

U.S. Department of Justice's Global Justice Information
Sharing Initiative Advisory Committee (GAC)
Biannual Meeting: Fall 2010



Embassy Suites—Convention Center
900 Tenth Street, NW
Washington, DC ♦ (202) 739-2001

April 20, 2011



Summary Points and
Formal Recommendations

Operating under the guidance and support of the Bureau of Justice Assistance (BJA), Office of Justice Programs (OJP or “Office”), U.S. Department of Justice (DOJ or “Department”), the Global Justice Information Sharing Initiative (“Global” or “Initiative”) Advisory Committee (GAC or “Committee”) held its spring 2011 meeting on April 20. The GAC is a Federal Advisory Committee to the highest-ranking justice officer in the nation—the U.S. Attorney General (AG)—on justice-related information sharing issues.

The event took place at the Embassy Suites Washington, DC—Convention Center hotel. The meeting was called to order at 8:30 a.m. by GAC Chairman Robert Boehmer, Global member representing the National Criminal Justice Association (NCJA). Mr. Carl Wicklund, GAC member representing the American Probation and Parole Association (APPA), presided as Committee Vice Chair.

The GAC meets twice a year, in the spring and fall, in the Washington, DC, area. These events are open to the public and announced in the *Federal Register*, located at <http://www.gpoaccess.gov/fr/index.html>. Interested justice colleagues and members of the public are welcome to attend.

The day’s program¹ contained the following discussion points, recommendations, and action items. In the interest of document structure and report comprehensibility, the order of events described herein does not necessarily mirror the agenda. However, the *content* is reflective of meeting activities and resolutions.

Keynote and Welcoming Remarks

The Honorable Laurie Robinson, Assistant Attorney General (AAG), OJP, provided the opening keynote address, greeting the entire audience—more than 70 Global members, observers, guests, and staff—and extending special recognition to **new**

¹Please see *Attachment A* for a copy of the agenda.

GAC members Ms. Anne Tompkins, United States Attorney, Western District of North Carolina, GAC representative from the Executive Office for United States Attorneys, and **Mr. Kevin Bowling**, Court Administrator, 20th Circuit Court (Michigan), GAC representative from the National Association for Court Management. Ms. Tompkins and Mr. Bowling bring a wealth of experience to the table, as well as a desire to dive immediately into Committee work; their contributions and energy are welcome additions.

AAG Robinson praised **Committee successes since the last GAC meeting**, including the following:

- After much diligence on the part of Global, DOJ, and the U.S. Department of Homeland Security (DHS) leadership, **71 of the 72 primary and recognized fusion centers have privacy policies** in place that are *at least* as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines.
- In March, more than 900 attendees participated in the fifth annual **National Fusion Center Conference** (NFCC). Global again proudly cosponsored the event, which reached registration capacity months in advance. Mr. Ronald Brooks, Chairman, Global Intelligence Working Group (GIWG) and Criminal Intelligence Coordinating Council (CICC), was singled out for his exceptional leadership of the NFCC which, as AAG Robinson noted, “Gets better every single year.”
- Pursuant to a request issued at the fall 2010 GAC meeting by Mr. Kshemendra Paul (Program Manager, ISE), **Global and the CICC provided significant guidance to the *National Strategy for Information Sharing*** refresh effort. (Mr. Paul provided an update on the refresh at the spring meeting; associated notes are included later in this summary.)

AAG Robinson concluded by issuing a challenge to Global to “...identify where we [DOJ] need to be over the next three to five years: Are there areas that we should be zeroing in on? I would encourage you, as GAC members, to take a very active role in identifying these issues and be...proactive and aggressive in speaking out. That’s what an advisory board is for....”

During the question-and-answer session with AAG Robinson, Judge Tony Capizzi, Global Privacy and Information Quality Working Group (GPIQWG) Chair, requested advice and assistance in promoting a partnership with the juvenile justice community. This has been an issue of ongoing importance and prioritization by Global leaders and an area underscored for Global attention by AG Holder (i.e., how greater information sharing can prevent or address youth violence, including gang-

related incidents). While some good work has been accomplished, overall progress in building bridges on both the technology and policy fronts has advanced less quickly than anticipated. AAG Robinson will explore this further with Global leaders.

During his opening remarks, Chairman Boehmer cued off AAG Robinson's keynote theme of *action*, emphasizing ". . .the challenge to 'be bold' is a good one. Yesterday, during the membership roundtable, we answered the question, 'What should we tell the AG about justice information sharing? What does he need to know about our priorities? What issues can Global 'bubble up' or prioritize for his attention? One of the statements we want to make is a request that he use his bully pulpit to speak on behalf of [the imperative of justice] information sharing. By doing that, we live up to our role as an Advisory Committee. We are very lucky that the administration believes in us and supports Global 'being bold' and pushing the issues. . . . Let's work with that charge." (After lunch, Chairman Boehmer outlined steps for identifying these priority issues; associated discussion notes are included later in this summary.)

A hallmark of the GAC is the group's collaborative process, which continues to serve as a model to other communities, including the federal government. Illustrative of this spirit of cooperation, in addition to AAG Robinson, the following leaders from Global's federal sponsor and partners participated in welcoming remarks:

- BJA Acting Director James H. Burch II emphasized that now more than ever, in light of the lean economy, BJA needs to help local, state, and tribal justice agencies be "as efficient as possible in cost effective ways." The Global Initiative is a leader in providing solutions to the field to advance these business efficiencies through greater information sharing, and Acting Director Burch specifically praised the courts community for "reengineering business processes. . . and using and harnessing technology" toward these goals.
- In his comments, Director Bernard Melekian, Office of Community Oriented Policing Services (COPS Office), extended the theme of an increased need for innovative, efficient methods of conducting justice business. He invited attendees to participate in the *National Community Policing Conference: Advancing Public Safety in a New Economy* on August 1-2 in Washington, DC. Regarding specific strategies, Director Melekian highlighted "regionalization" and "consolidation," noting that "these [concepts] don't mean agencies go away; [instead], technology allows us to consolidate and be more efficient."
- Director James Lynch, Ph.D., Bureau of Justice Statistics (BJS), lauded Global's infrastructure and standards work, and stated that in regards to the National Information Exchange Model ([NIEM](#)), "I've become a true believer in the

model.” He noted BJS is using NIEM-compliant exchanges for the bureau’s recidivism studies.

- Associate Director Chris Tillery, Office of Science and Technology, National Institute of Justice (NIJ) assured Global members that “NIJ is committed to Global and to implementing your work. GRA [Global Reference Architecture, formerly Justice Reference Architecture] and NIEM are at the core of what we do.” Mr. Tillery highlighted a number of NIJ activities, including an analysis of the criminal justice system’s data architecture. In coordination with BJA and BJS, NIJ posted a solicitation supporting a comprehensive analysis of the elements of the criminal justice system’s data architecture that focuses on optimizing the use and flow of information through the system from beginning to end. This research will build on both the GRA and NIEM. The solicitation closed on March 7, 2011, and applications are currently under review. Several Global members, including Chairman Boehmer, expressed an interest in remaining apprised of the project’s progress. Mr. Steve Schuetz, Senior Program Manager, Information and Sensor Technologies Division, NIJ, is the point of contact for that effort.

In addition to providing the Chairman’s remarks, facilitating introductions of all present,² and providing an overview of the day’s events, Chairman Boehmer extended a “welcome back” to Mr. Kenneth Bouche, IJIS Institute liaison to the GAC. The Global Initiative has a long-standing partnership with private industry, thanks to the strong commitment by the IJIS Institute (IJIS) to support Committee activities (and, fundamentally, to the same core tenets—such as collaboration and volunteerism—as the GAC). IJIS has been very active in all the Global Working Groups, ensuring that the voice of industry is included in GAC discussions through the recommendations of the various groups and task teams; in January 2011, Global leaders formalized this dialogue at the Committee level more explicitly, inviting IJIS to appoint a nonvoting representative (i.e., liaison) to the table. As approved by the Global Executive Steering Committee (GESC), “The purpose of this role is first and foremost to foster better two-way communications between the GAC and members of the IJIS Institute. The liaison is expected to contribute services that are of value and appropriate to support this function. The incumbent serves in a voluntary noncompensated capacity. . . . The term of service is at the pleasure of the IJIS Board President.” IJIS leaders appointed Mr. Bouche as their inaugural representative to this post. He currently sits on the IJIS Board of Directors and is well-acquainted with the Global purposes and processes, having served as past chair of the GAC, GIWG, and CICC. Also related to the Global/IJIS collaboration, Chairman Boehmer extended congratulations to Mr. Glenn Archer, who was recently named the new IJIS Institute Executive Director,

² Please see *Attachment B* for the GAC membership attendee list. A copy of all rosters is available from Global staff at dlindquist@iir.com.

emphasizing that “Global looks forward to continuing and strengthening our partnership in the years ahead.”

Standing Business Items

- **Meeting Summary Approval**—As a standing practice, the previous GAC meeting summary (outlining the October 7 event)³ was brought to the floor for ratification by Vice Chairman Wicklund.
 - Mr. David Steingraber, GAC representative from the National Governors Association, moved to approve the document without revision.
 - Judge Capizzi, GPIQWG Chair, seconded.
 - **Resolution:** The motion carried unanimously.

- **Global Working Group Reports**—During their presentations on this standard Committee agenda item, chairs of the five Global working groups provided updates on recent activities, distributed deliverables for review and comment, and requested formal GAC recommendations on proposals and/or materials for delivery to the AG. Presentations were given by:
 - Mr. Brooks, CICC and GIWG Chair
 - Judge Capizzi, GPIQWG Chair (*see formal recommendations, following section*)
 - Thomas Clarke, Ph.D., Global Infrastructure/Standards Working Group (GISWG) Chair
 - Mr. Ronald Hawley, Global Outreach Working Group (Outreach) Chair
 - Mr. John Ruegg, Global Security Working Group (GSWG) Chair

To review the topics discussed, please see the Working Group Briefing Sheets, located at <http://it.ojp.gov/default.aspx?area=globalJustice&page=1225>.⁴ Specific recommendations voted on by GAC members during this meeting are included in the “Global Recommendations” portion of this summary, immediately following.

Global Recommendations

The following deliverables⁵ were presented for consideration, formal voting, and (ultimately, pending approval) delivery to the AG (and his designees) as a justice information sharing resource, solution, or best practice for recommendation and/or further action:

³ Located at <http://it.ojp.gov/default.aspx?area=globalJustice&page=1225>.

⁴For hard copies of the Working Group Briefing Sheets, please contact Global staff at dlindquist@iir.com.

⁵ These resources will be posted on <http://it.ojp.gov/privacy> in the near future.

- **Global Privacy Policy Statement**—Though there is considerable need for states and local agencies to develop privacy policies, agencies have been slow to develop them. The *Global Privacy Policy Statement* was developed as a joint effort between GPIQWG and Outreach for the purpose of establishing a strong statement for the AG to adopt, encouraging states and local agencies to develop privacy policies.

The value to the justice community? “Privacy” is a fundamental right protected by the U.S. Constitution, a responsibility of justice agencies that collect and share personally identifiable information, and an expectation of our citizens. To those ends, privacy policies are critical: They articulate appropriate collection of and allowable uses for information and provide accountability for misuse; they serve as a fundamental lynchpin to developing a system of trust that allows agencies to share personally identifiable and other sensitive information. Ultimately, there needs to be trust that justice agencies are serving as responsible stewards of personally identifiable information and operating with respect for individual privacy and the law not only within and between justice sharing partners, but also by the public, whose information is being collected and utilized. Without that trust, information sharing initiatives will not thrive and are ultimately doomed to public condemnation and civil liability.

- **Voting:**
 - This recommendation was presented for approval by GPIQWG Chairman Capizzi as a package motion with the following two resources. (Therefore, the voting particulars are the same for all three products.)
 - Mr. Brooks seconded.
 - **Resolution:** The motion carried unanimously.
- **Global Privacy, Civil Rights, and Civil Liberties Policy Development Guide for State, Local, and Tribal Justice Entities**—The revision of this hallmark GPIQWG deliverable (which originally debuted in February 2006 and has served as a foundational resource for many local, state, and federal level privacy efforts) is a practical resource for any justice practitioner charged with drafting an agency privacy policy. The *Privacy Guide*—revised to ensure continued, comprehensive reflection of the latest in standards and best practices—features updated content and structure, as well as the following valuable enhancements:
 - A “**Foundational Concepts**” chapter provides an in-depth discussion to help agencies understand what constitutes “privacy.”
 - **New policy templates** are intended to be incorporated into the agency’s general operational policies and to provide explicit, detailed privacy protection guidance to agency personnel and other authorized source and

- user entities. Useful sample language is provided along with each question to assist in the policy drafting process.
- In addition to the sample language provided in the template, the appendix now includes two complete **sample privacy policies**, developed and customized by agencies using the SLT Privacy Template contained within the *Privacy Guide*.
 - The *Privacy Guide* contains references to the **newest Global privacy products available today**, such as the Line Officer Training Video, online 28 CFR Part 23 training, Building Communities of Trust initiative, and more.

The value to the justice community? The revised *Privacy Guide* contains the latest guidance, standards, templates, sample policies, and other resources designed as practical tools for the justice practitioner charged with drafting a privacy policy. Because justice agencies come in all sizes, with varying degrees of available resources, the guide was designed to meet a spectrum of privacy protection needs for any size of justice entity. In addition, GPIQWG vetted this new iteration with tribal and juvenile justice entities that were asked to consider its usefulness to their specific areas of justice and the constituencies they represent; feedback was incorporated. Sensible guidance on core privacy policy concepts is included, such as instruction on how to articulate these concepts in a manner that protects the agency, the individual, and the public.

- **Global Privacy Resources Overview**—This privacy deliverable roadmap (or overview) describes the purpose and use of each product and illustrates products in order according to the cycle of an agency privacy program. The flyer can be used for multiple purposes: outreach; publication in news and trade publications; a cost-effective, quick-reference take-away at conferences and workshops; and an introductory synopsis to accompany/facilitate distribution of privacy products.

The value to the justice community? This overview serves as a cost-effective method to showcase and distribute the range of Global Privacy Series resources (readers can download products or request printed copies via instructions provided in the overview) and will be highly useful for GAC member and Global partner presentations at conferences, seminars, meetings, and workshops. In addition, this product provides a succinct overview of the suite of GPIQWG and Global Privacy products and how each resource was designed to meet a spectrum of privacy program needs.

Update From Fall 2010: Global Recommendations to the Office of the Program Manager, Information Sharing Environment (PM-ISE)

Mr. Paul, PM-ISE, updated members on the *National Strategy for Information Sharing* (NSIS or “Strategy”) refresh effort. As previously noted, at the fall GAC meeting, Mr. Paul personally attended the event to request Global input. Accordingly, the CICC/GIWG and GESC members provided a Committee response to the AG in March 2011, ultimately to be presented to Mr. Paul for consideration in evolving the NSIS. The CICC/GIWG responses focused mainly on policy- and intelligence-related aspects of the task. For example, a key point was the need to expand the Strategy’s focus from terrorism to all crimes/all hazards. The GESC supplemented this feedback with technical recommendations, or the “hows” of pieces of the NSIS implementation, largely concentrating on reuse of GAC solutions like GFIPM and the GRA. Moving forward, Mr. Paul requested that Global members continue to contemplate “creative ways to reinvent the public safety model” through capabilities such as shared services, regional solutions, and information-led strategies, particularly in the face of unprecedented challenges to justice-related information sharing (such as funding reductions at all levels of government and the potential of incidents such as Wiki leaks to have a “chilling effect” on data exchange).

In the technical section of the Global feedback package, it was recommended to the PM-ISE that “. . . [t]he execution context evolving from the original work developed for the NSI [Nationwide Suspicious Activity Reporting Initiative⁶] should be utilized to enable sharing of information between the Terrorism Screening Center (TSC) and fusion centers. . . .” **Deputy Executive Director Scott Came, SEARCH—The National Consortium for Justice Information and Statistics**, and Global leader/participant on several technical- and governance-related efforts, demonstrated this piloted exchange, particularly highlighting points where Global solutions are triggered throughout the process and illustrating the power and efficiency of reusable Global solutions to address a critical gap in existing practices. Previously, at the five pilot sites, watch-list confirmations were inefficiently communicated by telephone, meaning critical information sharing was *not* necessarily occurring “at the right place” or “at the right time” (fundamental Global tenets). The TSC effort addressed these shortcomings with solutions originally applied to the NSI. Those efforts yielded an infrastructure that:

- Leverages Global technical solutions.
- Ties together all fusion centers.
- Provides a platform for shared resources across the centers .
- Provides stakeholders across all levels of government with a streamlined way of accessing fusion centers .

⁶ For more information on the NSI, visit <http://nsi.ncirc.gov/>.

Now, this same infrastructure (including existing networks and shared space servers) is providing the fusion center pilots with automated, real-time delivery of watch-list hit confirmations, delivered in requested formats such as XML and PDF. GAC members look forward to monitoring this evolving TSC effort/Global success story.

Engaging and Supporting the Global Membership and Wider Justice Community

Ongoing priorities of Global and federal leadership are ensuring that members remain engaged in the GAC; that they feel the Initiative is relevant and responsive to their communities' needs; and that the Committee is properly prioritizing issues of national information sharing importance for the AG's consideration. Additionally, to effectively inform the wider justice community, it is imperative that participants promulgate the activities and recommendations of the GAC to the agencies they represent. In support of those goals, the following activities occurred/are planned to continue Committee momentum, representative participation, and Global outreach:

- **Interim/Biannual GAC Conference Calls**

Leveraging a best practice developed by the CICC/GIWG, the GAC is now holding biannual (at a minimum), representatives-only conference calls. The first was held on February 18, 2011.⁷ The timing of these calls, in addition to filling the gaps between face-to-face Global convenings, will follow GESC Beginning-of-Year and Mid-Year planning sessions, providing Global leaders with the opportunity to summarize results for the entire membership as well as to host topic-focused briefings. Other characteristics of these calls include the following:

- There is a one-hour-only commitment with a firm end time.
- Necessary foundational work is done: an agenda with a confirmed topic will be delivered a week in advance.
- As opposed to the optional GAC membership face-to-face roundtable (which debuted in the fall of 2010 and consisted of an informal gathering emphasizing dialogue and networking), the goal of the calls is "passing information, not purely discussion."
- In short order after the call, summary bullet points will be distributed to all GAC members—whether they dialed in or not.
- Webinars or other virtual meeting capabilities may be used to enhance the calls, as appropriate.
 - **Action:** The next Global membership call will likely be held soon after the GESC Mid-Year planning session (scheduled for August 3). Staff will notify members of the exact date and time as soon as it is finalized.

⁷ All Global members should have received a conference call summary and an accompanying PowerPoint presentation for information and reference. Those who did not receive follow-up materials, or would like another copy, are asked to contact dlindquist@iir.com.

- Representatives are reminded of the following **privileges and responsibilities associated with Global membership**:
 - An agency seat at the by-appointment-only Committee table.
 - Attendance at biannual Committee meetings where GAC business is conducted, recommendations are ratified or revised, and members are briefed on the latest Global activities and complementary information sharing efforts.
 - The opportunity to vote on important recommendations to the U.S. Attorney General that advance information sharing across the justice landscape, at all levels of government.
 - Invitation to join any Global working group, task team, or subcommittee, facilitating application of talents and interests in a more hands-on environment.
 - Promotion of Global recommendations and resources to colleagues. The GAC relies on members to:
 - *Be the voice of their agencies on Global* (“pulling up” input and expertise from the various member constituencies).
 - *Be the voice of Global within their agencies* by supporting and promulgating (i.e., “pushing down”) the GAC’s good works informally (through networking with colleagues) and formally (at scheduled agency briefings and conferences and via appropriate publications and delivery mechanisms, such as linking agency and Global Web sites).

- **Identifying National Information Sharing Priority Issues**

From AAG Robinson’s opening comments, where Global members were urged to be “proactive and aggressive in speaking out,” to Mr. Paul’s solicitation of Global’s support for the reinvention of the public safety model, to Chairman Boehmer’s and Acting Director Burch’s request for representatives to “be bold,” the underlying theme of the spring 2011 GAC meeting was a call for action. One of the ways Global can be most “bold” and “active” is by determining a process for advancing issues of national information sharing priority to DOJ leaders, including the AG. Several topics suggested throughout the day’s discussions included:

 - Interstate information sharing
 - New guidelines and regulations governing Sensitive But Unclassified (SBU) information and Controlled Unclassified Information (CUI)
 - Emerging (and often increasingly ubiquitous) technologies, focusing on guidance for the justice community on capabilities such as:
 - Social networking (and implications/opportunities for the investigative process)
 - License-plate readers
 - Video

- Cloud computing
 - **Suggested Action Item:** Global-supported study/white paper examining risk mitigation associated with the justice community's leveraging of cloud computing
- "Privacy" as the underlying tenet for the success—or failure—of all information sharing projects
 - Need for a high-level, AG-advocated privacy policy statement (see previously enumerated Global Recommendations)
 - Implementation of Global's technical privacy framework, toward the automation of privacy policies

Chairman Boehmer advised that Global leaders will develop a process—including a slate of principles to facilitate prioritization of issues—for membership discussion and further action. Criteria and evaluative questions may include the following:

- Is this issue of scope/interest/impact across entire justice landscape?
- Does it involve or trigger significant privacy-related factors?
- Is this relevant to justice information sharing and/or interoperability?
- Is this a national security interest?
- Does Global have the resources to address the issues?
- Does the administration already have a position on this issue?
- Is there a governance body already addressing this task? If so, does Global believe it is adequate/has appropriate jurisdictional authority?

Priority Discussion Issue: Managing Global's Evolving Solutions

Since late last year, GESC members and select Global participants have focused energies on the oversight of primarily the technical set of GAC deliverables,⁸ including product life cycle, maintenance, and harmonization across the suite of Global solutions, as well as reviewing Global processes to ensure responsiveness, efficiency in operation, agility, and results. Mr. Steingraber chaired this task team effort, and, at the spring 2011 GAC meeting, proposed a draft management model for further testing and refinement. The necessity of these additional structures and procedures was underscored in the task team's final report as follows:

⁸ These Global solutions are generally technically focused but may also include associated guidelines and operating documents as well as artifacts associated with Global Reference Architecture (GRA), Global Federated Identity and Privilege Management (GFIPM), and Global Service Interaction Profiles (SIPs) and Service Specification Package (SSPs).

- **The need** to oversee Global work products, akin to a product life-cycle management process, is real. Failure to manage Global **standards** solutions—i.e., those that are normative, involve electronic information exchanges, and have a nexus with interoperability—will jeopardize the momentum achieved thus far by the Global community and will expose the implementation and sustainment of the activities to unnecessary and avoidable risk. To help mitigate this risk, emplacing a clearly defined decision and accountability framework will further denote maturity and confirmation of the U.S. DOJ’s Global investment and its belief in the products and associated developmental processes. This is important to practitioners and agencies that are looking to invest in the technologies and services being offered by Global.
- **The risks** of an insufficiently managed Global product line (and in particular, the GRA-based justice information sharing enterprise) are lack of Global product reuse (e.g., service reuse); the potential for disruption and failure of justice information sharing processes that rely on GRA service availability; lack of trust among participating government and industry partners; and eventual noncompliance with governmental policies, procedures, and adopted standards.
- **What should be governed?** Primarily, Global work products developed and maintained by the GISWG and GSWG and their subcommittees. The scope of the task team’s discussion and resulting framework did not include a review of the need to govern intelligence- or privacy-related products.
- **Why should Global’s standards solutions be specially managed, and how will industry be involved?** Not all justice-interested practitioners and decision makers will need the tools contained in the Global standards set: there is a broad range of excellent GAC solutions that are guidelines, models, and promising practices. However, there are real advantages to standards-based Global tools beyond the obvious goal of interoperability with other systems. Because these deliverables are written in a normative language (for example, “the tool must do this” instead of “the tool *should* do this”), implementations can be more definitively evaluated as “conformant.” Operationally and fiscally, this label of assurance is important to practitioners as a type of seal of approval and—perhaps even more so—to service providers in private industry who are looking to invest and leverage Global technologies and services in the products they offer. . .as long as they are reliable, stable, and well-managed. To facilitate that assurance, IJIS has formed Springboard to advance information sharing associated with the justice, public safety, and homeland security operational environments by engaging industry as part of an expansive stakeholder community in a consensus-based, “open” standards governance process. Through Springboard, IJIS will work with sponsor organizations to:

- Manage consensus with all stakeholder representatives.
- Leverage “best practices” standards-based interoperability (SBI) implementation.
- Engage sponsors and practitioners to drive SBI initiatives.
- Administer compliant consensus, testing, and SBI certification.
- Assure stewardship of standards and SBI work products.

Considering that approximately 85 percent of the U.S. population is served by local, state, tribal, and territorial agencies utilizing commercial software products and services to meet case and records management needs, the potential impact of industry—and Springboard—in accelerating the pace of standards adoption and use nationwide (including Global tools) is compelling.

Resolution: Pursuant to extended conversation and support of Committee members at the conclusion of the dialogue, Chairman Boehmer will assemble a new task team or council to refine and test the Global standards oversight model. Members were urged to “stay tuned—this issue will remain at the forefront of Global operational discussions, and GAC members will receive updates as the piloting progresses.”

Special Presentation: Cloud Computing

Senior Policy Advisor Christopher Traver, BJA; Executive Director Emeritus Paul Wormeli, IJIS Institute; and Executive Director Douglas Robinson, National Association of State Chief Information Officers (NASCIO), engaged participants in a thought-provoking exploration of **cloud computing** for the justice community. Cloud computing has been defined⁹ as “the provision of computational resources such as applications, databases, file services, e-mail, etc. on demand via a computer network. In the traditional model of computing, both data and software are fully contained on the user’s computer; in cloud computing, the user’s computer may contain almost no software or data (perhaps a minimal operating system and Web browser only), serving as little more than a display terminal for processes occurring on a network of computers far away. A common shorthand for a provided cloud computing service (or even an aggregation of all existing cloud services) is ‘The Cloud.’”

Cloud computing offers real hope for the agency “have-nots” across the country, but important policy issues must be addressed before a cloud-based solution works for mission-critical justice and public safety applications. Panelists outlined the unique challenges (e.g., security, accessibility) and potential benefits (e.g., cost savings, efficient operations) the capability poses to justice and public safety adoption, and implications

⁹ Per http://en.wikipedia.org/wiki/Cloud_computing.

for future Global activities. Panelists also graciously provided reference materials for attendees' continuing education, including the following:

- IJIS Institute's *Cloud Computing for Mission-critical Public Safety Functions—Advantages and Obstacles*¹⁰
- Federal CIO Council's *State of Public Sector Cloud Computing*¹¹
- NASCIO's 2010 Enterprise Information Technology Award to the State of Utah for its *Creating Utah's Cloud Infrastructure*¹² effort (including an associated video with cameo by NASCIO representative to the GAC, Mr. Steve Fletcher, Utah CIO)

The well-received discussion topic will likely be extended to the fall 2011 GAC agenda, when practical implementations of "the cloud" will be highlighted, underscoring best practices and lessons learned.

Mark Your Calendars—Fall 2011

The fall 2011 Global events will be held on the **afternoon of October 12 (membership roundtable)** and **all day on October 13 (GAC)** at the [Washington Hilton](http://www1.hilton.com/en_US/hi/hotel/DCAWHHH-Hilton-Washington-District-of-Columbia/index.do) hotel, 1919 Connecticut Avenue, NW; phone (202) 483-3000; more at http://www1.hilton.com/en_US/hi/hotel/DCAWHHH-Hilton-Washington-District-of-Columbia/index.do). Additional information will be forthcoming. **Biannual GAC meetings are open to the public**; interested parties can contact dlinquist@iir.com for more information or to be included on the standing meeting notification list.

During the opportunity for closing roundtable comments, many participants lauded the spring 2011 GAC convening as the "best and most informative Global meeting to date." Having no further business on the agenda, Chairman Boehmer adjourned the event at 4:00 p.m.

¹⁰ Please see *Attachment C* for a copy of the IJIS Institute paper.

¹¹ Located at http://www.cio.gov/documents/StateOfCloudComputingReport-FINALv3_508.pdf.

¹² Located at <http://www.nascio.org/awards/2010awards/enterpriseIT.cfm>.

Attachment A

*Global Advisory Committee
Biannual Meeting: Spring 2011*

Meeting Agenda



U.S. Department of Justice's Global Justice Information
Sharing Initiative (Global)
Advisory Committee (GAC)
Biannual Meeting: Spring 2011

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United States
Department of Justice

April 20, 2011

Agenda—Page One

8:30 a.m.

Convene

8:30 a.m. – 9:15 a.m.

Welcome

Mr. Robert Boehmer, GAC Chair

U.S. Department of Justice (DOJ) Remarks

*The Honorable Laurie O. Robinson, Assistant Attorney General,
Office of Justice Programs (OJP)*

*Mr. James H. Burch II, Acting Director, Bureau of Justice Assistance
(BJA), OJP*

James Lynch, Ph.D., Director, Bureau of Justice Statistics, OJP

*Mr. Bernard Melekian, Director, Office of Community Oriented
Policing Services, DOJ*

*Mr. Chris Tillery, Office of Science and Technology, National Institute
of Justice, OJP*

9:15 a.m. – 9:30 a.m.

Introductions

Mr. Robert Boehmer, GAC Chair

- Introductions
 - Recognition of alternates
 - Introduction of federal officials, special guests, and observers

9:30 a.m. – 9:50 a.m.

Chairman's Address and Discussion

- Outline and goals of the day's agenda
- Recap of recent Global discussions
 - Outstanding issues, if any, from Global Executive Steering Committee (GESC) meetings
 - Inaugural GAC membership conference call (February 18)
 - Spring Global roundtable (April 19): Justice-related interstate information sharing—A call to action to the U.S. Attorney General (AG)
- Highlighting the ongoing importance of industry: the evolving (and essential) Global/IJIS Institute partnership



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Agenda—Page Two

9:30 a.m. – 9:50 a.m.

Chairman's Address and Discussion (*continued*)

Anticipated Outcomes and Takeaways

- Members' awareness of recent activities and priorities, driven by federal officials and/or Global leaders, and implications for future GAC efforts
- Opportunity for representatives to provide feedback to improve future GAC membership conference calls

9:50 a.m. – 10:00 a.m.

Global Business

Mr. Carl Wicklund, GAC Vice Chair

- Approval of fall 2010 GAC minutes
 - **Prerequisite reading:** October 7 summary located at <http://it.ojp.gov/default.aspx?area=globalJustice&page=1225>

10:00 a.m. – 10:15 a.m.

Break

10:15 a.m. – 11:30 a.m.

Global Working Group Updates

*Mr. Ronald Brooks, Criminal Intelligence Coordinating Council and
Global Intelligence Working Group Chair*

*The Honorable Tony Capizzi, Global Privacy and Information Quality
Working Group (GPIQWG) Chair*

*Thomas Clarke, Ph.D., Global Infrastructure/Standards Working
Group Chair*

Mr. Ronald Hawley, Global Outreach Working Group Chair

Mr. John Ruegg, Global Security Working Group Chair

Reference Documents

- See respective working group briefing sheets for discussion issues, anticipated outcomes and takeaways, and/or items for formal voting and recommendation.



U.S. Department of Justice's Global Justice Information
Sharing Initiative (Global)
Advisory Committee (GAC)
Biannual Meeting: Spring 2011

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- 11:30 a.m. – 11:45 a.m. **Morning Wrap-Up: Outstanding Issues or Discussion Points, Afternoon Preview**
GAC Vice Chairman Wicklund
- 11:45 a.m. – 1:15 p.m. **Lunch (on your own)**
- 1:15 p.m. – 1:45 p.m. **The Evolution of Global: Governance—Presentation and Discussion**
Mr. David Steingraber, Global Governance Task Team (GTT) Leader
Dr. Thomas Clarke, GISWG Chair and GTT Member
Mr. Scott Came, Deputy Executive Director, SEARCH, and GTT Member
Chairman Boehmer, Discussion Facilitator
- GAC leaders and select Global participants have recently focused energies on addressing governance issues during events including GTT meetings, the GESC Beginning-of-Year Planning Session, and inaugural GAC membership conference call. These issues are related to the governance of service specifications, including product life cycle, maintenance, and harmonization across the suite of GAC solutions, as well as reviewing Global processes to ensure responsiveness, efficiency in operation, agility, and results.
 -
- Anticipated Outcomes and Takeaways**
- Mr. Steingraber and GTT members will recap discussions to date and proffer a model for GAC member consideration to advance consistent product governance. Opportunity for GAC discussion is included.
 - Next steps and timelines will be forecast.



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1:45 p.m. – 2:30 p.m.

Status Update: Global Support for the *National Strategy for Information Sharing* (NSIS or “Strategy”) Refresh,
Demonstration of Associated Success Story

1:45 p.m. – 2:00 p.m.: Update by Mr. Kshemendra Paul, Program Manager for the Information Sharing Environment (PM-ISE)

- Background: At the fall 2010 GAC meeting, Mr. Paul briefed GAC members on the 2007 *National Strategy for Information Sharing* refresh and asked for associated Global recommendations. Accordingly, CICC/GIWG and GESG members provided a response from Global that was delivered to the AG in March.
- PM-ISE status report: Mr. Paul will provide an update on the NSIS refresh effort, and the impact the revised *Strategy* may have on justice and public safety information sharing.

2:00 p.m. – 2:15 p.m.: Demonstration/Success Story by Mr. Came

- In the feedback package, Global recommended to the PM-ISE that “...[t]he execution context evolving from the original work developed for the NSI should be utilized to enable sharing of information between the Terrorism Screening Center (TSC) and fusion centers....” Mr. Came will demonstrate this piloted exchange, particularly highlighting points where Global solutions are triggered throughout the process.

2:15 p.m. – 2:30: Question-and-answer period, facilitated by GAC Chairman Boehmer



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2:30 p.m. – 2:45 p.m.

Break

2:45 p.m. – 3:30 p.m.

**Harnessing Technology for Justice and Public Safety
Information Sharing: Cloud Computing Panel**

Mr. Christopher Traver, Senior Policy Advisor, BJA, Moderator

Mr. Paul Wormeli, Executive Director Emeritus, IJIS Institute, Panelist

*Mr. Doug Robinson, Executive Director, National Association of
State Chief Information Officers, Panelist*

Cloud computing offers real hope for the “have-nots” across the country, but important policy issues must be addressed before a cloud-based solution works for mission-critical justice and public safety applications. This panel will outline what cloud computing involves, the unique challenges (and potential benefits) the capability poses to justice and public safety adoption, and implications for future Global activities.

3:30 p.m. – 3:50 p.m.

**Concluding Roundtable: Global Representatives'
Impressions of the Spring 2011 GAC Meeting**

Chairman Boehmer, Facilitator

3:50 p.m. – 4:00 p.m.

Next Meetings and Next Steps

Vice Chairman Wicklund

- o Summer Global membership conference call
- o Fall 2011 Global roundtable and GAC meeting

4:00 p.m.

Adjourn



BJA
Bureau of Justice Assistance
U.S. Department of Justice

Attachment B

*Global Advisory Committee
Biannual Meeting: Spring 2011*

Members in Attendance

U.S. Department of Justice's Global Justice Information
Sharing Initiative Advisory Committee (GAC)
Biannual Meeting: Spring 2011



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April 20, 2011



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Department of Justice

GAC Members

Mr. Jason Baker

Director
Government Affairs
National District Attorneys Association
Suite 110
44 Canal Center Plaza
Alexandria, VA 22314
Phone: (703) 549-9222
Fax: (703) 836-3195
E-mail: jason.baker@ndaa.org

Representing:

National District Attorneys Association
Proxy for Mr. Scott Burns

Mr. Robert P. Boehmer

Director
Institute for Public Safety Partnerships
University of Illinois at Chicago
4022 BSB
1007 West Harrison Street
Chicago, IL 60607
Phone: (312) 355-1753
Fax: (312) 996-8355
E-mail: rboehme@uic.edu

Representing:

National Criminal Justice Association
Chair, Global Advisory Committee

Mr. Kevin J. Bowling

Court Administrator
20th Circuit Court
Ottawa County Fillmore Complex
12120 Fillmore Street
West Olive, MI 49460-8985
Phone: (616) 786-4100
E-mail: kbowlings@miottawa.org

Representing:

National Association for Court
Management

Mr. Ronald E. Brooks

Director
Northern California High Intensity Drug
Trafficking Areas
Northern California Regional Intelligence
Center
Suite 5458, 14th Floor
450 Golden Gate Avenue
Post Office Box 36102
San Francisco, CA 94102
Phone: (415) 436-8199
E-mail: rbrooks@ncric.org

Representing:

Criminal Intelligence Coordinating
Council

Mr. David K. Byers

Director
Administrative Office of the Courts
Arizona Supreme Court
Suite 411
1501 West Washington Street
Phoenix, AZ 85007
Phone: (602) 452-3301
Fax: (602) 542-9484
E-mail: dbyers@courts.az.gov

Representing:

Conference of State Court Administrators

Mr. George M. Camp

Executive Director
Association of State Correctional
Administrators
213 Court Street
Middletown, CT 06457
Phone: (860) 704-6410
Fax: (860) 704-6420
E-mail: gcamp@asca.net

Representing:

Association of State Correctional
Administrators

The Honorable Anthony Capizzi
Judge
Montgomery County Juvenile Court
380 West Second Street
Dayton, OH 45422
Phone: (937) 496-7867
E-mail: capizzia@mcohio.org
**Chair, Global Privacy and Information
Quality Working Group**

Thomas M. Clarke, Ph.D.
Vice President
Research and Technology Department
National Center for State Courts
300 Newport Avenue
Williamsburg, VA 23185
Phone: (757) 259-1870
Fax: (757) 564-2084
E-mail: tclarke@ncsc.org
Representing:
National Center for State Courts
**Chair, Global Infrastructure/Standards
Working Group**

Mr. Cabell Cropper
Executive Director
National Criminal Justice Association
720 Seventh Street, NW
Washington, DC 20001
Phone: (202) 628-8550
Fax: (202) 448-1723
E-mail: ccropper@ncja.org
Representing:
National Criminal Justice Association

Colonel Steven F. Cumoletti
Deputy Superintendent
Technology and Planning
New York State Police
1220 Washington Avenue
Albany, NY 12226-2252
Phone: (518) 457-6622
Fax: (518) 585-5051
E-mail: scumolet@troopers.state.ny.us
Representing:
**Criminal Justice Information Services
Advisory Policy Board**

Mr. James Gerst
Unit Chief
Requirements Management Unit
Federal Bureau of Investigation
1000 Custer Hollow Road, Module B-3
Clarksburg, WV 26306
Phone: (304) 625-2824
Fax: (304) 625-2539
E-mail: jgerst@leo.gov
Representing:
**Federal Bureau of Investigation—
Criminal Justice Information Services
Division**
Proxy for Mr. Jerome M. Pender

Mr. Paul Halvorson
Information Technology Project Manager
Administrative Office of the U.S. Courts
One Columbus Circle, Suite 4-300
Washington, DC 20544
Phone: (202) 502-2596
Fax: (202) 502-1677
E-mail: paul_halvorson@ao.uscourts.gov
Representing:
**Administrative Office of the United States
Courts**

Mr. Ronald P. Hawley
Executive Director
SEARCH, The National Consortium for Justice
Information and Statistics (SEARCH)
Suite 145
7311 Greenhaven Drive
Sacramento, CA 95831
Phone: (916) 392-2550, Ext. 260
Fax: (916) 392-8440
E-mail: ron.hawley@search.org
Representing: SEARCH
Chair, Global Outreach Working Group

Barbara Hurst, Esquire
Deputy Public Defender
Rhode Island Office of the Public Defender
160 Pine Street
Providence, RI 02903
Phone: (401) 222-1582
Fax: (401) 222-3287
E-mail: bhurst@ripd.org
**Representing: National Legal Aid and
Defender Association**

The Honorable Timothy Loewenstein
Supervisor

Third District–Buffalo County
Board of Supervisors
Post Office Box 1270
Kearney, NE 68848-1270
Phone: (308) 236-1224
Fax: (308) 233-3649
E-mail: timothy@t.loewenstein.net

Representing:**National Association of Counties****Mr. Michael McDonald**

Chief Security Officer
Delaware State Police
State Police Headquarters
1441 North DuPont Highway
Dover, DE 19901
Phone: (302) 672-5444
Fax: (302) 739-2148
E-mail: michael.mcdonald@state.de.us

Representing:**Nlets—The International Justice and
Public Safety Network***Proxy for Mr. Steven E. Correll***Chief Harlin R. McEwen**

Chairman
Communications and Technology
Committee
International Association of Chiefs of Police
422 Winthrop Drive
Ithaca, NY 14850-1739
Phone: (607) 257-1522
Fax: (607) 257-8187
E-mail: chiefhrm@pubsaf.com

Representing:**International Association of Chiefs of
Police****Member, Global Executive Steering
Committee****The Honorable Michael Milstead**

Sheriff
Minnehaha County Sheriff's Office
320 West Fourth Street
Sioux Falls, SD 57104-2435
Phone: (605) 367-4300
Fax: (605) 367-7319
E-mail: mmilstead@minnehahacounty.org

Representing:**National Sheriffs' Association****Mr. Justin Murphy**

Senior Law Enforcement Advisor
Office of the Chief Information Officer
U.S. Department of Justice
950 Pennsylvania Avenue, NW
Washington, DC 20530
Phone: (202) 305-4608
E-mail: justin.murphy@usdoj.gov
Representing: U.S. Department of Justice

Mr. Michael Muth

Assistant Director
State and Local Liaison Division
INTERPOL
U.S. Department of Justice
Floor 12
145 N Street, NE
Washington, DC 20530
Phone: (202) 616-8272
Fax: (202) 616-1087
E-mail: mike.muth@usdoj.gov

Representing: INTERPOL**Mr. Edward Reina, Jr.**

Director
Tohono O'odham Nation
Department of Public Safety
Post Office Box 837
Sells, AZ 85634
Phone: (520) 383-8690
Fax: (520) 383-8333
E-mail: ed.reina@tonation-nsn.gov

Representing:**International Association of Chiefs of
Police—Indian Country Law
Enforcement Section****Mr. Douglas Robinson**

Executive Director
National Association of State Chief
Information Officers
c/o AMR Management Services
Suite 1405
201 East Main Street
Lexington, KY 40507
Phone: (859) 514-9156
E-mail: drobinson@amrms.com

Representing:**National Association of State Chief
Information Officers***Proxy for Mr. J. Stephen Fletcher*

Mr. John L. Ruegg

Director
Los Angeles County Information Systems
Advisory Body
Fifth Floor
12750 Center Court Drive
Cerritos, CA 90703
Phone: (562) 403-6501
Fax: (562) 809-3049
E-mail: jruegg@isab.lacounty.gov

Chair, Global Security Working Group

Mr. Kevin M. Saupp

State and Local Program Office
Office of Intelligence and Analysis
U.S. Department of Homeland Security
3801 Nebraska Avenue, NW
Washington, DC 20393
Phone: (202) 447-4554
E-mail: kevin.saupp1@dhs.gov

Representing:

U.S. Department of Homeland Security

Proxy for Mr. Bart R. Johnson

Major Thomas P. Soucek

Director
Regional Operations Intelligence Center
New Jersey State Police
2 Schwarzkopf Drive
West Trenton, NJ 08628
Phone: (609) 963-6900, Ext. 6967
E-mail: LPP4115@gw.njsp.org

Representing:

**International Association of Chiefs of
Police—Division of State and
Provincial Police**

Proxy for Colonel Rick Fuentes

Mr. David O. Steingraber

Executive Director (retired)
Wisconsin Office of Justice Assistance
4760 Schneider Drive
Fitchburg, WI 53575
Phone: (608) 886-3856
E-mail: david.steingraber@gmail.com

Representing:

**National Governors Association
Member, Global Executive Steering
Committee**

The Honorable David Stucki

Judge
Stark County Juvenile Court
Suite 601
110 Central Plaza South
Canton, OH 44702
Phone: (330) 451-3708
Fax: (330) 451-4837
E-mail: judgestucki@co.stark.oh.us

Representing:

**National Council of Juvenile and Family
Court Judges**

Anne M. Tompkins, Esquire

Western District of North Carolina
United States Attorney's Office
Suite 1650
227 West Trade Street
Charlotte, NC 28202
Phone: (704) 344-6222
Fax: (704) 344-6629
E-mail: anne.tompkins@usdoj.gov

Representing:

**Executive Office for United States
Attorneys**

Mr. Jeffrey Washington

Deputy Executive Director
American Correctional Association
206 North Washington Street, Suite 200
Alexandria, VA 22314
Phone: (703) 224-0103
Fax: (703) 224-0099
E-mail: jeffw@aca.org

Representing:

American Correctional Association

Mr. Carl A. Wicklund

Executive Director
American Probation and Parole Association
Post Office Box 11910
Lexington, KY 40578
Phone: (859) 244-8216
Fax: (859) 244-8001
E-mail: cwicklund@csg.org

Representing:

**American Probation and Parole
Association
Vice Chair, Global Advisory Committee**

The Honorable Thomas J. Wyss

Senator
District 15
Indiana State Senate
200 West Washington Street
Indianapolis, IN 46204
Phone: (317) 232-9400
E-mail: twyss@iga.state.in.us

Representing:
National Conference of State Legislatures

Industry Liaison to the GAC

Mr. Kenneth Bouche

Member, Board of Directors
IJIS Institute
44983 Knoll Square
Ashburn, VA 20147
Phone: (312) 869-8500
E-mail: kenneth.bouche@hillardheintze.com

GAC Member in Absentia

Mr. Neil D. Schuster

President and Chief Executive Officer
American Association of Motor Vehicle
Administrators
Suite 400
4301 Wilson Boulevard
Arlington, Virginia 22203
Phone: (703) 908-5766
Fax: (703) 552-1553
E-mail: nschuster@aamva.org

Representing:
**American Association of Motor Vehicle
Administrators**

National Association of Attorneys General

Eighth Floor
2030 M Street, NW
Washington DC 20036
Phone: (202) 326-6000
Fax: (202) 331-1427

Attachment C

IJIS Institute Paper

*Cloud Computing for Mission-Critical Public Safety Functions —
Advantages and Obstacles*



Cloud Computing for Mission-critical Public Safety Functions— Advantages and Obstacles

Now that the nation's first CIO, Vivek Kundra, has ignited the interest of federal agencies in the application of cloud computing as a way of achieving agility and cost savings, it is likely that federal agencies will embrace this mode of operation. State and local CIO's have observed this strong interest on the part of federal agencies, and have begun to evaluate the utility of cloud computing in the state and local world. For the most part, they are observing, although several ambitious early adopter projects have been initiated that may shed light on the issues relating to further adoption. State and local agencies are eager to find some actual data on the results of using cloud technology and also to identify the obstacles that must be overcome in order to mitigate the risks of incorporating cloud computing in mission critical implementation strategies.

A primary reason for undertaking the use of cloud computing is cost savings. Justice and public safety executives will have to show significant cost savings to overcome the risks of using shared services capabilities deployed in a cloud model – public, community, private or hybrid. There is a strong need for a proven cost model that can be used by agencies to reliably predict their own potential savings. There is also a need to address the issues that make CIO's and executives nervous about cloud computing, including: the availability (agencies need to have systems available 99.999% of the time), reliability and security of the network; ease of getting the data back or moving it to another cloud; and, the compatibility of mission critical applications with a shared services mode of operation.

There are a variety of mission-critical and mission-support applications that can be considered for the cloud by justice and public safety agencies. Mission-support applications (email, administrative, etc.) provide a more readily available opportunity for the enterprise integration of services. When considering the cloud for mission-critical applications, the issues become more substantive and need careful assessment and evaluation of the technical viability and economic feasibility of a broader jurisdictional and even regional risk/benefit case, and should include consideration of these cases in various service models. These models, as defined by the National Institute for Standards and Technology (NIST), can provide CIO's and agency executives with multi-dimensional risk/benefit views of shared services capabilities deployed in various cloud deployment models.

Infrastructure as a Service (IaaS) - The capability provided to the consumer is to provision processing, storage, networks, and other fundamental computing resources where the consumer is able to deploy

and run arbitrary software, which can include operating systems and applications. The consumer does not manage or control the underlying cloud infrastructure but has control over operating systems, storage, deployed applications, and possibly limited control of select networking components (e.g., host firewalls).

Platform as a Service (PaaS) - The capability provided to the consumer is to deploy onto the cloud infrastructure consumer-created or acquired applications created using programming languages and tools supported by the provider. The consumer does not manage or control the underlying cloud infrastructure including network, servers, operating systems, or storage, but has control over the deployed applications and possibly application hosting environment configurations.

Software as a Service (SaaS) - The capability provided to the consumer is to use the provider's applications running on a cloud infrastructure. The applications are accessible from various client devices through a thin client interface such as a web browser (e.g., web-based email). The consumer does not manage or control the underlying cloud infrastructure including network, servers, operating systems, storage, or even individual application capabilities, with the possible exception of limited user-specific application configuration settings.

The most effective method for gaining practical understandings of the benefits and risks of these models will most likely be achieved through study and analysis of the findings from early adopters. These findings can then be evaluated and seasoned by government and industry leaders with the expertise in cloud computing. This would provide a factual, evidence-based and neutral education about the opportunities and obstacles inherent in the introduction of cloud computing in justice and public safety mission-critical implementations. From this information, guidelines could be developed to assist state and local CIO's and agency executives in their pursuit of cloud computing technology by providing a formula for value based consideration in their respective jurisdictions.

Technical and Economic Considerations

An evaluation of Cloud computing for justice and public safety should include the following general considerations:

- System concepts and concepts of operation that can adequately characterize the implementation of cloud computing in the various combinations of cloud deployment and service models.
- Requirements for off-site shared services for systems in a public, community, private or hybrid cloud deployment. This would include considerations of availability, reliability and security that go beyond what an on-site solution typically entails.
- Candidate technologies and managed services offerings that meet the requirements, correlating relevant capabilities with requirements.
- Private and public sector studies and research that addresses cloud computing advantages and obstacles, including cost impacts.

[**Sharing Information through Technology**](#)

- Early adopter (such as Los Angeles County and Orange County) feedback to gain in-depth understandings through the collection of before and after data pertaining to: technical, service, deployment, cost, and other issues (ease of use, etc.) applicable to the rationale for adoption of cloud computing.
- Benefit and risk analyses that agencies can use to assess potential overall cost impacts from gathered data on the adoption of cloud computing.
- Acquisition models and guidelines to be incorporated in RFP's, purchasing agreements, addressing baseline service level requirements (SLR) and service level agreements (SLA) parameters for availability, reliability, security, failover and recovery.
- Decision guidelines for CIO's and agency executives on the comparative benefits and risks of the various deployment and service models.
- Materials for use in briefing state and local officials on the benefits, risks, advantages and obstacles in the implementation of cloud computing alternatives.
- Planning for standards that will be needed to provide confidence to government agencies in their election to implement cloud computing addressing authoritative sources and governance.

Today, the cloud computing industry represents a large ecosystem of many models, service providers, and market niches. It is an evolving paradigm, defined in many ways in terms of definitions, use cases, underlying technologies, issues, risks and business models. Given this multitude of perspectives, the debate must be structured and must continue as cloud computing is already affecting managed IT and communications services decisions for government, and it has now become imperative that this concept be thoroughly evaluated for justice and public safety computing and communications environments. For these reasons, a comprehensive view of the many aspects of this issue is needed.

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Darrell M. West, Vice President and Director, Governance Studies, The Brookings Institution, Saving Money Through Cloud Computing
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Wendy Tanaka, Editor. "Cloud Computing 2010", Forbes.com, June 4, 2010
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Outsourcing Business to **Cloud Computing** Services: Opportunities and Challenges

[hp.com](#) [PDF] HR Motahari-Nezhad, B Stephenson, S Singhal - HP Laboratories-2009 - hpl.hp.com

"... As one example, Google's corporate email solution is, on average, ten times less expensive than in-house email solutions. We envision that the low **cost** of using **cloud computing** is a key driver of its wide acceptance by individual consumers, SMBs as well as large enterprises."

http://cio.gov/documents/StateOfCloudComputingReport-FINALv3_508.pdf.

Google has recognized the need for governments to easily retrieve their (the public's) data so they have embarked on an effort to define and implement data import/export tools (see <http://www.dataliberation.org/> The Data Liberation Front is an engineering team at Google whose singular goal is to make it easier for users to move their data in and out of Google products)

Darrell M. West, "Innovating through Cloud Computing" blog post June 8, 2010, The Brookings Institution

"After undertaking case studies of government agencies that made the move, I found that the agencies generally saw between 25 and 50 percent savings in moving to the cloud."

http://www.brookings.edu/opinions/2010/0507_cloud_computing_west.aspx

The NIST Definition of Cloud Computing

Authors: Peter Mell and Tim Grance

Version 15, 10-7-09

<http://csrc.nist.gov/groups/SNS/cloud-computing/>