

# INFRAGARD



## Sector Chief Program Program Guide

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## **PURPOSE**

The purpose of this document is to provide guidance to FBI InfraGard Coordinators (IGC) and InfraGard Members Alliance (IMA) leaders in establishing, maintaining and cultivating their Sector Chief Program (SCP). When developing a SCP, each IMA should adhere to the mission statement of the SCP and include specific items in documentation such as goals and concurrence with the head of their field office (ADIC, SAC or appropriate delegate) regarding pre-determined priority threat sectors.

## **BACKGROUND**

The new Presidential Policy Directive-21 (PPD-21) and Executive Order 13636 (EO 13636), both encourage the government to work with the private sector to share more information on a timely basis to make our critical infrastructure more resilient. Utilization of the InfraGard SCP, allows the FBI and partnering federal agencies to create open dialogues and working relationships with appropriate contacts in private entities operating within each sector of the infrastructure.

As outlined in EO 13636, it is the policy of the United States Government to enhance the security and resilience of the Nation's critical infrastructure and maintain a cyber environment that encourages efficiency, innovation and economic prosperity while promoting safety, security, business confidentiality, privacy and civil liberties. Further, it increases the volume, timeliness, and quality of threat information shared with U.S. private sector entities so they can better protect and defend themselves against threats.

Homeland Security Presidential Directive-7 (HSPD-7), Critical Infrastructure Identification, Prioritization and Protection, indicates the FBI is responsible for reduction of domestic terrorist threats, as well as investigation and prosecution of actual or attempted terrorist attacks on, sabotage of, or disruptions of critical infrastructure and key resources.

In July 2013, the National Industry Partnership Unit (NIPU) implemented the Sector Chief Program within the InfraGard (IG) community striving for a national level of engagement in support of NIPU's mission to facilitate the timely exchange of information between the private and public sectors for the purpose of protecting the nation's critical infrastructures. The SCP is a valuable efficient way to identify sector-specific experts, organize IG membership to utilize its resources, and stream line dissemination of information to protect and address vulnerabilities in the critical infrastructure.

## **MISSION STATEMENTS**

### **FBI**

The mission of the FBI is to protect and defend the United States against terrorist and foreign intelligence threats, to uphold and enforce the criminal laws of the United States and to provide leadership and criminal justice services to federal, state, municipal and international agencies and partners.

The FBI works with both government and private sector partners every day and at every level – local, state, tribal, and international. InfraGard is an example of this engagement. In some cases, these partnerships directly support investigations and operations. In other cases, they enable mutually beneficial information sharing that help the FBI to better understand emerging threats and foster crime prevention initiatives.

### **NATIONAL INDUSTRY PARTNERSHIP UNIT I (NIPU)**

To develop partnerships through the InfraGard program between the FBI and private sector, academic, and other public entities, to support the Cyber Division National Strategy and the FBI's priority investigative programs.

### **INFRAGARD NATIONAL MEMBERS ALLIANCE (INMA)**

The INMA is the national governing board for the InfraGard Member Alliances (IMAs). The INMA bylaws state the purpose and primary objective of the INMA is to increase the security of the United States national infrastructure through ongoing exchanges of information through education, outreach and similar efforts to increase awareness of infrastructure protection issues. The INMA promotes the InfraGard mission of protecting the critical infrastructure of the United States by providing communication, coordination, resources, expertise, and governance to the alliances, members and stakeholders of InfraGard. The two primary missions of the INMA are (1) to support the IMAs and (2) to promote and protect the brand.

### **INFRAGARD (IG)**

InfraGard brings together representatives from the private and public sectors to help protect our nation's critical infrastructure - both virtual and physical - from attacks by terrorists and criminals. The IG program is managed at the national level by the FBI Cyber Division, National Industry Partnership Unit and the INMA Board of Directors and Officers.

The mission of the IG Program is to foster collaboration and sharing that enhances our collective ability to address threats to the United States' critical infrastructure through a robust private-sector/government partnership. Critical infrastructure is the backbone of our nation's economy, security and health. IG promotes ongoing dialogue and timely communication between members and the FBI.

## **INRAGARD SECTOR CHIEF PROGRAM**

To enhance timely, accurate and effective dissemination of sector specific information to protect the nation's critical infrastructure by providing comprehensive expertise in each sector to assist all FBI field offices in protecting critical infrastructure in their areas of responsibility.

## **SECTOR CHIEF PROGRAM OVERVIEW**

The SCP was developed to aid the protection of the nation's critical infrastructure by creating a network of members with critical infrastructure expertise and experience to facilitate timely sharing of information between the FBI and the private sector. This exchange of information will enhance the ability of the FBI and partnering federal agencies to address threats to the sixteen recognized sectors of the nation's critical infrastructure. Our partnering federal agencies include the Department of Homeland Security, Department of Defense, Department of Energy, Department of Treasury, Department of Agriculture, Department of Health and Human Services, Department of Transportation, General Services Administration and Environmental Protection Agency. A list of sectors, definitions and designated lead agencies for each sector can be found at the end of this document.

## **GOALS**

- 1) Build and maintain a cadre of sector specific subject matter experts or other important stakeholder leaders in every IMA;
- 2) Identify and adopt SC recruitment and retention best practices;
- 3) Align the size and scope of individual IMA SCPs with the priorities of each FBI field office;
- 4) Develop the ability to share expertise, knowledge and experience at a national level;

It is intended for each IMA to identify motivated leaders from their membership to represent our critical infrastructure sectors. These individuals should be subject matter experts or important stakeholders with a good understanding and knowledge of their sector's networking community. The deeper the pool of SCs identified and participating in the program, the more sophisticated and functional the program will be. It is important for all to share successes and failures to adopt best practices to enhance all aspects of the program. Conference calls or in person meetings will continue to be conducted as necessary to bring new IGCs or IMA leaders up to speed on the program, assist those in the process of establishing a SCP and provide updates regarding the program on a regular basis. It is imperative that this information be solicited from the field and shared with others as that is where the true success of the program lies.

The threatscape for each IMA will vary based on the presence of the Critical Infrastructure and Key Resources, availability of experts and/or stakeholder leaders in the area of interests, potential vulnerabilities and impacts of threats as assessed and prioritized by the head of that IMA's field office; Therefore, not every IMA will have a Sector Chief (SC) to represent each and every sector of critical infrastructure. Due to varying threatscapes, each IMA's specific objectives to attain the overall goals of the program will vary but should align with the SCP goals mentioned above.

IMA members must receive timely, valuable, and actionable information which will help keep their organizations safe. FBI IG Coordinators must receive timely and actionable information from IMA members for investigations, apprehension of perpetrators, and successful prosecutions and convictions. Close cooperation and sharing between partners is necessary for both to benefit. This continued collaboration will increase trust between partners enhancing the kind of information exchanged, the timeliness of the exchange and the overall effectiveness of the program to safeguard members, their

companies and critical infrastructure. It will develop important relationships, lead to more detailed sector specific information sharing and reliability of the program as a subject matter expert resource.

## **DESIRED QUALIFICATIONS FOR A SECTOR CHIEF**

1. Motivated leaders within the IMA membership, their organization and/or members of professional associations related to their sector.
2. Subject matter experts and/or important stakeholders who have a good understanding and knowledge of their sectors with interest in critical infrastructure protection.
3. Strong communication skills.
4. Access to networking opportunities and the ability to build effective relationships within their infrastructures and communities, such as local Intelligence/Fusion Centers, DHS Protective Security Advisors, and other public or regulatory agencies.

## **RESPONSIBILITIES**

1. Must have an active membership on the IG Network.
2. Provide subject matter expertise:
  - a. Must have a strong public presence representing the critical infrastructure sectors
  - b. May be asked to present or speak on sector specific topics
  - c. Serve as outreach advocates for IG
3. Main POC for sector related information
  - a. Receive sector messages from the FBI and other agencies
  - b. Collect sector intelligence and information
  - c. Send sector messages to IMA members, FBI, and other agencies
  - d. Share information with other Sector Chiefs
4. Promote collaboration within the sector among IG members and non-members
  - a. Assist in member recruitment and retention
  - b. Assist with education and training efforts
    - i. Conduct and/or attend sector specific meetings and exercises as necessary
    - ii. It is recommended that SCs contribute actively in training and communication for a specific critical infrastructure sector by submitting at least one comprehensive training curriculum every year.
  - c. Actively engage members to facilitate communication
5. Actively pursue working relationships with local DHS Protective and Cyber Security Advisors, Fusion Centers, State and Local agencies, etc.

## **SELECTION**

The selection for Sector Chiefs begins with an evaluation of the community in which the IMA is located and polling existing membership for potential candidates. Once qualified candidates are identified, a member of the Board, or delegate, should approach the individual(s), provide the mission and concept of the SCP, discuss roles and expectations and determine interest. The IMA Board makes the final decision on appointing SCs with concurrence from the InfraGard chapter President and FBI InfraGard coordinator. Prior to the candidate accepting the selection, the IGC and/or IMA president should ensure the candidate understands and agrees to the terms associated to SCs:

- Agrees to and signs a NDA;
- Understands he/she is in a position to receive and disseminate Classified information with the proper security clearance;
- Has or is willing to apply for a SECRET level security clearance. It is optional at this time but strongly encouraged and requires a background investigation or the passing of a clearance to the FBI;

- Serves as the point of contact for collaborating sector specific intelligence.

## **SECURITY CLEARANCES**

Sector Chiefs are eligible for a SECRET level security clearance. A security clearance is not required at this time to be a SC but it will facilitate the timely sharing of classified information and is strongly encouraged. It is expected that security clearances will be a mandatory requirement for all SCs in the future. IGCs must work with their FO Chief Security Officer to obtain SECRET level clearances for Sector Chiefs. IGCs must identify the briefing protocols and security processes with field office CSOs and advise the SC of such protocols. The SC should be educated in dissemination control and responsibilities of receiving classified information. SCs should not leave a briefing without a full understanding of where the information came from, what if anything can be further disseminated, how it can be disseminated and consequences if protocol is not followed. A tearline should be provided to SCs whenever possible for proper dissemination.

Security clearances are only granted after the IGC determines the “need to know” for a SC and after an official background investigation for the required level of access. There are three levels of classification differentiated by the degree of damage caused to national security if such information were to be disclosed to unauthorized sources: Confidential, Secret, and Top Secret. Confidential classification relates to information that could cause damage to national security; disclosure of Secret information would cause serious damage to national security; and disclosure of Top Secret information would cause exceptionally grave damage to national security.

The sharing of information must be controlled and those involved in the briefing of information must adhere to specific requirements for the handling and dissemination of classified information. Unauthorized sharing, release or disclosure of classified information can result in criminal penalties including fines, imprisonment for up to 10 years, or both (18US Code § 798-Disclosure of Classified Information)

## **TERMS OF OFFICE FOR POSITIONS**

It is recommended that positions are appointed for one year terms by Boards with no term limits. It is strongly encouraged that SCs contribute actively in training and communication for their sector by submitting at least one comprehensive training curriculum every year to be eligible for reappointment. At this time, it is not mandatory but in the future may become a requirement for reappointment.

## **ASSOCIATED ROLES**

The SCP will evolve from the local to regional level, and expand to support national information sharing for each sector represented. As the program grows and the number of SCs increases, Regional and National SCs will be identified to enhance the structure and information sharing environment.

Various IMAs will select others to assist with duties and responsibilities to alleviate administrative burdens of SCs and to assist in the effectiveness of their program. This position may not be necessary in your IMA but can be created as needed and at the discretion of the IMA and appointed SC. Below are additional positions to support the program if deemed appropriate.

<b>ROLE</b>	<b>RESPONSIBILITY</b>	<b>RECRUITMENT</b>	<b>APPOINTMENT</b>	<b>RATIFICATION</b>
Sector Chief (SC)	POC for a sector	From IMA sector members	Jointly by the IGC and IMA President	By the IMA Board
Deputy SC (DSC)	Assists SC	From IMA sector members	Jointly by a Sector Chief and the IGC	By the IMA Board
National SC (NSC)	POC for a sector for all of the IG program; May serve concurrently as an IMA SC	From IMA Sector Chiefs and Deputy National Sector Chiefs	Jointly by the INMA SCP Representative and FBI IG Regional Coordinator, INMA Regional Representative, NIPU, and IGC local to that SC	By the INMA Board
Deputy National SC (DNSC)	Assists NSC; May serve concurrently as IMA SC	From IMA Sector Chiefs	Jointly by the National Sector Chief, INMA SCP Representative, NIPU, and local IGC	By the INMA Board

## **ADMINISTRATIVE**

The InfraGard Program Management Application (IPMA) was created as an internal FBI database to capture IG accomplishments and identified SCs. This program is used to analyze data related to the number of SCs overall, in a region, IMA or sector and provides an overview of the program on a national level. In order for these reports to be accurate, Coordinators must continue to monitor their IMA's information in the IPMA to ensure it is up-to-date. Eventually, this information will be captured on the secure network but until that time, the IPMA must contain accurate information.

**Meetings:** SCs should be conducting and/or attending regular sector specific meetings and trainings within their IMA and Region as well as National Sector and SCP meetings. SCs are encouraged to initiate these meetings as they see fit and establish committees to aid in the expansion of their program.

**Record keeping:** Reports, meeting minutes, advisories and success stories should be documented and filed accordingly to adhere by all IMA bylaws and provided to the IGC for distribution to FBI HQ, NIPU.

**Program Development:** There are various levels of sophistication among the individual IMA SCPs. Over time and as the SCP expands nationally, it is expected that additional modifications to the program will be implemented to achieve overall efficiency and reliability. Some items could include quarterly bulletins, sector bulletins, a national SCP bulletin or newsletter, sector specific training, and regional and national conferences.

## **NETWORK**

Once a SC has been selected, not only does that information need to be entered in the IPMA, but the NDA needs to be signed and the role needs to be assigned on the secure network. SCs cannot be assigned the role without signing the NDA. Once this has been completed, further messaging capabilities will be activated. At the present time, the network only has the SC role to select from, when a new platform is created for the network, associated roles (Deputy SC and National) will be available for assignment.

## **MESSAGING**

Currently, SCs can message all members of their sector. They cannot message all SCs. They can search for a SC by name in the secure portal and message them directly. More options will be made available under the new platform.

## **SECTOR CHIEF SELECTION CHECKLIST**

Know your Field Office's threatscape

Determine IMA priority sectors

Canvass membership or invite a member to be a SC

Ensure the member active on the network

Provide a general description of the program and responsibilities (POC for sector specific intelligence, clearances, dissemination protocols etc.)

Select SC and enter information in the InfraGard Program Management Application (IPMA)

Get non-disclosure signed, save a copy and select SC role in the IG Network secure portal.

Encourage and support sector specific meetings, trainings and communication

## INFRASTRUCTURE

16 Sectors make up the United States' Critical Infrastructure.

SECTOR	DESIGNATED SECTOR-SPECIFIC AGENCY
Chemical	Department of Homeland Security
Commercial Facilities	Department of Homeland Security
Communications	Department of Homeland Security
Critical Manufacturing	Department of Homeland Security
Dams	Department of Homeland Security
Defense Industrial Base	Department of Defense
Emergency Services	Department of Homeland Security
Energy	Department of Energy
Financial Services	Department of Treasury
Food and Agriculture	Department of Agriculture and Department of Health and Human Services
Government Facilities	Department of Homeland Security and General Services Administration
Healthcare and Public Health	Department of Health and Human Services
Information Technology	Department of Homeland Security
Nuclear Reactors/Materials/ Waste	Department of Homeland Security
Transportation Systems	Department of Homeland Security and Department of Transportation
Water and Wastewater Systems	Environmental Protection Agency

1. **Chemical** - Composed of four main segments, based on end product: basic chemicals, special chemicals, life sciences, and consumer products.
2. **Commercial Facilities** - Operate on the principle of open public access, meaning that the general public can move freely throughout these facilities without the deterrent of highly visible security barriers. The majority of the facilities in this sector are owned and operated by the private sector, with minimal interaction with the federal government and other regulatory agencies. (eg. malls, arenas, etc.)
3. **Communications** - Industries that use terrestrial, satellite, and wireless transmission systems to provide communication abilities to the user.
4. **Critical Manufacturing** - Consists of four broad manufacturing industries: primary metal manufacturing; machinery manufacturing; electrical equipment; appliance and component manufacturing; and transportation equipment manufacturing. Critical Manufacturing facilities include, but are not limited to, iron and steel mills, aluminum production, engine and transmission production, and motor vehicle, aerospace, and railroad rolling stock manufacturing.
5. **Dams** - Encompasses major infrastructure assets that harness the water resources of the nation and enable water management, balancing droughts and floods throughout the U.S.
6. **Defense Industrial Base** - Includes government agencies and the private sector worldwide industrial complex that have capabilities to perform research and development, design, production and

maintenance of military weapons systems, subsystems, components or parts to meet military requirements.

7. **Emergency Services** - Representative of the following first-responder disciplines: emergency management, emergency medical services, fire, hazardous material, law enforcement, bomb squads, tactical operations/special weapons assault teams, and search and rescue.
8. **Energy** - Composed of the producers and provides of these three interrelated segments: electricity, petroleum, and natural gas.
9. **Financial Services** - Is composed of banks and institutions that allow users to deposit funds and make payments to other parties or invest funds for both long and short periods, provide credit and liquidity to customers and transfer financial risks among customers.
10. **Food and Agriculture** - Has the capacity to feed and clothe people well beyond the boundaries of the nation. This sector accounts for roughly one-fifth of the nation's economic activity and is overseen at the federal level by the U.S. Department of Agriculture and the Department of Health and Human Services' Food and Drug Administration.
11. **Government Facilities** - Includes a wide variety of buildings, owned or leased by federal, state, territorial, local or tribal governments, located domestically and overseas. This includes general-use office buildings and special-use military installations, embassies, courthouses, national laboratories, and structures that may house critical equipment and systems, networks and functions.
12. **Information Technology** - Comprised of, but not limited to, the following: Domain Name System root and Generic Top-Level Domain operators, internet service providers, internet backbone providers, internet portal and email providers, networking hardwired companies, networking software companies, and security service vendors.
13. **Nuclear Reactors, Materials and Waste** - Includes nuclear power plants; non-power nuclear reactors used for research, testing and training; nuclear materials used in medical, industrial, and academic settings; nuclear fuel fabrication facilities, decommissioning reactors; and the transportation, storage, and disposal of nuclear materials and waste.
14. **Healthcare and Public Health** - Comprised of hospitals, clinics, and other care facilities dedicated toward the improvement of the health of their customers. The Public Health and Healthcare sector plays a significant role in response and recovery across all other sectors in the event of a natural or manmade disaster.
15. **Transportation Systems** - Consists of six key subsectors, or modes: aviation, highways, maritime transit, mass transit, pipelines, and rail.
16. **Water and Wastewater Systems** - Vulnerable to a variety of attacks through contamination with deadly agents, physical attacks such as the release of toxic gaseous chemicals and cyber attacks.

**Special Interest Groups (SIGs)** are collective collaboration with SMEs focusing on specific interests that are not sector specific but touch several sectors.

# Appendix I: INFRAGARD SECTOR CHIEF JOB DESCRIPTION

## INFRAGARD SECTOR CHIEF JOB DESCRIPTION

**TITLE:** Sector Chief

**REPORTS TO:** IMA President or Designee

**JOB PURPOSE:** To enhance timely, accurate and effective dissemination of sector specific information to protect the nation's critical infrastructure by providing comprehensive expertise in each sector to assist all FBI Field Offices and IMAs in protecting critical infrastructure in their areas of responsibility.

### **JOB DUTIES:**

1. Obtain and demonstrate knowledge of priority threats of FBI Field Office annually or as required by turnover.
2. Regularly distribute sector specific information to/from FBI IGCs and sector members.
3. Encourage your sector members to provide information to the FBI via FBI IGCs and/or I Guardian.
4. Serve as spokesperson/POC for the sector.
5. Communicate regularly ( at least quarterly by email, webinar, telephone and/or in person with your sector members for two way sharing of information and collaboration, continuing education, resolution of issues, determination of needs, etc.)
6. Communicate with other Sector Chiefs in your IMA President at least quarterly for two way cross-sector information sharing and collaboration as needed or requested.
7. Communicate with your National Sector Chief (when appointed) as needed for two-way sharing of information and the best ways to motivate and educate sector members.
8. Assist your IMA with member recruitment and retention as necessary or requested.
9. Seek opportunities and/or initiate trainings, exercises, continuing education meetings at least quarterly.
10. Initiate and participate in projects and initiative at regional and national levels as necessary or requested.
11. Perform other related duties as needed or requested.

### **QUALIFICATIONS:**

1. Motivated leader within the IMA membership and/or member of professional organizations related to the sector.
2. Subject matter expert and/or important stakeholder who has a good understanding and knowledge of the sector with interest in critical infrastructure protection.
3. Strong communication skills.
4. Access to networking opportunities and the ability to build effective relationships within the infrastructures and communities, such as local intelligence/Fusion Centers, DHS Protective Security Advisors, and other public or regulatory agencies.
5. Agrees to and signs a Non Disclosure Agreement.
6. Understands he/she is in a position to receive and disseminate classified information with the proper security clearance.
7. Has or is willing to apply for a SECRET level security clearance.

### **TERMS OF OFFICE**

It is recommended the Sector Chief is appointed for one year terms by IMA President and FBI IGC, and ratified by the IMA Board with no term limits.



# Appendix III: INFRAGARD INMA SECTOR CHIEF EVALUATION CRITERIA

## INMA SECTOR CHIEF EVALUATION CRITERIA

NATIONAL SECTOR CHIEF JOB DUTIES

EVALUATION CRITERIA

SATISFACTORY    IMPROVEMENT  
NEEDED

1. Obtain and demonstrate knowledge of priority threats of FBI in your sector at least once a year or as required by turnover.

COMMENTS \_\_\_\_\_

\_\_\_\_\_

2. Make sure sector information from the FBI & other government & private sector authoritative sources is distributed timely to your Sector Chiefs.

COMMENTS \_\_\_\_\_

\_\_\_\_\_

3. Motivate IMA Sector Chiefs to encourage sector members to provide tips to the FBI via FBI IGCs &/or iGuardian.

COMMENTS \_\_\_\_\_

\_\_\_\_\_

4. Serve as spokesperson/POC for your National sector.

COMMENTS \_\_\_\_\_

\_\_\_\_\_

5. Communicate monthly (by email, webinar, telephone, &/or in-person) with your IMA Sector Chiefs & (at least semi-annually to include sector members) for two-way sharing of information & collaboration, continuing education, resolution of issues, determination of needs, development of programs & metrics, etc.

COMMENTS \_\_\_\_\_

\_\_\_\_\_

6. Communicate with other National Sector Chiefs, INMA Regional Representatives & Regional FBI IGCs as needed or requested.

COMMENTS \_\_\_\_\_

\_\_\_\_\_

7. Assist your IMAs with Sector Chief Recruitment & retention as necessary or requested.

COMMENTS \_\_\_\_\_

\_\_\_\_\_

8. Assist IMA Sector Chiefs to conduct &/or attend meetings & exercises as needed or requested.

COMMENTS \_\_\_\_\_

\_\_\_\_\_

9. Assist IMA Presidents in your sector regarding Sector Chief Program issues as needed or requested.

COMMENTS \_\_\_\_\_

\_\_\_\_\_

10. Communicate monthly with the INMA Sector Chief Program Coordinator & as necessary for two way sharing of information & collaboration, continuing education, resolution of issues, determination of needs, etc.

COMMENTS \_\_\_\_\_

\_\_\_\_\_

RECOMMENDATIONS FOR IMPROVEMENT \_\_\_\_\_

NATIONAL SECTOR CHIEF \_\_\_\_\_

DATE \_\_\_\_\_

EVALUATORS \_\_\_\_\_

DATE \_\_\_\_\_

INMA SECTOR CHIEF PROGRAM COORDINATOR \_\_\_\_\_

DATE \_\_\_\_\_