

# Global Justice Information Sharing Initiative (Global) Advisory Committee (GAC, Committee) Meeting: Fall 2016



Office of Justice Programs (OJP)  
Ballroom, Room 3102  
810 Seventh Street, NW  
Washington, DC 20531



November 29–30, 2016  
Meeting Highlights

*(Note: GAC members, partners and stakeholders, and justice practitioners are asked to contribute further to fall 2016 Global meeting outcomes by (1) providing feedback on new Global-supported resources and (2) supporting prioritization of Committee activities. Insights and expertise are encouraged and welcome at <http://s.iir.com/9kkEyfxd> via a short questionnaire.)*

**On November 29–30, premier leaders and practitioners from across the across the justice landscape convened for the Fall 2016 Global Justice Information Sharing Initiative ([Global](#)) Advisory Committee (GAC, Committee) Meeting.** To maximize resources and provide opportunities for Global engagement by an even greater range of subject-matter experts (SME), the majority of hands-on Committee efforts are conducted virtually. However, once a year, this collaborative Federal Advisory Committee, under the **long-standing guidance and support of the Bureau of Justice Assistance ([BJA](#))**, U.S. Department of Justice ([DOJ](#), Department), meets face-to-face to highlight innovative technology and policy practices and resources, support replication of promising projects and solutions, and prioritize national issues that can be advanced through better justice information and intelligence sharing and coordination. The long-standing volunteer commitment of this collective of the best and brightest justice and public safety executives, practitioners, and key stakeholders (including industry) from all levels of government continues to advance tenets of BJA's and the Department's missions: to ensure public safety against threats foreign and domestic, to provide federal leadership in preventing and controlling crime, and—ultimately—to make our nation's communities safer. Following are some of the [highlights](#) from the [agenda](#).

**The meeting was presided over by GAC Chairman Thomas Clarke, Ph.D.**, representative from the National Center for State Courts ([NCSC](#)); **GAC Vice Chairman Mike Milstead**, Sheriff, Minnehaha County (South Dakota), representative from the National Sheriffs' Association ([NSA](#)); **BJA Director Denise O'Donnell and BJA Deputy Director Kristen Mahoney**; and **Global Designated Federal Official Patrick McCreary, BJA**.

## Welcome New Members!

**The force multiplier of the Committee is its diverse yet collaborative membership.** The Global Initiative continues to evolve, innovate, and reenergize through the addition of [impressive new GAC representatives](#):

- **Mr. Gordon Lansford**, Director of the Kansas Criminal Justice Information System, now represents the National Criminal Justice Association ([NCJA](#)).
- **The Honorable Michael Moore**, Senator, Massachusetts State House, now represents the National Conference of State Legislatures ([NCSL](#)).
- **Secretary Stephen Moyer**, Maryland Department of Public Safety and Correctional Services, now represents the Association of State Correctional Administrators ([ASCA](#)).
- **Mr. Wayne Salzgeber**, Acting Director of INTERPOL Washington, now represents [INTERPOL Washington](#).
- **Mr. Vincent Talucci**, Executive Director and the Chief Executive Officer of the International Association of Chiefs of Police ([IACP](#)), now represents the IACP. (Mr. Talucci was represented by the IACP's alternate, Mr. James Baker, Director, Advocacy, at the fall meeting.)

Director O'Donnell and GAC Chairman Clarke also expressed great appreciation for the participation and expertise of continuing members.

## Exploring National Justice Priorities

Appropriate information sharing among and between critical decision makers and stakeholders is fundamental—indeed, has been called the lynchpin—to successful justice endeavors. To that end, **GAC and BJA leaders prioritize national issues that can be tackled through better justice information sharing (JIS); this process is fed by a number of mechanisms, including the discussions, feedback, and guidance generated by Global and Criminal Intelligence Coordinating Council (CICC) events.** Supporting considerations include leveraging and coordinating complementary and existing efforts; promoting the reuse of promising strategies, standards, and principles; and identifying and delivering solutions to JIS gaps through Global- and partner-supported task teams and councils. During the fall GAC meeting, the following **high-priority, justice-related topics were explored with an eye toward future Global-related activities.** (*GAC members, stakeholders, and justice practitioners can contribute additional prioritization guidance, insights, and expertise at <http://s.iir.com/9kkEyfxd>.*)

- **The Critical Criminal Justice System/Mental Health Nexus**—It is estimated that more than 2 million arrests in the United States each year involve people with serious mental illnesses (SMI). As a result, untrained and unprepared stakeholders in the criminal justice

system have been forced to navigate an increasingly scarce system of care for people with mental illnesses. Jails have become places where a disproportionate number of people with SMI spend significant amounts of time—their ties to the community severed, their treatment needs unmet, and their illnesses made worse.

- **Guest Presentation: The Honorable Steven Leifman**, Associate Administrative Judge, Miami-Dade County Court, Eleventh Judicial Circuit of Florida, related that when he was elected judge, he had no idea that he was also becoming “[the gatekeeper to the largest psychiatric facility in Florida: the Miami-Dade County Jail](#).” Judge Leifman discussed his journey into the mental health system, the legal and medical history that led to America’s mental health crisis, and the [essential elements necessary to create an effective system of care](#) that ultimately will transform the mental health and criminal justice systems and make jail the last option for people with SMIs, not the first. He provided a [wealth of materials to support his briefing](#), including the powerful investigative news segment [The Forgotten Floor](#).

Director O’Donnell commended **Judge Leifman for being named among the [Public Officials of the Year 2016 by GOVERNING magazine](#)** for his pioneering work with the [Eleventh Judicial Circuit of Florida’s Criminal Mental Health Project](#).

- **Associated Global Task Teams: Global**, with valuable resource support and collaboration from the BJA-supported [Criminal Justice Technology Forecasting Group \(CJTFG\)](#), (*vis-à-vis* the [RAND Corporation](#)), is pursuing recommendations in this area through two task teams. Both of these groups are operating under the expert guidance of IJIS Institute ([IJIS](#)) leaders:
  - **Global Critical Nontraditional Information Exchange Task Team**—This effort, chaired by IJIS Assistant Director Bob May, will identify critical nontraditional information exchanges that the justice community needs to carry out its mission. While this task has been partially addressed in the context of supporting efforts—including justice reinvestment, reentry, problem-solving courts, pretrial reform, and fines and fees reform—those exchanges and associated data have not been systematically documented.
  - **Global Justice/Health and Human Services Architecture Solutions Task Team (J/HHS TT)**—This effort is chaired by IJIS Executive Director Steve Ambrosini, IJIS liaison to the GAC and Global Executive Steering Committee (GESC). (Please see the [linked briefing sheet](#) for more information on the effort with the following caveat: subsequent conversations have resulted in tabling the “school-to-jail pipeline” priority for the immediate future in the interest of leveraging more mature projects in other areas.)

- **New Resource for the Field:** BJA developed [The Police-Mental Health Collaboration Toolkit](#) to facilitate law enforcement agencies' partnerships with mental health providers to effectively respond to calls for service, improve outcomes for people with mental illness, and advance the safety of all.
- **The Nation's Opioid Abuse and Heroin Epidemic**—More than 50,000 Americans died from drug overdoses last year, the most ever, new federal statistics show. The disastrous tally has been pushed to new heights by soaring abuse of heroin and prescription painkillers, a class of drugs known as opioids. Heroin deaths rose 23 percent in one year to 12,989, slightly higher than the number of gun homicides, according to government data. Deaths from synthetic opioids, including illicit fentanyl, rose 73 percent. (Source: [NBC News](#)).
- **Guest Panelists:**

**Mr. Chauncey Parker**, Director of the New York/New Jersey High Intensity Drug Trafficking Area ([HIDTA](#)), **outlined [RxStat](#)**, a public health-public safety partnership to reduce drug overdose deaths in New York City. RxStat is built on the data-driven principles of CompStat, the New York Police Department's highly successful crime-fighting strategy that has helped dramatically reduce crime in New York City over the past 20 years. RxStat combines comprehensive health and public safety data from city, state, and federal agencies to closely examine the abuse of prescription painkillers; members regularly report on critical indicators that measure the impact of prescription painkiller misuse on the city. In addition to this reporting, RxStat convenes briefings among public health and public safety stakeholders to share strategies and describe trends. This process provides an up-to-date view of the problem to facilitate collaboration and coordination efforts to use resources most efficiently and effectively. The goal of RxStat is to get all the key agencies looking at the same map, at the same time, with the same goal: to reduce drug overdoses.

**Ms. Tara Kunkel, M.S.W.**, BJA Visiting Fellow, **[provided an overview of BJA's activities addressing this critical issue](#)**, including supporting local and state collaborative efforts between public health and justice professionals to use Prescription Drug Monitoring Program ([PDMP](#)) data and other data sources to inform prevention, treatment, and enforcement efforts; documenting successful data sharing initiatives taking place at the local and state level; and creating tools for the field to address the issue of prescription drug abuse and diversion. She noted **potential areas for Global expertise and future efforts** in facilitating the collection of data on nonfatal and fatal opioid overdoses and the administration of naloxone, particularly in light of a recent Wisconsin legislative requirement (and the possibility that other states will follow suit). There is also a **need for better/more streamlined access and processes for law enforcement to enter associated data into state information systems and PDMPs**. (Information sharing solutions to this issue are being pursued through the work of the [Global J/HHS TT](#).) Ms. Kunkel noted that the [Comprehensive Addiction and Recovery](#)

[Act \(CARA\) of 2016](#) will have a significant impact on justice/health efforts moving forward, including funding opportunities.

**The Honorable William Ihlenfeld II**, United States Attorney (USA) for the Northern District of West Virginia and GAC representative from the Executive Office for United States Attorneys ([EOUSA](#)), shared the importance of outreach and advocacy of Global resources in his community. He emphasized that the GAC, as an overarching principle, provides products that can be utilized by organizations of all sizes and that Global representatives “should endeavor to market what Global has to offer.” More specifically, USA Ihlenfeld outlined how states such as West Virginia have been devastated by the nation’s drug epidemic and how the range of stakeholders involved in tackling this priority—including the strong partnership between the justice and health communities—can benefit greatly from the work being done by Global and its partners.

○ **Associated Comments/Recommendations:**

During membership discussions, several representatives stressed the need for a stronger educational component geared toward school-age children as a deterrent to opioid and heroin abuse. Some good efforts have been accomplished, such as the BJA-supported Arizona Criminal Justice Commission’s [AZ Rx Drug Misuse and Abuse Initiative Toolkit](#) and “[Chasing the Dragon: The Life of an Opiate Addict](#),” a documentary released by the Federal Bureau of Investigation (FBI) and the U.S. Drug Enforcement Administration aimed at educating young adults about the dangers of addiction. However, much more work is needed: one attendee noted, “We have to educate the kids and our community about this danger in the same way we [tackled] drunk driving and wearing seatbelts.”

Several attendees also noted that a significant factor driving individuals to abuse opioids is trauma (for example, childhood trauma) and/or mental illness, further underscoring the importance of the justice/health/mental health intersection. Strategies to address these root causes must be incorporated into solutions discussions.

○ **Additional Resources:**

- [BJA’s Law Enforcement Naloxone Toolkit](#)
- [Global’s Call to Action and Issue Brief: Justice System Use of Prescription Drug Monitoring Programs—Addressing the Nation’s Prescription Drug and Opioid Abuse Epidemic](#)
- U.S. Department of Justice (DOJ)- and Office of National Drug Control Policy-supported [National Heroin Task Force Final Report and Recommendations](#)

- **Human Trafficking**

- **Guest Presentation: The Honorable Barbara Mack**, Judge, King County (Washington) Juvenile Court and GAC representative from the National Council of Juvenile and Family Court Judges ([NCJFCJ](#)), discussed a priority issue that she is passionate about: [disrupting national and international sex trafficking](#). Judge Mack, who chairs the King County Commercially Sexually Exploited Children ([CSEC Task Force](#)), emphasized key points, including:

- The market for illicit sex is staggering: it is a multibillion-dollar enterprise.
- This is a public health crisis, leaving millions of victims in its wake, with physical and mental health, substance abuse, homelessness, and other trauma-related issues. Victims of sexual exploitation are among the most vulnerable in society:
  - More than 85 percent of victims of sexual exploitation were sexually abused as children.
  - Most became victims of sexual exploitation (through prostitution) as minors, usually between 12 and 15 years of age.
  - 72 percent reported past or current homelessness.
  - Victims of sexual exploitation are disproportionately minorities.

Considering that 78 percent of sex trafficking cases studied involved technology, Judge Mack stated that we need an innovative response that includes using technology and communication tools to understand how the market works. Collaborations and partnerships should be leveraged to compile and share information: because 63 percent of victims of sexual exploitation met clients at their place of work, this includes engaging employers as stakeholders to address the crime at the buyer level and disrupt demand.

- **Associated discussion and implications for future Global-related efforts** included:
  - Engaging the National Network of Fusion Centers ([NNFC](#)) and INTERPOL as information sharing and analytical partners.
  - As appropriate and applicable, coordinating efforts with the Global J/HHS TT and the CICC, which has also elevated human trafficking as a key justice concern (specifically, pursuit of national data collection and information regarding human trafficking victims and perpetrators/buyers).

- **Intelligence-Related Priorities**

**CICC Chairman Vernon Keenan**, Director of the Georgia Bureau of Investigation and GAC representative from the CICC, **outlined recent Council activities**, including the **successful and collaborative prioritization process** used to determine activities for the coming year.

The CICC and its partners have made great progress on many of the 18 priorities identified for 2016 and will continue with several of the projects into 2017. Projects near or at completion include the following:

- **Real-time Open Source Analysis Toolkit**—The Program Manager for the Information Sharing Environment ([PM-ISE](#)) is partnering on the development of this resource. The final draft of the toolkit is expected to be completed and sent to CICC members and partners for review by the end of December 2016.
- **Confidential Source Development**
- **Field-Based Regional Integration and Coordination Template**—The PM-ISE is partnering on the development of a template suitable for all other fusion center regions based on the outcome of the foundational Northeast Fusion Center Regional Plan.
- **Cyber-Related Intelligence and Information Collection and Coordination**—The CICC partnered with the National White Collar Crime Center ([NW3C](#)) on the development of [Understanding Digital Footprints—Steps to Protect Personal Information](#) (outlined in more detail later in this summary). The team will now begin developing associated online training.
- **Improving Information Dissemination Among Federal, State, Local, and Tribal Law Enforcement Partners**—The U.S. Department of Homeland Security ([DHS](#)) is partnering on the development of this resource, anticipated for finalization by mid-December 2016.
- **License Plate Reader Policy Development Template for Use in Intelligence and Investigative Activities**—This DHS-supported resource is currently being reviewed by GAC members.
- **Facial Recognition Policy Development Template for Use in Intelligence and Investigative Activities**—Global representatives were asked to nominate subject-matter experts to participate in the associated working group.
- **Officer-Involved Use of Force Investigations**—BJA (via Global) and the FBI are partnering to develop guidance and recommendations regarding state and local law enforcement’s response, investigation, and sharing of information about officer-involved, deadly use of force incidents. The initial outline has been drafted; the

FBI is working with the Bureau of Justice Statistics ([BJS](#)) to develop data collection requirements for the collection of use of force data across the country.

- **Training on Critical Capabilities**

- The CICC, in partnership with DHS, the FBI, and the Terrorist Screening Center ([TSC](#)), is developing a roll call awareness video for line officers regarding appropriate actions in response to positive-hit TSC encounters.
- The Regional Information Sharing Systems ([RISS](#)), HIDTAs, PM-ISE, and other partners are finalizing a deconfliction awareness video regarding the importance of incorporating deconfliction into agency operations.
- Along with the existing Suspicious Activity Reporting (SAR) Line Officer training, the CICC will assist in outreach and dissemination of this [excellent suite of online intelligence-related training resources](#) once the new deliverables are finalized.

CICC members will convene a conference call in early December to discuss all of the new priority issues identified and begin rank ordering the list for activities in 2017.

- **Advancing Justice Reform Through the Use of Data and Analysis**

- **Guest Panelists:**

**Ms. Amy Bach**, Executive Director, and **Gipsy Escobar, Ph.D.**, Director of Research, provided an overview of **Measures for Justice (MFJ)**, which was founded to develop a data-driven set of performance measures to assess and compare the criminal justice process from arrest to postconviction on a county-by-county basis. The data has been refined to 37 performance measures (which are slated for release by the end of the year) that address three broad categories: (1) fiscal responsibility, (2) fairness, and (3) public safety.

MFJ developed and tested its initial draft set of measures with support from BJA. The measures were first piloted in Milwaukee County, Wisconsin, and then extended to cover the entire state. Based on the success of that pilot, MFJ received funding to measure more states. MFJ plans to aggregate case-level data into one central repository to address two goals: (1) better data—publishing data that are limited or incomplete will spur better data collection, which is essential for improving what we can learn from and do with criminal justice data in terms of performance review; and 2) advancing justice reform through transparency—transparency in the criminal justice system is crucial to its reform. Responsively, MFJ has developed a Web-based platform that combines all its data and analyses and offers the information free to the public. The platform also allows for county-to-county comparison within and across states: the county-to-county measures for



six states will be available in spring 2017, as well as the integration of data from other agencies into the court information.

**The Honorable Christian Gossett**, Winnebago County (Wisconsin) District Attorney, relayed his firsthand experience regarding the ability of data (and the MFJ project) to improve the commission of justice in his community. As a new district attorney (DA), he used felony conviction rates (which also reflect charging accuracy, a primary responsibility of the DA) as the measure to evaluate whether his office was being “tough on crime.” (It was.) However, Wisconsin data also evidenced a large problem with overcharging felonies due to incentivized charging, costing the state \$24 million a year. After a presentation and data from MFJ, DA Gossett also learned that there was racial disparity in the diversion programs as well as an issue with indigent defendants sitting on lower-cash bonds in jails. MFJ data clarified and made manifest these previously unknown problems, allowing DA Gossett to target priority issues requiring remediation. He is currently working to improve the fairness and impartiality of the system and has increased Winnebago County’s conviction rate to 80 percent.

- **Associated discussions and implications for future Global-related strategies and activities** included the following:
  - **Ms. Sally Heyman**, Commissioner of Miami-Dade County, District 4, and GAC representative from the National Association of Counties ([NACo](#)), relayed that Miami-Dade County data showed that 80 percent of individuals in jail were preadjudicated for several reasons, including poverty or incompetency to stand trial. Leveraging the MFJ data, the county has made improvements and continues working to reduce the number of jailed individuals, improve efficiencies, and reduce costs.
  - **Mr. Kevin Bowling, Esquire**, Court Administrator, 20th Circuit Court (Michigan), GESC member and GAC representative from the National Association for Court Management ([NACM](#)), was encouraged that MFJ had refined the number of measures to 37. He requested a list of the elements to best prepare court managers for the imminent data requests (the measurements will be posted on the MFJ Web site by the end of December) and asked how the project plans to handle information classified as “confidential” in some states. Dr. Escobar replied that the project will not request confidential information, and for those pieces of data that require personally identifiable information (PII), MFJ will provide assistance in anonymizing the data.
  - **Mr. Scott Came**, Executive Director of SEARCH, The National Consortium for Justice Information and Statistics ([SEARCH](#)), GESC member and GAC representative from SEARCH, inquired more specifically about the MFJ data. The answers: The information in the MFJ system will represent a “snapshot in time” (vs. ongoing refreshes), MFJ

plans to collect data every two years to update the information and illustrate trends, and the data currently being used is from 2008 to 2013.

- **Mr. David Byers**, Director, Administrative Office of the Courts, Arizona Supreme Court, and GAC representative from Conference of State Court Administrators ([COSCA](#)), expressed concern that MFJ is similar to other projects, leading to data request overload for staff ultimately tasked with responding. He encouraged MFJ leaders to integrate complementary efforts whenever and wherever possible. To that end, he particularly recommended coordinating with BJS to guard against duplicative requests. The panelists responded that during the project development, MFJ did review data collected by BJS and found only a small measure of overlap. Project leaders will continue to monitor and coordinate their surveys with other data-requesting efforts whenever possible.
  - **GAC Chairman Clarke noted that a possible touchpoint for Global is drafting of model language and infrastructure recommendations to support states' development of the necessary case management-level data portals.** Including the expertise of the National District Attorneys Association ([NDAA](#)) will be important in providing guidance on the legal permissibility of sharing the data.
  - **Deputy Director Mahoney** applauded the efforts of MFJ and “is eager to see the results of this data.” She encouraged the project leaders to leverage complementary activities by **partnering with states participating in the BJA-supported Justice Reinvestment Initiative ([JRI](#))** and suggested **coordinating with** the National Criminal Justice Association ([NCJA](#)) efforts to further guard against duplicative data requests.
- **Cyber-Related Threats**—The criticality of “cyber”—guarding against cyberthreats and addressing cybercrimes—firmly places this issue as a top national priority. Indeed, several reports estimate that cyberattacks pose more risk to the United States than traditional forms of terrorism and have become the most dangerous and immediate threat facing the nation.
    - **Highlight update: Mr. Douglas Robinson**, Executive Director of the National Association of State Chief Information Officers ([NASCIO](#)) and long-standing Global supporter, outlined another new cyber-related resource: the 2016 Cybersecurity Survey, [State Governments at Risk: Turning Strategy and Awareness Into Progress](#). This report details the findings and analysis of a comprehensive survey of State Chief Information Security Officers, conducted by NASCIO in partnership with Deloitte. The results highlight the fact that **challenges still exist, but cybersecurity is becoming a part of the fabric of government operations**. Attendees were encouraged to [download the report](#) or explore the [associated recorded presentation](#).

- **Additional Resources:**

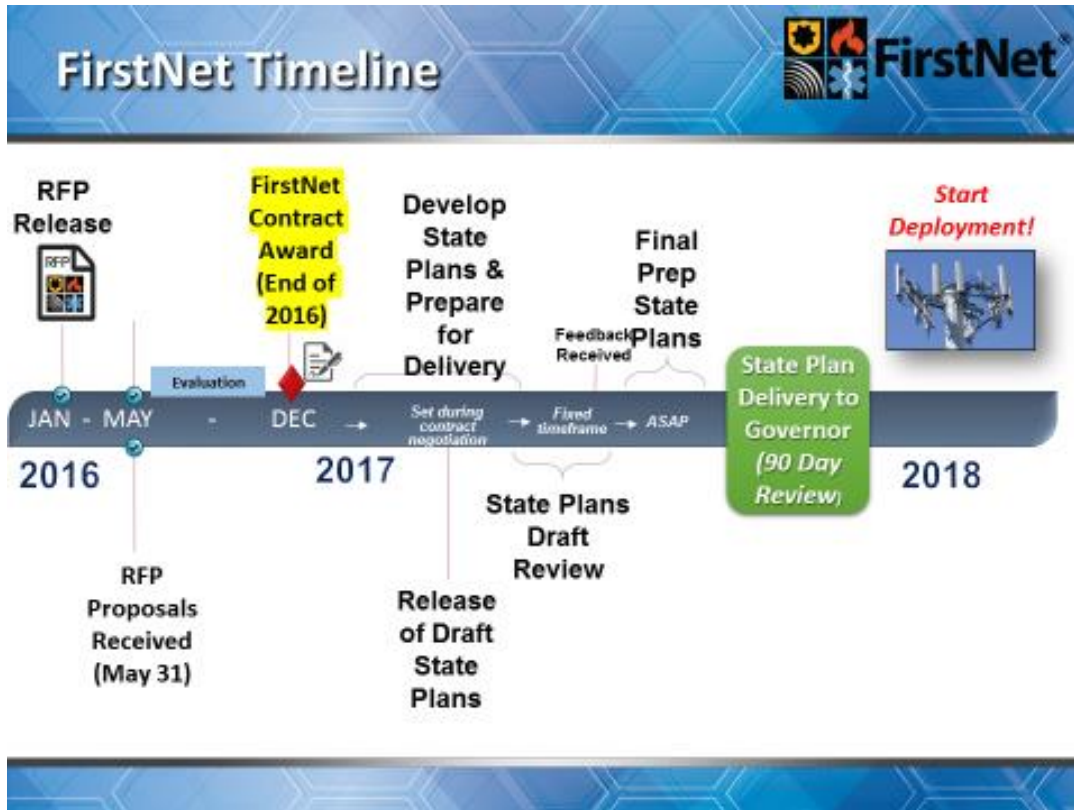
- The Law Enforcement Cyber Center ([LECC](#)) is supported by [BJA](#) in collaboration with a broad group of partner organizations and serves as a central starting point for colleagues in the justice and public safety communities to identify trending cyber issues, report cyber problems, and highlight training opportunities. This living resource is updated frequently, and contributions are encouraged!
- [\*Combating Crime on the Dark Web: How Law Enforcement and Prosecutors Are Using Cutting Edge Technology to Fight Cybercrime\*](#)— This paper, developed by the Prosecutors’ Center for Excellence, focuses on two ways that law enforcement and prosecutors have utilized technology to find and prosecute criminals on the Dark Web. Part 1 explains this new terrain of criminal activity by exploring the differences between the Surface Web, the Deep Web, and the Dark Web. Part 2 explores the use of Network Investigative Techniques (NITs) to pierce the anonymity of criminals on the Dark Web. Finally, Part 3 discusses a new toolkit of programs that can help investigators combat human trafficking with data-mining of the Dark Web.

## **Insights and Updates on Key JIS Activities**

**Global partners**—federal leaders, SMEs, and long-standing Global champions—provided insights, expertise, and updates on **key JIS activities complementary to and supportive of GAC efforts**:

- **Chief Harlin R. McEwen**, Chairman, FirstNet Public Safety Advisory Committee (PSAC), and former long-standing Global leader, provided the **Alumni Member [Update: The Status of the First Responder Network Authority \(FirstNet\)](#)**. By way of background, Congress created FirstNet to develop and implement a **single nationwide public safety broadband data network** for priority communication and enhanced interoperability. The network will be a public/private partnership to limit risk and speed deployment; provide mission-critical data service with priority and preemption for public safety users; support mobile devices, including air cards, smartphones, and tablets; and support existing and new applications. Following is a timeline of recent and future FirstNet activities. A particular upcoming milestone will be the contract awarding to the company selected to implement the network, slated for announcement by the end of year.

Chief McEwen also highlighted the FirstNet Public Safety Advisory Committee ([PSAC](#)), which he leads. He noted that many of the organizations represented on the GAC are also represented on the PSAC.



- **Mr. Kshemendra Paul, Program Manager (PM), Office of the Program Manager for the Information Sharing Environment (PM-ISE)**, provided the ISE update. PM Paul, who will be leaving the ISE this year, recounted how far JIS and intelligence exchange capabilities, resources, and tools have advanced in recent years, including the development, adoption, and continuing expansion of the National Information Exchange Model (NIEM); foundational privacy-related efforts, including the development of the ISE Privacy Guidelines and establishment of [fusion center privacy policies](#); the CICC-driven [Baseline Capabilities for State and Major Urban Area Fusion Centers](#), [Global standards for federated identity](#); critical success in [nationwide law enforcement deconfliction](#) efforts; and support for cyber capabilities for the [National Network of Fusion Centers](#). He emphasized, “This is slow, persistent bipartisan work, but **the work that Global does matters.**” Looking ahead, PM Paul outlined the need (and great potential) for a targeted architecture to coordinate programs that support the sharing and analysis of terrorism information. He also requested that GAC members review and provide feedback on an in-development document “in preparation for the next administration, to put our [information and intelligence sharing communities] ‘best foot forward.’” Global feedback on this new strategy will be important, just as the Committee’s input to the [National Strategy for Information Sharing and Safeguarding](#) was highly valued by the ISE.

GAC Chairman Clarke expressed his appreciation for Program Manager Paul’s invaluable support, insights and guidance, and partnership over the years. He has proved to be a true champion of state, local, and tribal information sharing and intelligence efforts.

- Mr. Brian McGrath, Chief Information Officer (CIO), Office of Justice Programs (OJP), shared his **guiding principles for the delivery of information technology (IT) services** for consideration by the GAC to improve efficiencies, maximize resources, and increase interoperability and security:



In addition to the on-site presentation, GAC members received a “sneak peek” to CIO McGrath’s briefing in a preparatory e-mail: staff shared a [recent interview](#) in which he outlined how OJP had solved one of the biggest cybersecurity and cloud computing challenges.

CIO McGrath commended the Committee, noting that early in his IT career, he was introduced to the Global Justice XML Data Model (the precursor to NIEM) standard, developed by the GAC. He emphasized that “standards are how all these [IT] concepts are built and can be actualized.” Cuing off that observation, GAC Chairman Clarke asked about recommended strategies to increase standards implementation. CIO McGrath replied that “the bottom line is key”: inclusion of standards needs to be incentivized with “carrots and sticks,” including through the grant awards and acquisition processes to qualifying/compliant organizations.

## **New Global-Supported Resources for the Field and the Importance of Outreach**

All attendees—Global representatives, guest speakers, and observers alike—were encouraged to share the following good works with colleagues. However, as underscored by **GAC Vice Chairman Milstead**, this charge is particularly tasked to Global members: it is critical for Committee members to accept “outreach and advocacy” as a fundamental responsibility and opportunity to benefit the GAC and, most important, the communities they represent. (Brief summaries of the resources are included to support sharing; please feel free to contact [dlindquist@iir.com](mailto:dlindquist@iir.com) for more tailored messaging and assistance. Under separate cover, GAC members will receive an **outreach action item message**, including required reporting instructions. In addition, **feedback from the field is welcomed and encouraged: practitioners are asked to rate these new resources at <http://s.iir.com/9kkEYfxd>.**

- **[Video Evidence: A Primer for Prosecutors](#)**—It is estimated that video evidence is involved in approximately 80 percent of crimes. This staggering abundance of video brings with it complications: namely, a wide variety of formats with proprietary characteristics and requirements. To use video evidence effectively in the courtroom, prosecutors must be familiar with its presentation and understand the challenges and solutions for successfully using video evidence during trials. The Global Initiative, supported by **BJA**, developed **[Video Evidence: A Primer for Prosecutors](#)** to educate prosecutors on the numerous sources of video evidence, benefits of its use in court, and challenges faced in the handling of video evidence. It provides guidance for managing video evidence, suggests steps to ensure admissibility in court, and includes a sample process flow with step-by-step guidance on the procedures a prosecutor may follow when preparing and handling video evidence.
- **[Public Safety Primer on Cloud Technology](#)**—With the quantity of video evidence now available, storage is a significant problem for records management systems and bandwidth capability. Obtaining video from a major event is often problematic for law enforcement and public safety agencies without the capability to request and store public video submissions. As such, agencies are turning to cloud environments as a solution for emergencies and major incidents to address issues such as storage, cataloging, conversion, and real-time analysis. Law enforcement and public safety agencies need to be educated on cloud technology for video, particularly, as more vendors enter this field. Responsively, the **Global** Initiative, supported by **BJA**, developed the **[Public Safety Primer on Cloud Technology](#)**—an easy-to-read guide for law enforcement and public safety officials, answering common questions about cloud technology, such as regulations, standards, guiding principles, and best practices. Perhaps most important, this resource includes critical information on privacy, security, and data ownership.
- **[Understanding Digital Footprints—Steps to Protect Personal Information](#)**—As all justice leaders know too well, cybercrime is an ever-growing issue for state, local, tribal, and territorial (SLTT) law enforcement. With advancements in technology, coupled with the oversharing of personal information, justice professionals need to not only ensure the public’s safety online but also be cognizant of their own digital footprints. This document

assists law enforcement personnel in protecting themselves and their families from becoming cyber targets: protecting personal information, cyber dos and don'ts, and links to further cyber training and resources. While this resource was written for SLTT law enforcement agencies, including state and major urban area fusion centers, the tips and guidelines are valuable and applicable to all justice professionals that may be targeted, such as court personnel. [NW3C](#), the [Global Initiative's](#) and [CICC's](#) long-standing partner, is to be particularly commended: along with federal supporters at [BJA](#), the team at NW3C provided resources, guidance, and invaluable collaboration to successfully deliver this resource.

## Global Business

- **Resolution:** GAC Vice Chairman Milstead facilitated Committee **ratification of the [Fall 2015 GAC Meeting Summary](#)**. Director Keenan made a motion that the document be approved as presented; Mr. Steven Correll, GESC member and Executive Director and GAC representative from Nlets—The International Justice and Public Safety Network ([Nlets](#)), seconded the motion. The motion passed unanimously.
- **2017 Global Leadership Elections Guidelines:** The election of the GAC Chair and Vice Chair takes place every two years and is overseen by a Committee member declining nomination. For the 2017 cycle, Executive Director Correll has graciously agreed to fulfill that role. He outlined associated election rules and processes, including the following:
  - Eligibility: Any GAC member is eligible for the positions, and incumbents are allowed to run.
  - Terms: Global leaders are elected for a two-year term.
  - Members may nominate themselves or be nominated by another GAC representative via e-mail. At the GAC meeting, two candidates were nominated from the floor:
    - **Mr. Kevin Bowling** is running for the post of **GAC Chair**.
    - **Sheriff Milstead** is running for a succeeding term as **GAC Vice Chair**.
  - Nomination and voting methodology: **The 2017 election process will be conducted electronically early in the new year:**
    - Nominations will accepted until Monday, January 9, 2017.
    - Each member accepting nomination should draft a short statement to the membership regarding why he or she wants to run and/or is well-suited for the post and include a recent biography.

- The voting will open on January 12 and will close one week later.
  - All GAC members are expected to cast votes for the incoming GAC Chair and Vice Chair.
- Additional election guidelines are enumerated in the [Global Bylaws](#).
- **New Tiger Team to Address Barriers to JIS:** Executive Director Came proposed the formation of a short-lived tiger team to draft policy recommendations and associated next steps tackling continuing JIS barriers. He outlined the genesis of the new effort, which dates back to discussions at last year's GAC meeting and exchanges prompted by the RAND report [Improving Information Sharing Across Law Enforcement: Why Can't We Know?](#)

This new approach, which Executive Director Came detailed in his prospectus, [Addressing Barriers to Justice Information Sharing: A New Strategy](#), advocates and emphasizes principles of data ownership, such as ensuring that an agency has a means to access its data (and documentation of the structure and meaning of the data), unencumbered by licensing or contract language that prohibits such access and the availability of such documentation. This will evolve Global's historical tact to improving JIS, which has been almost entirely standards-centric, and provides an additional strategy for agencies to use in enhancing their information sharing. The endgame, however, remains the same: increasing adoption of the Global Information Sharing Toolkit ([GIST](#)), National Information Exchange Model ([NIEM](#)), and other justice community standards more broadly.

**Approved: GAC members unanimously supported moving forward on this effort and applauded Executive Director Came's innovative thinking.**

## Concluding Roundtable: Global's Way Ahead

Annual GAC meetings provide an excellent opportunity to support Global and BJA strategic planning for the New Year and beyond. Considering the entirety of the meeting exchanges, in addition to the previously enumerated priority areas, the following issues were recommended (or reemphasized) for further Global exploration:

- **Reducing violent crime.** This could include greater involvement in and support of the **BJA-supported Violence Reduction Network (VRN)**, an innovative approach to support and enhance local violence reduction efforts. This data-driven, evidence-based initiative complements DOJ's Smart on Crime initiative through delivery of strategic, intensive training and technical assistance. Designed to enhance a site's current goals, VRN builds on efforts already under way, leverages lessons learned, and delivers a broad spectrum of resources via a strategic and holistic approach.
- Ensuring **opioid abuse** and the **criminal justice/mental health nexus** are adequately factored into the Global CJTFG-supported task teams.



- The **interconnection between sex trafficking and other priority issues**, such as cybercrime, intelligence sharing (including fusion center efforts and international exchanges via INTERPOL), and the criminal justice/mental health nexus.
- In response to the **continuing talent search to find and retain qualified individuals to combat cybercrime**, it was suggested that computer engineering schools are an excellent resource that “we should tap into to build an on-ramp to working in the public sector. Outreach to those schools would be helpful, perhaps **creating an organized public sector internship.**”
- Many members emphasized the importance of **Global outreach and advocacy.**
- Mr. Bowling suggested **translating and tailoring existing Global products** into resources **specifically geared toward the courts.**
- Executive Director Came noted that **rural communities face challenges in adopting Global solutions because of a lack of resources.** “We need to figure out how to make implementations less expensive so that the smaller and more rural jurisdictions can afford them.”
- In response to several presentations, including CIO McGrath’s “Information Technology Guiding Principles” and Executive Director Came’s proposed *Addressing Barriers to Justice Information Sharing: A New Strategy*, BJA is tentatively planning an **informal technology brainstorming session in early 2017 to extend the discussions and map possible next steps.** Anticipated takeaways from this collegial session will be ideas to operationalize these concepts (and complementary efforts) through innovative approaches and strategic recommendations to BJA, Global, and industry leaders as well as information sharing partners.
- Global is ostensibly transitioning to issues that are more policy-focused than technical in nature. Responsively, Chairman Clarke noted, “As we realign what Global’s role is and where we want to be in the future, the question becomes, Given the organizations and individuals represented at the table, can we actually address these new priorities? We must ensure our membership has the expertise to address these new issues.” This periodic assessment of the Global organizational structure is a standing exercise and hallmark of a healthy organization, continuing to evolve to best meet the needs of the dynamic justice enterprise.

The slate of 2017 GAC and CICC activities will be finalized by BJA, GESC, and CICC leaders with an eye toward ensuring the leveraging of complementary efforts and addressing the highest-priority needs of the field.

## Commending Global Champions

While times of transition offer fresh opportunities for evolving processes and engaging new ideas and subject-matter experts, the fall 2016 GAC meeting was also bittersweet: **this was the last GAC event for BJA Director O'Donnell and GAC Chairman Clarke. Both not only have championed Global efforts but have improved the overall state of JIS across the nation** through dedicated leadership, unique insights, and superior expertise; strengthening collaboration with stakeholders, including nontraditional partners such as the health and human services communities; and promoting cutting-edge projects that advance the nation's justice enterprise (such as Chairman Clarke's invaluable, long-standing leadership of [Global's technical solutions](#) and Director O'Donnell's oversight of innovative projects such as the [Violence Reduction Network](#)).

**Director O'Donnell paid tribute to Attorney General Janet Reno**, who passed away earlier in the fall, lauding her as **a genuine justice innovator and change-agent of vision and integrity**. It was incredibly fitting to honor her accomplishments and memory at a GAC meeting: Global was one of her legacies in the justice world. Attorney General Reno crusaded, testified, and championed the power of data—exchanged and analyzed at all levels of government, across the entire justice enterprise—to address traditional crimes, combat terrorism, and poise the justice community to address future priorities as they arose. **The Global Justice Information Sharing Initiative was part of her vision.**

## Global Information Sharing Toolkit ([GIST](#))

Get the GIST—a great mechanism for discovering Global's library of resources, recommendations, and JIS solutions. For more information or tailored assistance, please contact [dlindquist@iir.com](mailto:dlindquist@iir.com).

## Mark Your Calendars

The next GAC meeting is tentatively slated for late April or early May 2017. As always, suggestions for agenda topics are encouraged!