Call to Order – Welcome and Introduction
Preston Grubbs, Chairman

Introduction of EAB Members & Chairman’s Remarks
Preston Grubbs, Chairman

Mission & Goals
Preston Grubbs, Chairman

NDCAC Update
Marybeth Paglino, NDCAC Director
  • Review of NDCAC activity since last meeting

Overview of EastWest Institute Report
Kenn Kerns, Chief Information Officer
New York County District Attorney’s Office
  • EastWest Institute (EWI) Report - Encryption Policy in Democratic Regimes:
    Finding Convergent Paths and Balanced Solutions

Report of the Administrative Subcommittee
Mr. Derrick Driscoll, Subcommittee Chairman
  • Communications Plan
  • Update of ongoing efforts

Report of the Technology Subcommittee
Mr. Michael Sachs, Subcommittee Chairman
  • Review of initial meeting
  • Summary of subcommittee input

Acknowledgement of Submitted Comments
Preston Grubbs, Chairman

Establishing EAB Schedule of Future Meetings
Alice Bardney-Boose, Designated Federal Officer

Adjournment
Appendix B
### NDCAC EAB Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Alice Bardney-Boose†</td>
<td>Designated Federal Officer</td>
<td>Federal Bureau of Investigation</td>
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<tr>
<td>Christopher Bubb†</td>
<td>Attorney, Office of the General Counsel (OGC)</td>
<td>Federal Bureau of Investigation</td>
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<tr>
<td>James A Cannon</td>
<td>Sheriff, Charleston County Sheriff’s Office</td>
<td>Major County Sheriffs</td>
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<tr>
<td>Thomas Chittum</td>
<td>Chief, Special Operations Division</td>
<td>Bureau of Alcohol, Tobacco, and Firearms</td>
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<tr>
<td>Derrick Driscoll</td>
<td>Assistant Director, Investigative Operations Division</td>
<td>US Marshals Service</td>
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<tr>
<td>Alysa Erichs</td>
<td>Assistant Director, Information Management</td>
<td>Immigration and Customs Enforcement</td>
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<tr>
<td>G. Clayton Grigg*</td>
<td>Deputy Assistant Director, Operational Technology Division</td>
<td>Federal Bureau of Investigation</td>
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<tr>
<td>Preston Grubbs</td>
<td>Assistant Administrator, Operational Support Division</td>
<td>Drug Enforcement Administration</td>
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<tr>
<td>Patrick Haggan</td>
<td>First Assistant District Attorney, Suffolk County DA</td>
<td>National District Attorney’s Association</td>
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<tr>
<td>Mark A. Keel</td>
<td>Chief, South Carolina Law Enforcement Division</td>
<td>Association of State Criminal Investigative Agencies</td>
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<tr>
<td>Lenny Millholland</td>
<td>Sheriff, Frederick County Sheriff’s Office</td>
<td>National Sheriffs Association</td>
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<tr>
<td>Christopher Noelck</td>
<td>Special Agent in Charge, Investigative Operations, Iowa Department of Public Safety</td>
<td>National Narcotics Officers' Associations' Coalition</td>
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<tr>
<td>Robert Novy</td>
<td>Deputy Assistant Director, Office of Investigations</td>
<td>US Secret Service</td>
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<tr>
<td>Thomas G. Ruocco</td>
<td>Assistant Director/Chief, Criminal Investigations Division, Texas Department of Public Safety</td>
<td>International Association of Chiefs of Police</td>
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<tr>
<td>Michael Sachs</td>
<td>Executive Assistant District Attorney, County of New York District Attorney’s Office</td>
<td>Association of Prosecuting Attorneys</td>
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<tr>
<td>Henry Stawinski</td>
<td>Chief of Police, Prince George’s County</td>
<td>Major City Chiefs</td>
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<tr>
<td>Peter Winn†</td>
<td>Chief Privacy and Civil Liberties Officer, ODAG</td>
<td>Department of Justice</td>
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† Non-Voting Member;  *Represented by proxy: Joseph Carrico, Deputy Assistant Director, Operational Technology Division
Appendix C
Members of the Public in Attendance

Anthony DiClemente
Nisha Kumar
Appendix D
Mission Statement

Mission

To leverage and share the collective knowledge and resources of the law enforcement community to address the challenges involving technical capabilities and solutions, technology sharing, and the implementation of the Communications Assistance for Law Enforcement Act (CALEA) and other legislation; and to strengthen law enforcement’s relationship with industry.

Mission Priorities

- Research and assess the communications industry’s advancing technology trends and use case scenarios to enhance its knowledge base and identify potential impacts to law enforcement’s technical capabilities with respect to:
  - Lawful electronic surveillance capabilities;
  - Evidence collection on communications devices; and
  - Technical location capabilities.
- Leverage research efforts to enhance and promote understanding within the law enforcement community of trends and developments with respect to existing and emerging communications services and technologies.
- Enhance and promote understanding of technical challenges faced by federal, state, tribal, and local law enforcement agencies to advocate on their behalf to relevant decision makers.
- Promote awareness of available tools and capabilities through outreach to law enforcement.
- Provide and facilitate the leveraging of training with respect to industry trends, technical challenges, and viable solutions.
- Develop law enforcement technical needs / requirements documents.
- Facilitate the leveraging and exchange of information and methods among law enforcement and with external partners (e.g., industry) to enhance collaboration.
- Improve relations between law enforcement agencies and the communications industry.
- Promote the adoption of effective law enforcement standard practices.
- Promote awareness of the Communications Assistance for Law Enforcement Act (CALEA) and associated regulations.
- Facilitate the collection of statistical information to illustrate technical challenges associated with lawful electronic surveillance capabilities, evidence collection on communications devices, and technical location capabilities.
- Maintain law enforcement centric customer focus in all support functions and services.
- Understand the necessity to balance law enforcement needs with measures to protect privacy.
U.S. Department of Justice

National Domestic Communications Assistance Center

Mission Statement

Strategic Objectives

Talent

Goal 1: Ensure state-of-the-art technical expertise.

The NDCAC will build technical expertise for the future by ensuring NDCAC personnel are educated on issues involving the changing technology environment.

Objective 1.1: Recruit Talent
- Foster a diverse, accomplished, and conscientious workforce.
  - Assess workforce to identify skills gaps.
  - Ensure recruiting and hiring processes focus on diversity, leadership and closing skill gaps.

Objective 1.2: Nurture Development
- Enable people to learn and grow through involvement in meaningful work.
  - Identify candidates for career development and enrichment opportunities to advance skill sets, provide more career growth opportunities and retain talent.

Objective 1.3: Empower Employees
- Identify problems, develop solutions, and embrace the Mission.
- Promote a culture of accountability and transparency.

Communications

Goal 2: Foster the relationship between law enforcement and communications industry.

The NDCAC will strengthen relationships with various segments of the communication industry through aggressive and coordinated outreach. The outreach program will include educating providers, associations, and others about the difficulties law enforcement faces because of evolving technologies.

Objective 2.1: Promote Transparency
- Inform, educate and explain to all stakeholders the “why” and “how” NDCAC’s work balances law enforcement needs and privacy.
  - Develop law enforcement training on how to engage with partners.

Objective 2.2: Share Broadly
- Facilitate a culture in which ideas and information are exchanged vertically and horizontally.
  - Assess current communications practices and processes to identify gaps and develop systemic improvements.
  - Assess existing and/or potential new systems to enhance information sharing.
Objective 2.3: Strengthen Partnerships

- Establish working group with members of law enforcement to identify existing barriers to collaboration, as well as identify, leverage, and develop innovative and effective technical solutions.

Capability

Goal 3: Provide valuable assistance and training to the law enforcement community regarding technological advances.

NDCAC personnel will provide state of the art assistance to Federal, State, local, and tribal law enforcement agencies in support of their investigations involving technical capabilities and solutions to lawful electronic surveillance; evidence collection on communications devices; and technical location capabilities. The NDCAC will keep records of the assistance given to requesting agencies and measure the quality of assistance by the degree to which it was considered valuable by the requesting agency.

Objective 3.1: Maximize Impact

- Do quality work with an emphasis on exemplary customer service.
  - Measure the timeliness of responses to requests for information and/or technical assistance.

Objective 3.2: Improve Capacity

- Leverage technology to be efficient, enhance performance, sustain access, and mitigate risk.
  - Identify and clarify the technical capabilities and features that law enforcement views as important to accomplishing its mission.
- Enhance knowledge base over time as needs evolve.
  - Assess technological innovations and their impact on Federal, State, local and tribal enforcement agencies and maintain ability to develop solutions and how to deploy them.
- Provide comprehensive curriculum to educate law enforcement on new and emerging services and technologies
  - Leverage existing training opportunities and make them available to law enforcement.
  - Develop in-house training curriculum to fill existing gaps in current training programs relevant to NDCAC mission.

Goal 4: Utilize tools and best practices to maximize the impact of the expenditure of agency funds.

The NDCAC will build capacity within its own ranks by adopting efficiency tools and best practices to ensure wise expenditure of agency funds.

Objective 4.1: Encourage Stewardship

- Use resources wisely and share best practices.
- Foster innovation.
- Embrace ingenuity when evaluating existing policies and practices.