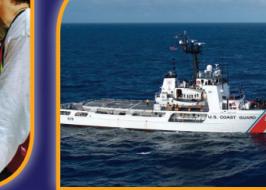


GTSC Connection

2001-2011

Honoring the Lessons of 9/11



Advocating for small and mid-sized companies in the Federal security marketplace

A Decade After 9/11: Lessons Learned

The GTSC Coalition and member CLT3 Consulting had the opportunity to visit Ukraine to discuss the security preparations for EURO 2012 – the largest soccer tournament in Europe hosted in Kharkiv, Lviv, Donetsk and Kiev. Our focus was on lessons learned and best practices from the 9/11 attacks and subsequent large-scale sports events in the U.S. While we discussed these lessons with our Ukrainian colleagues it brought home for all of us how far America has advanced the security of our citizens.



The attacks of 9/11 forced us to rethink security, the major components of how to achieve it and the plans and goals to execute our strategy. Our progress, particularly in the area of information sharing, is striking.

National Incident Management System. While at first seen as a simple indoctrination of the fire services Incident Command System (ICS), the National Incident Management System (NIMS) has significantly improved our ability to communicate, manage and prepare for all hazards. Seemingly an easy task, as we work with Ukraine it is obvious that speaking the same “language” (both spoken and technical) and having a unified command structure with clear understanding of roles and responsibilities is a herculean task and a major accomplishment. For Ukraine's preparations their challenges are tenfold – numerous spoken languages, jurisdictions and governmental bodies complicate their preparations.

National Strategy for Information Sharing & the Information Sharing Environment. Interoperability – the “backbone” of information sharing – and the need for better information collection and dissemination – the “meat” of information sharing among intelligence communities, has improved exponentially. The creation of the Office of the Director of National Intelligence (ODNI) and the outreach and sharing programs under the auspices of that office are concrete breakthroughs in our nation's capacity to find the pieces and put them together – in time to spare another attack. On a more local level, the spread of Fusion centers, at last count over 72 recognized by DHS, that unify the resources, expertise and information to detect, prevent, investigate and respond to criminal and terrorist activity has significantly strengthened our capabilities.

Physical Security. Airplanes still prove to be the venue of choice for attacks, and the Transportation Security Administration, though too often maligned, has implemented a multi-layered security protocol that we benefit from, but rarely appreciate. Screening has had to adapt to a versatile and creative enemy that sews bombs into dogs and creates lethal weapons out of water bottles. Despite its detractors, TSA has accepted and grown to the challenge, blocking millions of threats over the past decade and implementing important recommendations of the 9/11 Commission including its Secure Flight program and critical screening improvements.

Cyber Security. Information sharing has forced the integration of people and technology – making us better and stronger. It has also introduced vulnerabilities as cyber attacks increasingly become the weapon of choice for criminals and enemies. While much work remains, Congress, DHS and DOD have focused tremendous resources on protecting our systems and creating a resilient environment that can withstand and stop malicious attacks.

America has put in practice many of the lessons learned from that horrendous day in September one decade ago. And, although work remains, as we look back at this decade we can assure the loved ones of those lost that their death was not in vain and that their sacrifice contributed to the security and safety of all our citizens.

Kristina Tanasichuk is chief executive officer of the Government Technology & Services Coalition. She is also president and founder of the organization, Women in Homeland Security.

Securing NASCAR through Social Media: YouDOP & Biosurveillance

Charlotte, NC – Cheers and excitement swept through the 140,000-person crowd at the Charlotte Motor Speedway as Honorary Starter Speaker Bobby Harrell waved the green flag to start the Coca Cola 600 Memorial Day NASCAR Sprint Series Race.

While all eyes in the stands were fixed on the racetrack and Charlotte's new world's largest 200' LCD screen, the National Collaborative for Bio-Preparedness (NCB-Prepared), with the support of Efiia Cares (www.efiia.org), was intently focused on another screen. The joint team was actively applying prototype biosurveillance approaches to analyze social media sources for any indicators of biological, public health, or homeland security threats towards the Memorial Day race events or its attendees. According to **Tom McGinn, NCB-Prepared Program Manager**, “Biosurveillance requires the collection and analysis of primary and proxy data from external sources to be effective in predicting disease outbreaks.”

The social media analysis prototype applied an innovative approach to the traditional User Defined Operational Pictures (UDOP) called a YouDOP. The YouDOP harnesses the power of crowdsourcing information, data and knowledge through many IT systems to aid in the development of signals and subsequently early detection. The YouDOP monitored social media sources in the vicinities of the Charlotte Motor Speedway and Charlotte metro region for indications of biosurveillance, public health, and homeland security concerns. Analysis techniques included geospatial searching to reduce results sets to the areas of concern, searching for indications of distress in the areas of concern using natural language processing and sentiment analysis, and identification of breaking trends.

“In situational awareness value-add is directly correlated to how far you can progress content along the data, information, knowledge, and wisdom spectrum. With the YouDOP-based social media analysis prototypes, we are aiming to develop a capability that addresses the entire spectrum with a comprehensive approach,” remarks team member **Lawrence Czerpak of Efiia Cares**.

Unlike a common operational picture (COP), YouDOP allows for personalization by refining vast amount of data to display the most critical information according to user-defined tailored dashboards. Dashboard elements are created using information sourced from federal, state, local, tribal, private sector, and publically available data sources. Information exchange is facilitated by open standards developed on the National Information Exchange Model (NIEM) and made publically available on Data.gov. YouDOP geospatial capabilities include bounding content by spatial region, temporal window, and affiliation, among other criteria. Users can then assemble a picture of an evolving situation using various sources and formats of data.

Based on the outcomes, the team plans to apply the lessons learned to further refine a go-forward strategy and architecture for enhancing and maturing such capability in the respective mission domain by conducting future prototypes at large events. NCB-Prepared plans to continue maturing the YouDOP-based capability set by conducting future prototypes across the country.

By Chris Gorman, Chair, GTSC Steering Committee, and Managing Partner, The Efiia Group



Is Your Company Prepared?

In honor of National Preparedness month, FEMA's READY campaign recommends the following easy tips to help in case of emergency (like earthquake or hurricane!):

- ✓ Consider setting up a telephone calling tree, a password-protected page on the company website, an e-mail alert or a call-in voice recording to communicate with employees in an emergency.
- ✓ If you rent, lease or share office space, coordinate and practice evacuation and other emergency plans with other businesses in your building or facility.
- ✓ Talk to your co-workers about what emergency supplies the company can feasibly provide, if any, and which ones individuals should consider keeping on hand.

Ready Business

Prepare. Plan. Stay Informed.

EURO 2012: One Year and Counting

Ukraine has come a long way from the days of the cold war and the Iron Curtain. Our Ukrainian colleagues are working to provide a safe and secure experience for tourists and soccer fans across Europe as they visit to participate in EURO 2012.

CLT3 Consulting had the opportunity to join the Government Technology & Services Coalition to consult with a Ukrainian city and regional governments to share best practices and lessons learned to add to the preparations for this important sporting event that attracts tourists and sports fans from across Europe.

Kharkiv, Kiev, Donetsk and Lviv are the host cities of the European Football Championships in 2012. In Kharkiv, Metalist Stadium was constructed in mid 2010 and has the capacity for 40,000 spectators. Deadlines are still being met, but all cities are busy completing certain infrastructure requirements as specified by the UEFA with regards to stadiums, hotels and airports.

Preparing for major events and venues such as EURO 2012 entails a myriad of security preparation and planning. Analyzing security risk, threats and vulnerabilities is paramount in the development, planning and implementation stages. Ancillary issues include access control, monitoring, and detection. Screening and filtering of personnel, assets, vehicles and equipment seeking entry into secure areas could be a vulnerability break if not properly secured.

CLT3 stressed the importance of liaison between law enforcement entities — local, state, federal and international pending the event. All of these entities should convene and develop mechanisms to share information before and throughout the games. CLT3 and its associates have designed, planned and implemented the security for protecting U.S. presidents and visiting foreign dignitaries domestically and abroad. Through this vast experience, we were able to make recommendations on challenges related to the technical security, travel security and personnel practices that ensure a successful, and “event free” event. Additionally, we offered strategies for handling credentialing, training, information sharing, intelligence gathering, security management, security analysis and emergency preparedness planning.

EURO 2012 will have the whole world watching Ukraine, and how the nation has prepared. We wish our hosts a safe and secure EURO 2012!

By Cheryl Tyler, President & CEO, CLT3 Consulting



NAICS Code Update

In 2007, the U.S. Small Business Administration (SBA) launched a comprehensive review of all size standards to ensure that they size reflect current industry structure and the Federal contracting marketplace as required by the Small Business Jobs Act of 2010. The last time SBA conducted a comprehensive review of all size standards was during the late 1970s and early 1980s. SBA is reviewing size standards on a sector by sector basis according to a size standards methodology explained in a white paper available at www.sba.gov/size. In October 2010, the SBA published the final rules to revise a number of size standards in three North American Industry Classification System (NAICS) Sectors, namely Retail Trade (Sector 44-45), Accommodation and Food Services (Sector 72), and Other Services (Sector 81). The SBA published for comments the proposed rule for Professional, Scientific and Technical Services (Sector 54) on March 16, 2011 and that for Transportation and Warehousing (Sector 48-49) on May 13, 2011. SBA is currently analyzing public comments to prepare the final rules for these two sectors. With review and clearance, we hope to be able to publish the final rules in the first quarter of 2012.

The proposed rules for Information (Sector 51) and Administrative and Support, Waste Management and Remediation Services (Sector 56) have been submitted to the Office of Management and Budget for its review for their publication in the Federal Register. The proposed rules for Real Estate and Leasing (Sector 53) and Educational Services (Sector 61) are being reviewed within SBA. We are currently working the proposed rules for Health and Social Assistance (Sector 62), Arts, Entertainment and Recreation (Sector 71), Utilities (Sector 22). The next sector on line is Construction (Sector 23). The remaining sectors will be reviewed next year.

It takes approximately two years from the preparation of a proposed rule to issue the final rule in the Federal Register. The revised size standards go into effect 30 days after publication of the final rule.

By Khem R. Sharma, Ph.D. Chief, Office of Size Standards U.S. Small Business Administration

legal Beware of SBA Affiliation Rules

Q: I am a small business considering teaming with a large business to go after a small business set-aside contract, when am I no longer considered “small”?

A: When teaming, be careful of the Small Business Administration's rules regarding “affiliation.” The affiliation rules (including a related rule addressing limitations on subcontracting) are intended to discourage program abuses to ensure that small business, not large business, are benefiting from SBA's contracting programs. As an example, if a small business joint ventures with a large business, SBA will usually find that the joint venture partners are affiliated and will then proceed to combine the receipts/revenues of the two companies to determine whether the combined receipts of the affiliated entities exceed the permissible size standard for the procurement. If the NAICS code assigned to the procurement has a \$7 million size standard and the combined receipts of the joint venture partners exceed \$7 million, then the joint venture will not ordinarily be eligible to participate in the competition. However, if both joint venture partners are small under the assigned size standard, then an exception to the affiliation rule might be available.

The affiliation rules are not precise, and there is no bright line test that can be relied upon in every situation. There is, for example, the “ostensible subcontractor rule” which provides that SBA may find affiliation, in an otherwise acceptable subcontracting relationship, if the small business prime contractor is found to be unacceptably reliant or dependent on its subcontractor; if the large subcontractor has done the marketing and written the proposal, SBA will in almost all cases find this degree of dependence/reliance to be unacceptable and find affiliation. Affiliation can be found where there is common ownership or stock-sharing between the teaming partners or owners; and, affiliation can be found where the officers and key staff of a newly organized small business were previously employed by the teaming partner. Finally, there are exceptions to the rules — for Native American and Alaska Native corporations, for participants in the SBA 8(a) Program, and for SBA-approved Mentor-Protégé participants.

By J. Patrick McMahon, Founder/Managing Partner, General Counsel, PC

Submit your legal questions for the next issue of GTSC Connection to LegalQ&A@gtscoalition.com

Hear McMahon September 22 at the next coalition event.

GENERAL COUNSEL^{PC}
ATTORNEYS AT LAW



The information contained in this article is not, nor is it intended to be, legal advice. You should consult an attorney for advice regarding your individual situation. I invite you to contact me through the coalition for additional information, but please understand that merely contacting me will not create an attorney-client relationship to which certain legal rights and obligations attach. Do not send me confidential information until such time as the attorney-client relationship is established.