

National Infrastructure Advisory Council (NIAC)



Information Sharing Study

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Background

- At the April 13, 2010 NIAC Quarterly Business Meeting, the Department of Homeland Security (DHS) requested that the Council conduct an updated study on intelligence information sharing between the public and private sectors.
- DHS requested that this proposed study include:
 - An examination of the previous findings and recommendations from the 2006 *NIAC Report on Public-Private Sector Intelligence Coordination*, and an assessment of the current status of implementation.
 - An in-depth review of new information sharing policies and programs, including fusion centers, and assessment of their effectiveness with recommendations for improvement.
- At the October 19, 2010 Quarterly Business Meeting, the NIAC approved this study.

Framing the Study: Primary Aspects

1. Review intelligence information sharing, addressing issues such as:
 - The timeliness and relevance of information and intelligence shared between the public and private sector.
 - Bi-directional processes and products shared between government and the private sector.
2. Enhancing owner and operator contributions to counterintelligence, addressing issues such as:
 - The private sector role in counterintelligence.
 - Challenges and potential solutions to improving contributions by owners and operators.
3. The role of fusion centers, addressing:
 - Private sector participation and interaction.
 - Information sharing challenges, gaps, and best practices.

Approach

- The perspectives of leading executives and subject matter experts (SMEs) in business and government will provide the primary sources of information.
- Additional information will be obtained from a comprehensive examination of published studies and testimonies.
- Senior executive and SME engagements, combined with published research, will provide the basis for study findings, recommendations, and approaches for implementation.

Study Considerations

- The study will require one year or longer due to the complexity of content and stakeholder community.
- However, findings will be shared throughout the year in NIAC business meetings.
- Outreach to the intelligence and fusion center communities is a critical step.
- The study will examine the diverse operating cultures of different sectors through several case studies in order to help frame multiple models for public and private sector information sharing.

Case Study Methodology

- The study will examine several sectors in detailed case studies, providing sector-specific findings and recommendations.
- With respect to intelligence and counter-intelligence information sharing, the study will examine the diverse sector frameworks for information sharing.
- The general information-sharing characteristics of other sectors will also be reviewed.
- The combined set of information will be examined to identify common characteristics, gaps, and trends in information sharing.

Building on Prior NIAC Studies

- *2006 NIAC Report on Public-Private Sector Intelligence Coordination*
 - Strongly supports need for sector-specific frameworks for information sharing.
 - *Recommendation 7*: develop bi-directional, sector-specific processes for sharing intelligence information with private sector.
- *2008 Critical Infrastructure Partnership Assessment*
 - Significant progress has been made in implementing sector partnerships.
 - Develop processes for sectors to better articulate sector needs, identify priorities, and implement strategies.

Next Steps

- Intelligence/Counterintelligence Assessments
 - Review current federal policy, programs, and plans through briefings, interviews, and open-source research to establish baseline conditions.
- Case Studies: Initiate 5 sector assessments
 - Phase I: What is the framework for information sharing?
 - Phase II: What specific information is being shared and what are potential gaps identified?
- Fusion Centers
 - Through open-source research, interviews and visits, identify initial set of issues related to private sector participation and interaction.
 - Identify initial set of information sharing challenges, gaps, and best practices.

Identified Case Study Sectors

- Initial Identified Sectors for Examination:
 - Chemical Sector
 - Commercial Facilities Sector
 - Healthcare and Public Health Sector
 - Oil & Natural Gas Sector
 - Financial Services Sector

Working Group Members

- Working Group Co-Chairs

- Alfred R. Berkeley III

- Chairman, Pipeline Trading Systems LLC (former Vice-Chairman, NASDAQ)

- Philip G. Heasley

- President and Chief Executive Officer, ACI Worldwide

- James B. Nicholson

- President and Chief Executive Officer, PVS Chemicals, Inc.

- Working Group Members

- Wesley Bush

- Chief Executive Officer and President, Northrop Grumman

- James A. Reid

- President, Eastern Division, CB Richard Ellis

- Michael J. Wallace

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Questions

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