

"See" What is Invisible to the Untrained Eye

Partnering for Effect: The Role of
Volunteer Leadership in Homeland
and National Security

Director of Homeland Security

NATIONAL STRATEGY FOR

HOMELAND SECURITY

Citizenry

National Guard

Director of

BU

Who Decides?

elligence

Strategy for Homeland Defense

And Civil Support

State and Local

Mayor

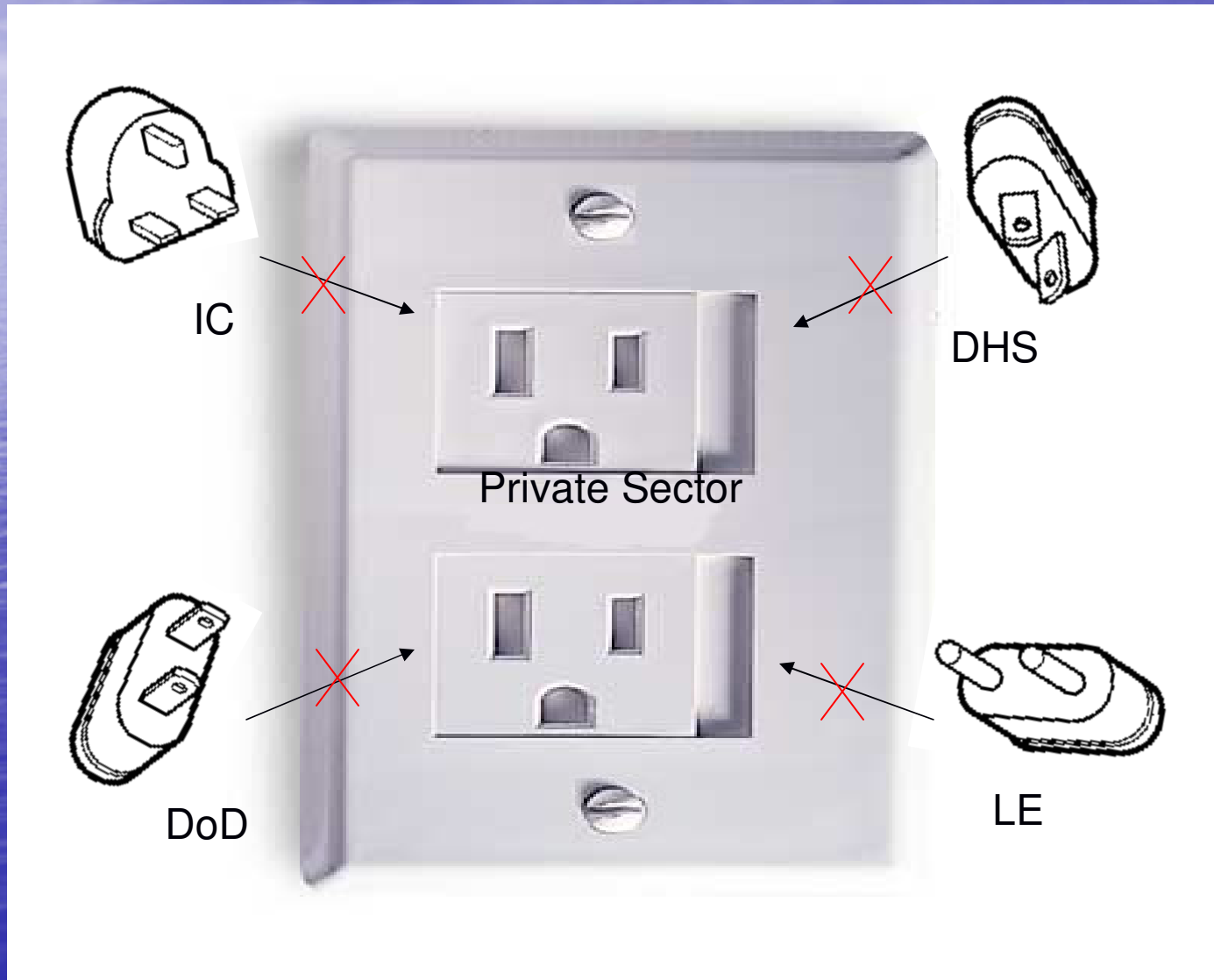
Police

Transportation Security

Administration

Governor

Inconsistent Interoperability



Challenges to Effective Partnering-Mostly Myths

- Lack of trust and fear of data compromise
- Fear of impact on competitive advantage
- Fear of over-regulation
- Classification issues

Benefits to Effective Partnering

- Increased networking
- Access to early threat reporting
- Access to best practices across industry
- Support
- Contributions to Homeland and National Security

National Vision

- Cultures evolve and expire
- **New/different partnerships are required**
- Domestic and foreign intelligence grow stronger by growing together
- Acceptance of risk as intelligence's natural and **permanent** field of action
- Vigilance is not enough-US National Intelligence must do more (NIS 2005)

Challenges

- Expanded global threat environment
- (Cyber) Crime in ungoverned space
- Insider Threat
- Border Instability
- Unintended consequences of economic crisis (fraud; domestic violence; arson)
- Societal consequences

Capability Gaps

- Inconsistent access to timely data on attack TTP's (tactics/techniques/procedures)
- **Reciprocal trust**
- Access to technology innovation
- Knowledge of adversary adaptation cycle
- Realistic training across sectors-and COI's
- Concept banking-domestic/internationally

Public-Private Partnerships: Coming of Age

- InfraGard: from concept to concrete
- Historical overview
- 30,000 members representing 18 critical elements of national infrastructure
- Volunteer organization
- Partnerships include: DHS; ATF;USSS; ODNI; INSA; BENS;SBA;SANS; CISA NIST; National Sheriffs Association; other LE

The “So What” Factor?

- Private sector personnel are on leading and bleeding edge of technology development, early threat detection, and are highly focused
- On the job all of the time
- Positioned to “see anomalies” early
- Force multiplier for knowledge discovery