webinar section of DomPrep's website: <http://www.domesticpreparedness.com/Webinars/>.

Your feedback and input on these briefings are always welcome as DomPrep strives to take preparedness to the next level.

Sincerely yours,

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Joseph Trindal is the Managing Director at Defense Group Inc., where he leads the company's risk management services. He also serves on the Board of Directors at InfraGard Nation's Capital Member Alliance. Trindal retired in 2008 from the U.S. Department of Homeland Security, where he had served as Director for the National Capital Region, Federal Protective Service, Immigration and Customs Enforcement. He previously served, for 20 years, with the U.S. Marshals Service, attaining the position of Chief Deputy U.S. Marshal and Incident Commander of an Emergency Response Team. He is also a veteran of the U.S. Marine Corps.

◀ ***Listen to Presentation***



Craig Vanderwagen, MD

Senior Partner, Martin Blanck, and Associates

Craig Vanderwagen is a Senior Partner with Martin, Blanck, and Associates (MBA). His most recent assignment prior to joining MBA was as the Assistant Secretary for Preparedness and Response for the U.S. Department of Health and Human Services (HHS) from 2006-2009. He has special interests and experience in bio defense, domestic disaster preparedness and response, international humanitarian and disaster response, federal health delivery systems, innovative organization development and evaluation, and cross-cultural healthcare.

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Kathleen M. O'Toole

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Kathleen M. O'Toole is President of Monitor Quest, Inc. and Chief Inspector of the Garda Síochána Inspectorate. She previously served as a patrol officer, Boston Police Commissioner, Massachusetts Secretary of Public Safety, senior corporate security manager at Digital Equipment Corporation, founder of O'Toole Associates LLC, consultant to the U.S. Department of Justice Civil Rights Division, and member of the Independent Commission on Policing in Northern Ireland (The Patten Commission). She holds a JD from New England School of Law and is now enrolled in the PhD program at the Business School of Trinity College, Dublin.

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Matt D'Anna

Pattern Analysis Team Lead, BAIR Analytics

Matt D'Anna is a Pattern Analysis Team Lead for BAIR Analytics. He is also a faculty associate instructor in Crime Analysis at Arizona State University, where he received a Master of Advanced Study in GIS. He serves as a subject matter expert in crime analysis and a technical expert in Geographic Information Systems (GIS). He was formerly a Tactical and Intelligence Police Analyst and Supervisor of the Crime and Intelligence Center of the Tempe, Arizona Police Department; and Vice President of the Arizona Association of Crime Analysts. He also holds a Master of Arts in Criminal Justice from John Jay College of Criminal Justice, New York.

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Carl Brewer

President, Upp Technology Inc.

Upp Technology provides innovative technology solutions to leading state, federal, and local health agencies, providing detailed tracking solutions. These solutions provide easy-to-use, streamlined operations for victim handling and tracking of critical patient data.

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DomPrep Survey

Information Sharing Across Emergency Management Disciplines

Prepared by Joseph Trindal, DomPrep40 Advisor



On Friday, 17 February 2012, another plot to carry out a suicide/homicide bombing attack on American soil was foiled. According to the Criminal Complaint of charges filed with the U.S. District Court for the Eastern District of Virginia, a lengthy multi-agency investigation led to the arrest of Amine el Khalifi, allegedly in the final stages of executing his martyrdom operation, which was targeted at the U.S. Capitol. This arrest is the most recent in a growing list of foiled plots and attacks within the United States. The el Khalifi case was handled by the Federal Bureau of Investigation's Joint Terrorist Task Force (FBI's JTTF), as have been many other investigations resulting in unsuccessful terrorist attacks and subsequent successful prosecutions. These investigative successes appear to represent clear evidence that information sharing and interagency collaboration has improved since the terrorist attacks of 9/11 2001.

The 911 Commission highlighted information-sharing shortfalls across levels of government and disciplines as a national imperative for improvement. As demonstrated by interagency law enforcement successes such as the 2010 interdiction of Najibullah Zazi and others during the final stages of a planned attack against targets in New York City, criminal investigative information sharing has improved. Considerable resources have focused on the criminal investigative efforts for improving information sharing; however, critical gaps still remain. Many of the emergency management disciplinary interests are underrepresented in information sharing. Since 9/11, fusion centers have increased to 72. The principal operational focus of fusion centers is supporting law enforcement. Information sharing stovepipes and enormous gaps remain in such areas as public health, natural disasters, and critical infrastructure preparedness.

Viewing information sharing as vital to the "whole of society" is a basic belief of the DomPrep40 (DP40) advisors, who represent thought leaders in homeland security, and reader survey entitled *Information Sharing Across Emergency Management Disciplines*. The DP40 advisors and readers considered the viability and sustainability of the current hierarchical approach to information sharing in the context of continuing budgetary constraints, recent security challenges, and various technological issues likely in the foreseeable future. Respondents expressed views on current information dissemination in the form of timely and actionable intelligence to first responders, including implications for the private sector as a partner in community and critical infrastructure resilience. The challenges posed by crowd-based social media prevalence and the broadband D-Block spectrum were also addressed in the survey.

Key Findings

DP40 advisors' and readers' perspectives to the survey questions are remarkably aligned in many areas. The respondents agree by wide margins (80% DP40 and 80.7% readers) that information sharing has improved since 9/11. But an even greater percentage of respondents from both groups believe that improvements in current information sharing authorities are still needed (100% DP40 and 98.8% readership). In addition to a recognized need for wide-ranging improvements to information sharing authorities, both groups view organizational cultural impediments to the "need to share" as the greatest single impediment (56% DP40 and 46.2% readers).

The survey reflected respondent agreement that Public Health discipline is least serviced by current information sharing constructs (52.2% DP40 and 48.2% readers), with emergency managers falling next in line as underserved (26.1% DP40 and 25% readers). The survey findings support the impression that law enforcement is the greatest benefactor of current information sharing constructs.

The current hierarchal approach to information sharing – in which there is federal oversight by both the Department of Justice and the Department of Homeland Security – is viewed by the respondents as failing to provide local-level first responders with timely and actionable intelligence (37.5% DP40 and 43.2% readers). However, the survey finds a lack of consensus on models for improvement. Only 8.3% of DP40 and 16.7% of readers who responded believe that federal, state, tribal, and local government agencies should be on the same hierarchal plane. There is consensus among the respondents for improvements in state-operated fusion-center levels of service to regional states and local first responders (65.3% DP40 and 72.7% readers). Similarly, the majority of respondents in both groups believe that private stakeholders' needs are underserved by current information sharing constructs (56.5% DP40 and 46.2% readers).

Recent security breaches, such as the Wikileaks intelligence compromise, are believed to have some impact on progress for information sharing improvement (58.4% DP40 and 60.9% readers). However, respondents are split on the duration of this impact – 29.2% of DP40 respondents believe that the impact will be long lasting, but an equal percentage believe that the impacts are temporary and are driving needed course corrections to improve security.

Both groups of respondents view the challenges posed by crowd-based social media information exchanges as a major problem for the public sector – 79.1% DP40 and 65.9% of readers believe that local public-sector information-sharing processes and technologies are not keeping pace with crowd-based social media information sharing. However, there is consensus that agencies should not proactively defeat or obstruct social media transmissions (66.7% DP40 and 50.3% readers). Regarding the current issues related to public safety-dedicated wireless bandwidth – which is necessary for current and future transmission of all forms of information media – there is overwhelming support for expanding and dedicating broadband spectrum to public safety agencies (75% DP40 and 64.1% readers). Congress is considering legislation to authorize the auctioning of reserved broadband spectrum, but there is a debate over dedicating D-Spectrum to public safety agencies or expanding the current sharing broadband spectrum with the public.

Survey Results

An overwhelming majority of both DP40 and readers (80% and 80.7%, respectively) believe that information sharing has improved since 9/11.

Nearly half of the readers who responded (49.4%) believe there should be a single definition for “Homeland Security Intelligence (HSI)”; that is in contrast to one-third of the DP40 respondents (33.3%). DHS has yet to define HSI – which, according to emergency management disciplines, is viewed as favorable by 29.2% of the DP40 and 22.9% of readers. Fewer respondents believe that HSI should be defined according to local situational or environmental conditions (16.8% DP40 and 13.5% readers).

The DP40 and readers overwhelmingly agree (100% and 98.8%, respectively) that improvement is needed for current information sharing authorities to optimize actionable, predictive intelligence.

Many of the respondents believe that sufficient authorities exist, but organizational cultural obstructions remain prevalent (28% DP40 and 14.6% readers). The greatest percentage of readers (41.5%) believes that some current authorities are sufficient while other authorities impede information sharing – and the DP40 responses reflect 32% agreement. The majority of DP40 respondents (36%) and a significant percentage of readers (35.1%) believe there is a great need for improving information sharing authorities.

Both DP40 and readers believe (56% and 46.2%, respectively) that the greatest obstacle to optimizing information sharing today is organizational cultural impediments to the “need to share.” Both groups agree that the second greatest obstacle is internal agency and departmental policies (20% DP40 and 17.2% readers).

With respect to the equity of information sharing benefits realized by emergency management, the DP40 and readers agree that public health, including EMS, is the least served (52.2% and 48.2%, respectively). The DP40 and readers also believe that emergency managers are underserved when it comes to information sharing (26.1% and 25%, respectively). Judging from both DP40 and readers, law enforcement is viewed as the greatest benefactor of current information sharing efforts. Only 8.3% of the DP40 respondents and 25.1% of readers are working in the public health professions.

Only 2.4% of readers, and none of the DP40, believe that the current information sharing structure of federal oversight and direction provide first responders with the information they need to render timely decisions. The DP40 and readers agree (37.5% and 43.2%, respectively) that the top-down model for information sharing fails to meet the needs of local-level first responders. But only 8.3% of readers and 16.7% of DP40 believe that federal, state, tribal, and local government agencies should be on the same hierarchical plane when it comes to information sharing.

The majority of respondents agree that the current system of state-operated fusion centers inadequately serve regional states and localities (65.3% DP40 and 72.7% readers). The simple majority of readers (29%) believes that the current system of state-operated fusion centers with cross departmental (DOJ and DHS) oversight cannot achieve its full information sharing potential until each local agency has well defined organizational capacity to support the information sharing network. The simple majority of DP40 (34.8%) believes that the current information sharing system of state-operated fusion centers is ineffective in providing timely and actionable information that localities do not already have through their own sources.

With respect to meeting private-sector needs in community and infrastructure protection, the DP40 and readers believe that the private sector needs to be more engaged across the spectrum of information management and dissemination (56.5% and 46.2%, respectively). Both groups reflect concern that the private sector is not provided adequate information relevant to their respective businesses (26.1% DP40 and 22.2% readers).

Notable security breaches, such as the Wikileaks disclosures, are believed by both groups to have an impact on progress for improving information sharing (58.4% DP40 and 60.9% readers). The DP40 is evenly split as to the duration of the impact of recent unauthorized information disclosures, with 29.2% believing the results will be relatively long-lasting and an equal percentage

believing there will be a temporary impact. A slightly greater percentage of readers believe the impact will be longer lasting (33.7%).

The growing use of social media in crowd-based information sharing is a concern of both groups. Overwhelmingly, the respondents believe that local-based information sharing processes and technologies are not adequate to keep pace with crowd-based information sharing through social media (79.1% DP40 and 65.9% readers). Both groups also reflect the view that local governments should develop the processes and technological capabilities needed to capitalize on crowd-based social media (58.3% DP40 and 35.3% readers).

The majority of DP40 and readers agree that agencies should not proactively engage in efforts to defeat social media transmissions such as blocking or disinformation (66.7% and 50.3%, respectively). However, some respondents from both groups believe that some proactive social media controls should be implemented when there is reason to believe that social media could be used to facilitate criminal activities (20.8% DP40 and 35.5% readers).

Both groups responded overwhelmingly with the view that public safety agencies need to expand dedicated bandwidth (D-Block) to accommodate future growth in all forms of media (i.e., voice, images, streaming video) information sharing (75% DP40 and 64.1% readers).

Post-Action Report

The survey respondents overwhelmingly agree that, while information sharing has improved since 9/11, gaps still remain. Interestingly, respondents believe that public health (52.2% DP40 and 48.2% readers) and emergency managers (26.1% DP40 and 25% readers) are the most underserved disciplines for information sharing. Both disciplines profoundly affect U.S. communities and the nation's all hazards preparedness, response, and recovery. Similarly, respondents believe that the private sector is both underserved and underrepresented as a stakeholder for information sharing vital to the protection and resilience of critical infrastructure.

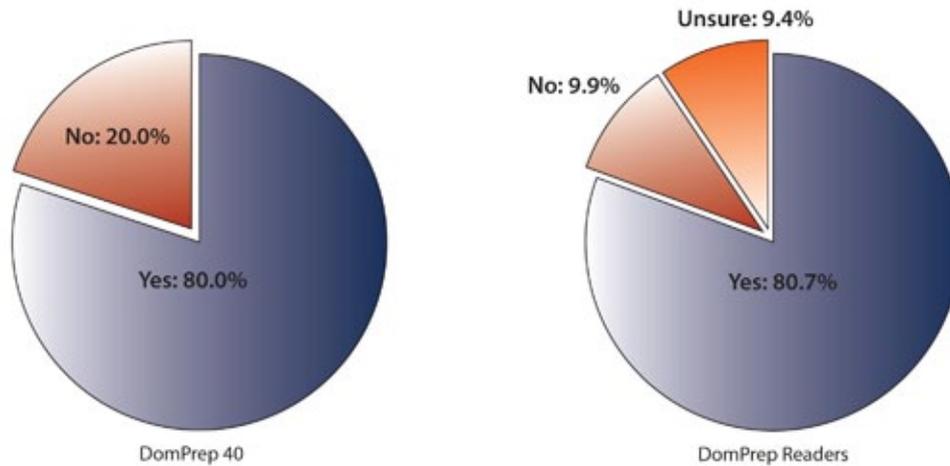
Emphasis for improving information sharing has been focused on law enforcement, with evidence of tremendous success. Without degrading those successes, expanding effective information sharing avenues and constructs to the wider emergency management continuum would serve the greater interests of resilience across the "whole of society." Terrorism and criminality are among the principal risks that should be captured in a definition of "Homeland Security Intelligence" – for which the majority of survey respondents believe there should be an overarching definition. Information sharing constructs and governance need to greater serve first responders at the local level with timely and actionable intelligence appropriate to their respective disciplines.

There remain considerable opportunities for improving the cultural adoption of "need to share" while concurrently improving security measures to prevent and mitigate unauthorized information disclosures. Challenges in both areas predominantly reside at the agency and departmental levels. Optimally balancing these competing challenges is key for public-sector information sharing effectiveness to keep pace with the crowd-based social media information sharing capacities. As public sectors increase their reliance on streaming video and digital imagery information media, current wireless capacities will compete with public consumption. During critical incidents of all forms, spikes in public consumption outstrip public safety access. A dedicated public safety broadband spectrum is an essential platform for many of the improvements needed for critical incident information sharing.

Survey Results

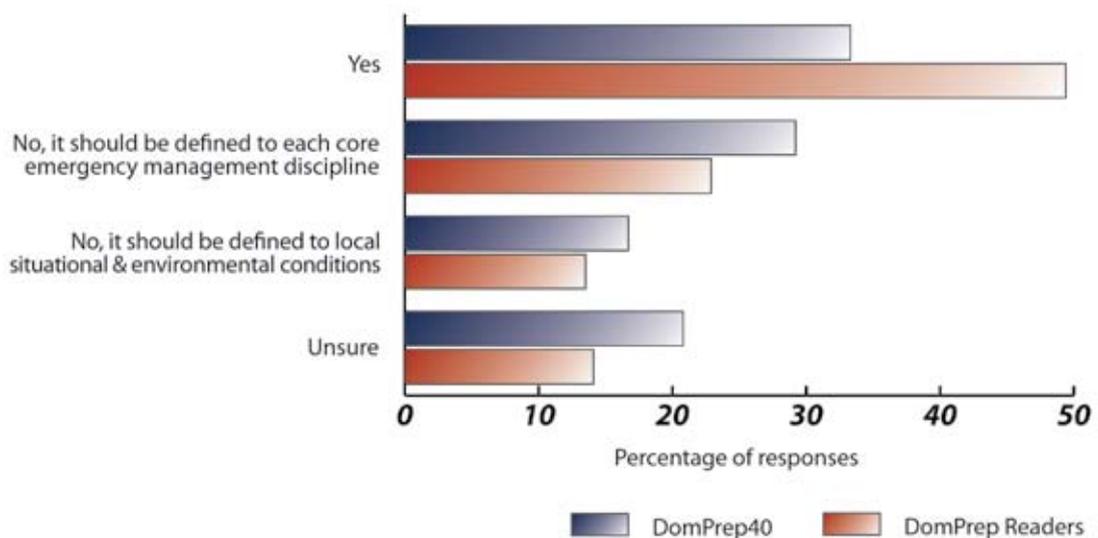
QUESTION ONE

Do you believe that information sharing has improved since the attacks of 9/11?



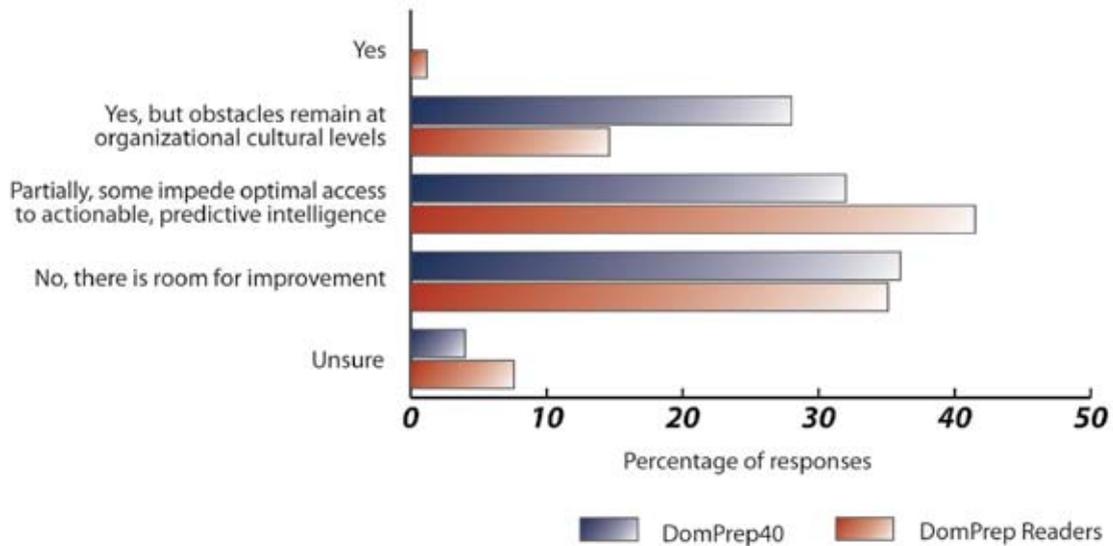
QUESTION TWO

Do you believe there should be a single definition for "Homeland Security Intelligence" that applies across the emergency management disciplines?



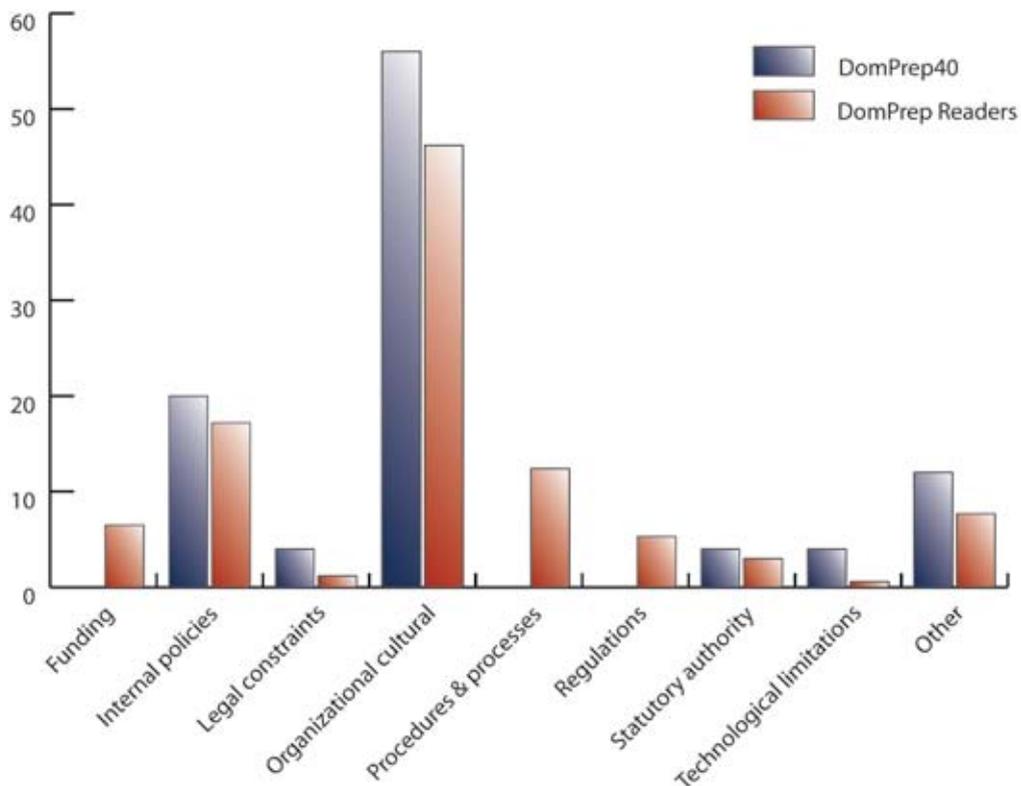
QUESTION THREE

Are current information sharing authorities (statutes, case law, appropriations authorities, regulations, policies, and procedures) sufficient to optimize actionable, predictive intelligence for end users?



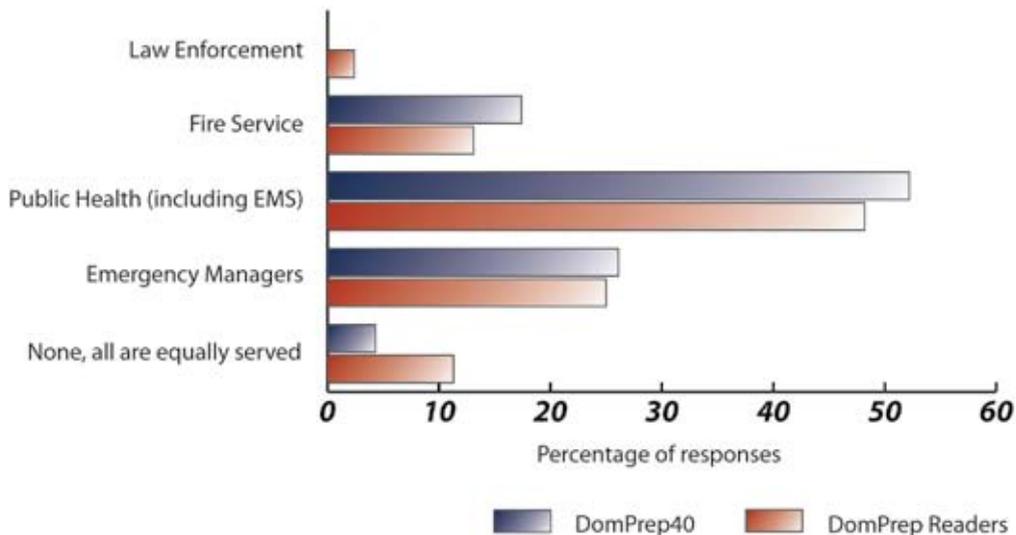
QUESTION FOUR

In general, what is the greatest obstacle to optimizing information sharing today?



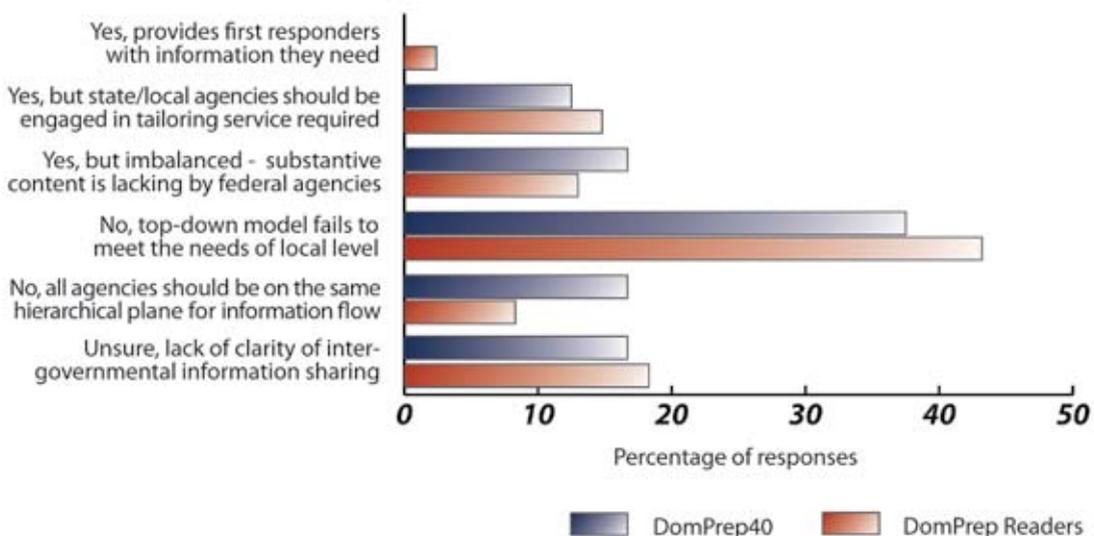
QUESTION FIVE

Within current information sharing constructs, which emergency management discipline is least served?



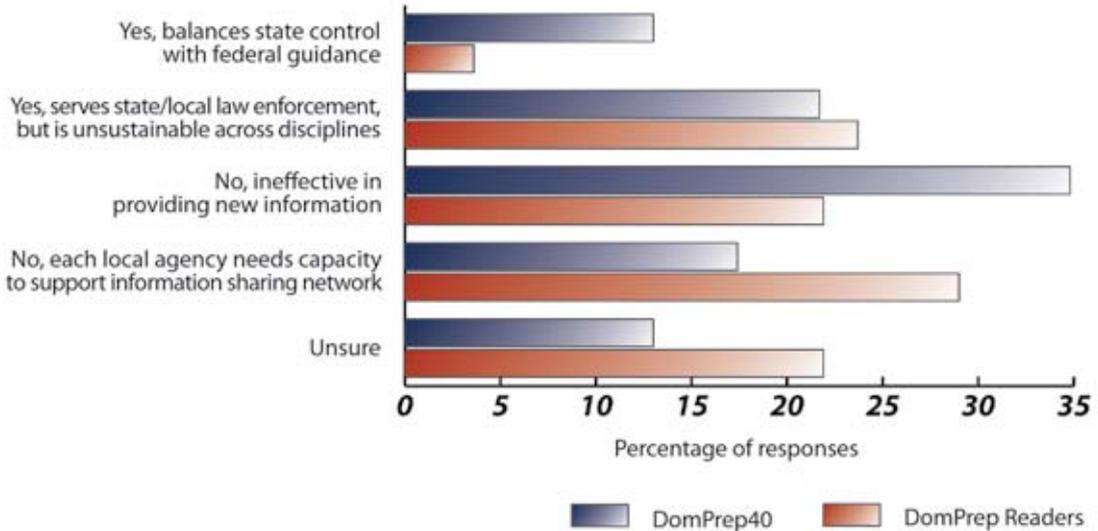
QUESTION SIX

Considering the roles of federal and state/local agencies in information collection, analysis, and dissemination, does the current structure for information sharing sufficiently serve the first responder at the local level?



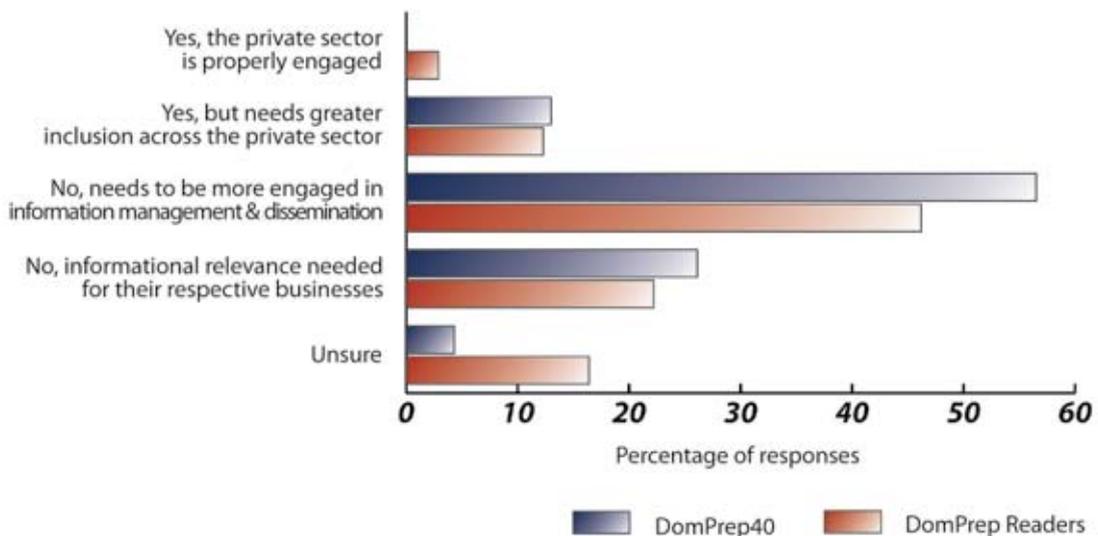
QUESTION SEVEN

Does the current system of state-operational fusion centers, with cross-departmental federal oversight, adequately serve regional states and localities?



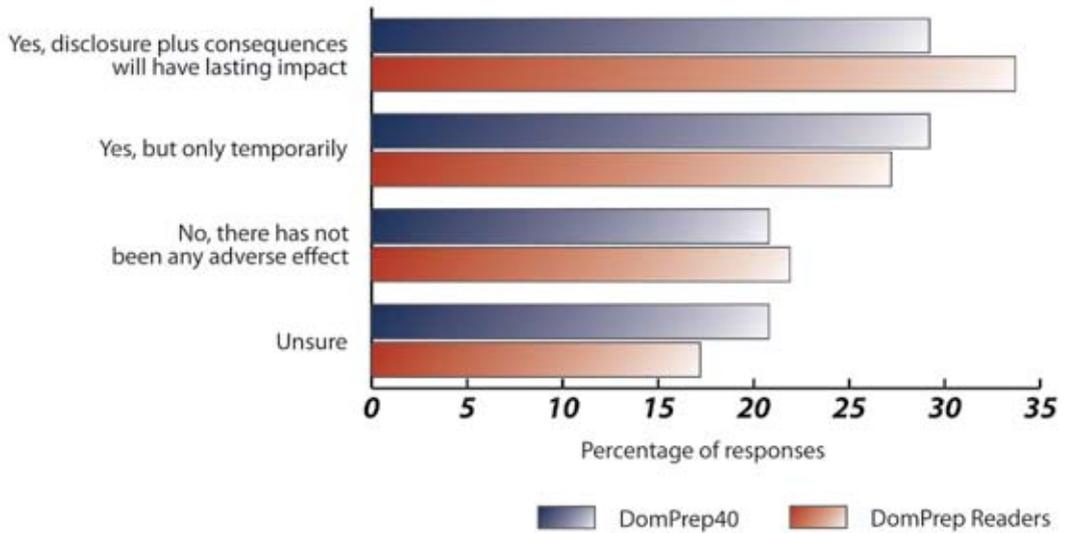
QUESTION EIGHT

Does government-centric information sharing adequately serve the private sector in community and infrastructure protection?



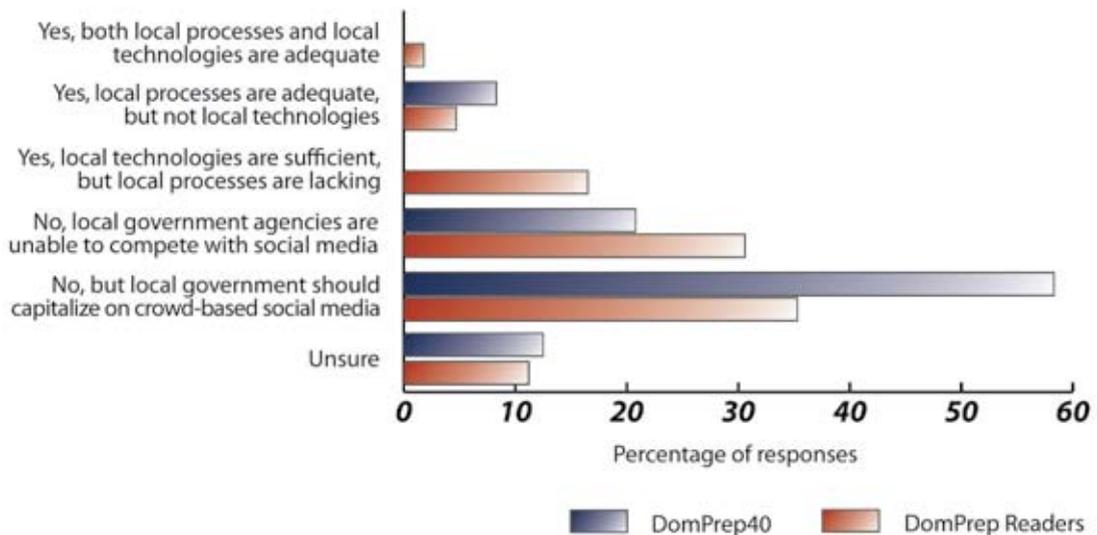
QUESTION NINE

Do you believe that recent events highlighting gaps in information and intelligence security, such as WikiLeaks disclosures, have deterred progress in information sharing?



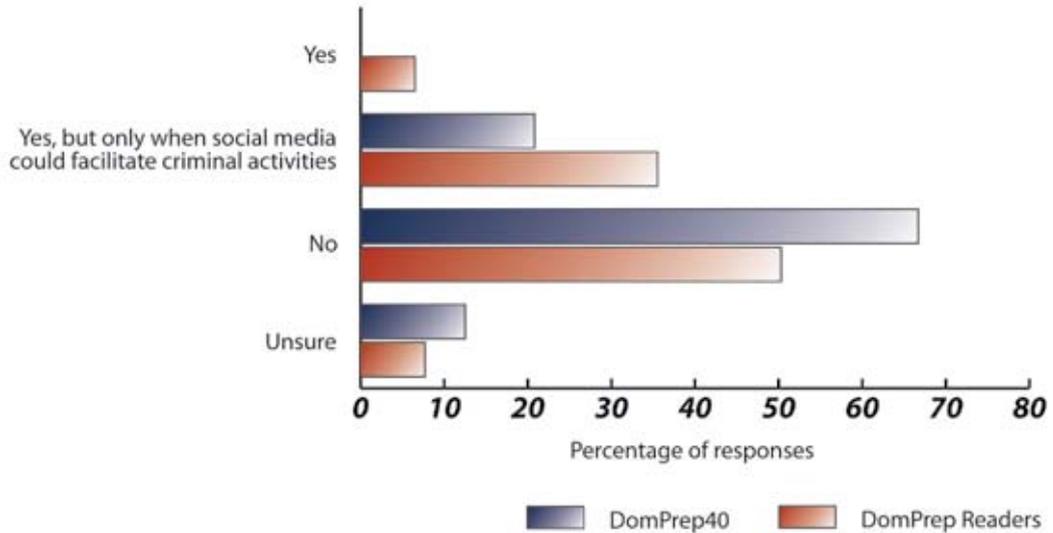
QUESTION TEN

Are local-based information sharing processes and technologies able to keep pace with crowd-based information sharing through social media?



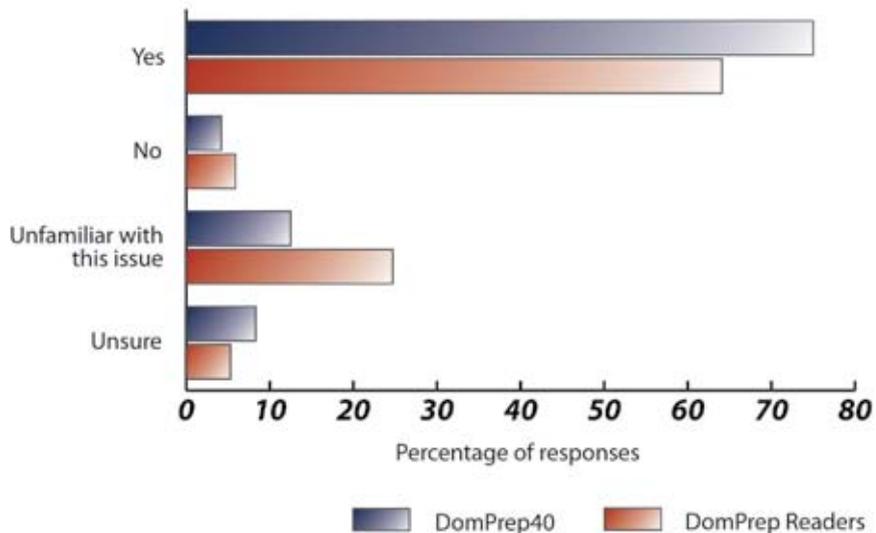
QUESTION ELEVEN

In managing social media challenges, should agencies proactively engage in efforts to defeat social media transmissions such as blocking, disinformation, etc.?



QUESTION TWELVE

Do you believe that public-safety agencies need to expand dedicated band-width (i.e., D Block) to accommodate future growth in all forms of media information sharing?



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HAZMAT & Fire: A New Paradigm
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