



DHS National Biosurveillance Integration Center State, Local, Tribal, and Territorial Engagement Strategy, FY 2022-2025

May 2022



**Homeland
Security**

*Countering Weapons of
Mass Destruction Office*

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Message from the Director of the National Biosurveillance Integration Center

10 May 2022

State, local, tribal, and territorial (SLTT) first responders, health departments, and governmental agencies are on the frontline when responding to emerging biological threats or incidents. To respond effectively, they must have the knowledge and capabilities to handle the emergency while resources are mobilized should federal assistance be needed. The National Biosurveillance Integration Center's (NBIC) primary mission, mandated by Congress,¹ is to coordinate with its federal partners to disseminate alerts and other information to agencies of state, local, and tribal governments to enhance their ability to respond to a biological event of national concern.

The Countering Weapons of Mass Destruction Office (CWMD) integrated biosurveillance subject matter experts fuse human, animal, and environmental health threat information to rapidly detect biological events while enabling early and effective response by operators and responders. The CWMD integrated biosurveillance effort includes capabilities developed through NBIC and new information-integration initiatives. The variety of our programs shows how CWMD and NBIC can work with SLTT officials to improve their capacity, capabilities, and effectiveness to safeguard the homeland from emerging biological threats.

This strategy is aligned with the Department of Homeland Security (DHS) *CWMD Office State, Local, Tribal, and Territorial Engagement Strategy, FY 2022-2025*, released in September 2021. This strategy builds on NBIC's distinct activities to articulate an integrated vision for making NBIC the focal point within DHS for supporting SLTT governments, health departments, and agencies. This document outlines how NBIC will tailor operations and coordinate with federal interagency partners to provide education and technical assistance to SLTT stakeholders and demonstrate the value of increased bidirectional information flow, integration of data, improved analytics, and subject matter expertise to reduce the risk of biological threats of national concern.

NBIC has a cadre of biosurveillance experts to work with our SLTT stakeholders in health departments, agencies, and national organizations such as the Association of State and Territorial Health Officials and the National Association of County and City Health Officials. I look forward to engaging with all of you to make the goals and objectives a reality.

Sincerely,



Aaron Firoved, Ph.D.
Director, National Biosurveillance Integration Center

¹ Public Law 110-53, Section 1101, Implementing Recommendations of the 9/11 Commission Act of 2007.



***NBIC SLTT Engagement Plan
FY 2022-2025***

Table of Contents

I. NBIC Mission Statement..... 1

II. NBIC Core Values..... 1

III. NBIC Vision and Priorities for SLTT Engagement 1

IV. Introduction 3

V. Goals and Objectives..... 6

 Goal 1: Provide timely, relevant, accurate, and actionable biosurveillance information and early warning analysis for biological events of national concern to SLTT stakeholders.. 6

 Goal 2: Provide educational opportunities and focused reviews to SLTT departments and national associations to reduce the risk of biological threats of national concern..... 8

 Goal 3: Demonstrate the value of increased bi-directional information flow, integration of data, improved analytics, and access to subject matter expertise for SLTT stakeholders.. 8

 Goal 4: Capture new biosurveillance data needs and facilitate new NBIC projects. 10

VI. Summary/Conclusion 12

Appendix A: Acronyms and Abbreviations..... 13

Appendix B: Definition of Terms 14

Appendix C: NBIC SLTT Engagement Strategy and the CWMD Strategy for Integrated Biosurveillance Goals Crosswalk 14

I. NBIC Mission Statement

Enable early warning and shared situational awareness of acute biological events and support better decisions through rapid identification, characterization, localization, and tracking.

II. NBIC Core Values

- *Excellence:* We believe that the American people deserve the highest level of quality and performance in everything we do. We are diligent in challenging ourselves to continuously improve.
- *Innovation:* We believe that a continuous and creative effort to discover and develop new and creative technologies, approaches, processes, and partnerships is a requirement for effective national biosurveillance.
- *Collaboration:* We believe that teamwork and mutual accountability are essential. We recognize that the development and maintenance of strong, productive relationships with our Federal, State, Local, Tribal, Territorial, and Private Sector partners is essential for success.
- *Service:* We believe that our customers come first. Our job is to deliver high value integrated analysis and decision support products, tools, and services to our partners and customers that are timely, relevant, and actionable.
- *Integrity:* We believe that personal, professional, and scientific honesty and transparency guide our character and behavior without compromise. Our products, tools, and services will be analytically impartial and unbiased, and the Center will be an open and inclusive work environment, where alternative viewpoints and discussion are encouraged.

III. NBIC Vision and Priorities for SLTT Engagement

- Establish, strengthen, and maintain relationships with SLTT stakeholders to increase the following: bi-directional flow of information and active SLTT participation in NBIC initiatives and biosurveillance capabilities development.
- Identify and build a comprehensive understanding of SLTT biosurveillance tool and resource needs to inform planning and decision making on countering national biothreats.
- Provide opportunities to educate SLTT health departments and agencies on NBIC, including the brand, products, and services provided to establish a bi-directional flow of information.
- Develop a shared understanding across SLTT departments and agencies on the current national biothreat environment.
- Provide triage and redirection to appropriate subject matter experts, for this reason, NBIC is the integrator for all SLTT biosurveillance needs within CWMD.

NBIC SLTT Engagement Strategy Goals

Goal 1: Provide timely, relevant, accurate, and actionable biosurveillance information and early warning analysis for biological events of national concern to SLTT stakeholders.

Goal 2: Provide educational opportunities and focused reviews to SLTT departments and national associations to reduce the risk of biological threats of national concern.

Goal 3: Demonstrate the value of increased bi-directional information flow, integration of data, improved analytics, and access to subject matter expertise for SLTT stakeholders.

Goal 4: Capture new biosurveillance data needs and facilitate new NBIC projects.

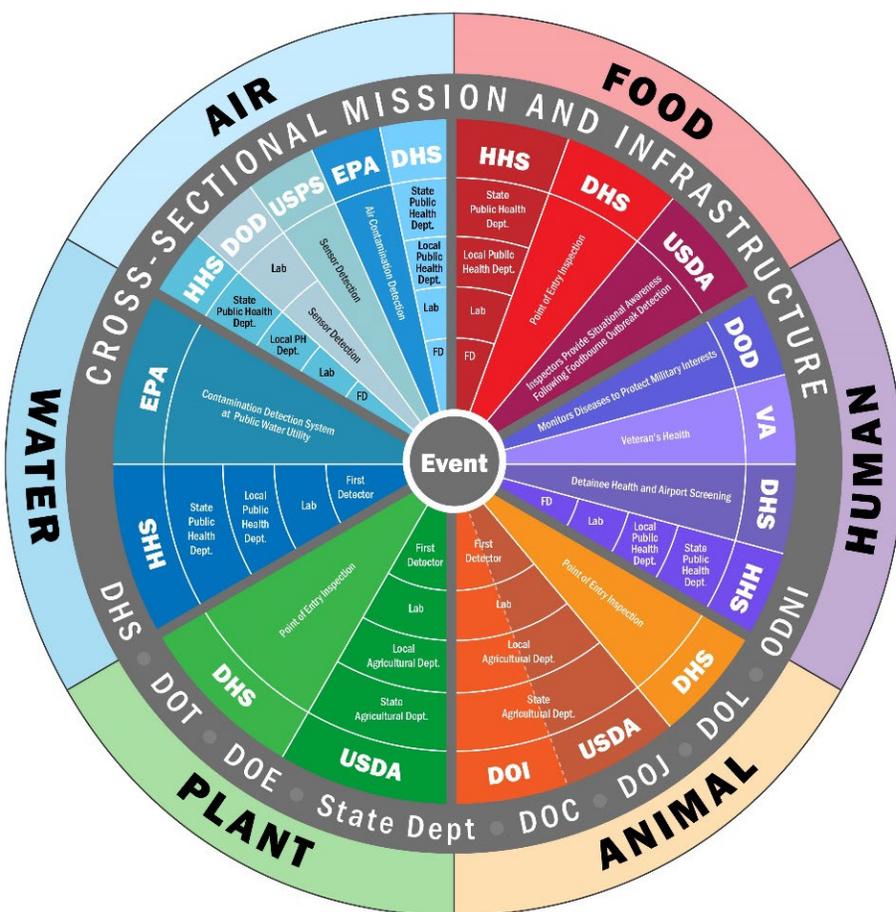


Figure 1: Biosurveillance Roles and Responsibilities Across the Intergovernmental, Cross-Domain Enterprise

*FD Refers to First Detector

*Tribal Coordination with State and Local Health Departments

Source: The figure was recreated by DHS CWMD for NBIC, but elements are taken from the Government Accountability Office report to Congress, *Biosurveillance: Efforts to Develop a National Biosurveillance Capability Need a National Strategy and a Designated Leader* (<https://www.gao.gov/assets/gao-10-645.pdf>).

IV. Introduction

There have been numerous strategies addressing the critical role of biosurveillance in responding to biological incidents of national significance, such as the *National Strategy for Biosurveillance*,² *The National Biodefense Strategy*,³ and DHS's *CWMD Strategy for Integrated Biosurveillance*.⁴ Rapid initiation of an effective national response to a biological incident—whether it is man-made, including an act of terrorism involving a biological agent or toxin, or a naturally occurring outbreak of an infectious disease—is critically aided by early warning biosurveillance and detection systems. When Congress passed the Implementing Recommendations of the 9/11 Commission Act of 2007 (Public Law 110-53),⁵ one of the key provisions was to codify the Federal Government's expectations for biosurveillance integration and coordination. The law directed the Secretary of the Department of Homeland Security to “establish, operate, and maintain a National Biosurveillance Integration Center (NBIC)” having a mission to (1) “enhance the capability of the federal government to rapidly identify, characterize, localize, and track a biological event of national concern and disseminate alerts and other information to Member Agencies and, in coordination with (and where possible through) Member Agencies to agencies of state, local, and tribal governments” and, (2) “oversee the development and operation of the National Biosurveillance Integration System (NBIS).”

The NBIC mission is to enable early warning to operators and responders at all levels of government and shared situational awareness of acute biological events; and support better decisions through rapid identification, characterization, localization, and tracking. Via memoranda of understanding, NBIC established collaborative partnerships with other federal departments and agencies to create the National Biosurveillance Integration System (NBIS). NBIS partners support NBIC as an operational arm to carry out the vision of advancing the safety, security, and resilience of the Nation through an integrated biosurveillance effort. NBIC operates to enhance the capability of the Federal Government to (1) rapidly identify, characterize, localize, and biological events of national concern by integrating and analyzing data relating to human health, animal, plant, food, and environmental monitoring systems (both national and international), and (2) disseminate alerts and other information to partners to enhance their ability to respond to a biological event of national concern.

Timely integration, analysis, and dissemination to partners of relevant biosurveillance information derived from active and passive surveillance systems (e.g., the BioWatch program, syndromic surveillance, reportable disease surveillance, laboratory-based surveillance) are critical elements in providing early warning and supporting decision-making. Biosurveillance systems are found across federal departments and agencies and SLTT health departments and agencies. Integration of these disparate information streams requires careful coordination with input and participation from NBIC partners. To that end, and in collaboration with federal

² The White House, *National Strategy for Biosurveillance*, July 2012. Accessed online at <https://obamawhitehouse.archives.gov/the-press-office/2012/07/31/national-strategy-biosurveillance>.

³ The White House, *National Biodefense Strategy*, September 2018. Accessed online at <https://trumpwhitehouse.archives.gov/wp-content/uploads/2018/09/National-Biodefense-Strategy.pdf>.

⁴ Department of Homeland Security, *Strategy for Integrated Biosurveillance*, July 2019. Accessed online at https://www.dhs.gov/sites/default/files/publications/cwmd_-_strategy_for_integrated_biosurveillance.pdf.

⁵ Public Law 110-53, Section 1101, Implementing Recommendations of the 9/11 Commission Act of 2007.

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stakeholders, the NBIC Advisory Board was originally launched in 2012 as an Assistant Secretary-equivalent level steering group to ensure that federal partners identify, discuss, and address the myriad of operational, programmatic, and scientific challenges that face NBIC. The legislatively mandated NBIC Interagency Working Group (NIWG), comprised of senior-level federal officials from NBIS member departments and agencies and the Executive Office of the President, provides support and responds to taskings from the Advisory Board.

The threat of bioterrorism and the global reach of emerging infectious diseases such as Coronavirus Disease 2019 (COVID-19), Ebola virus disease, and African swine fever require our Nation's leaders to have access to timely, accurate, and actionable information. Early warning and shared awareness of acute biological events (pandemics, accidental, bioterrorism/intentional) are essential to mitigating these threats. NBIC conducts biosurveillance to protect the Nation against emerging biological threats and respond to them as they arise. In 2020, the COVID-19 pandemic further underscored the importance of the NBIC mission. Enabling shared situational awareness and early warning with operators and responders at all levels of government is the key to rapid and effective response to acute biological events.

Decision-makers and responders need information to guide their preparedness and planning processes and to take effective action when facing an emerging biological threat. NBIC's integrated biosurveillance processes relay reliable information, provide dynamic situational awareness, and serve as a reach back resource for responders across the Federal Government. To achieve its responder- and operator-focused mission, NBIC seeks to establish and maintain relationships with SLTT responder departments and agencies to achieve a bidirectional flow⁶ of information and establish a common biosurveillance operating picture to detect, prevent, and mitigate health security threats to our Nation. NBIC will strengthen and broaden its relationships with SLTT by leveraging existing partnerships with national associations⁷ representing SLTT agencies that respond to biological threats. In addition, NBIC will continue to engage with interagency and federal partners such as the Department of Health and Human Services (HHS), Indian Health Service, Department of the Interior, and Department of Agriculture liaison officers, as well as DHS tribal liaisons, to increase engagement with tribal nations and territorial health departments and agencies. NBIC will leverage relationships with HHS Assistant Secretary for Preparedness and Response (ASPR), the Centers for Disease Control and Prevention (CDC), the U.S. Geological Survey, National Wildlife Health Center, and DHS CWMD programs among others to identify additional SLTT contacts.

Over the next several years, NBIC's strategy will focus on determining SLTT gaps, challenges, and opportunities for biosurveillance efforts through outreach efforts, including working with federal interagency partners who regularly engage with these SLTT partners. NBIC's short-term outreach strategies will focus on leveraging existing relationships with the DHS State and Local Engagement Office, DHS Science and Technology Directorate First Responders Group, Association of State and Territorial Health Officials (ASTHO), and National Association of

⁶ For the purposes of this strategy, bidirectional flow is defined as the broad exchange of information from NBIC to SLTT communities and vice versa and the integration of SLTT information into NBIC products for the purpose of establishing a common operating picture of current and emerging biothreats.

⁷ For the purpose of this strategy, national associations are those organizations that represent state, local, tribal, and territorial departments that respond to biological incidents, and governmental agencies.

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County and City Health Officials (NACCHO) among others. NBIC will solicit feedback and analyze information from these sources to determine ways in which we can improve our products, programs, and services in real-time to better meet the needs of our SLTT partners. Through implementation of this strategy, NBIC's engagement with the SLTT community will increase, allowing the development of future programs, policies, and strategies to be more fully informed and reflective of a shared vision at all levels of the community.

This document serves as NBIC's SLTT Engagement Strategy for FY 2022-2025 and is broken down by goals and objectives and desired outcomes. A separate implementation plan, including milestones, performance measures, and indicators, is currently being developed and will complement this strategy. This strategy is aligned with the *CWMD Office State, Local, Tribal, and Territorial Engagement Strategy, FY 2022-2025*, released in September 2021; *CWMD's Strategy for Integrated Biosurveillance*, released in July 2019; and *The National Biodefense Strategy*, released in 2018. Both the Advisory Board and NIWG will provide input to the NBIC SLTT Engagement Strategy and will inform the implementation plan over the next several years.

V. Goals and Objectives

Goal 1: Provide timely, relevant, accurate, and actionable biosurveillance information and early warning analysis for biological events of national concern to SLTT stakeholders.

The NBIC mission is to enable early warning and shared situational awareness of acute biological threats (pandemics, accidents, and bioterrorism) across all levels of government and support better decisions through rapid identification, characterization, localization, and tracking. Through these efforts, NBIC improves biosurveillance capabilities for the Nation, our center, and our partners.

NBIC is an integrated biosurveillance capability authorized by public law⁸ to provide a fusion of human, animal, and environmental health threat information to support federal, state, local, tribal, and territorial communities. As such, NBIC's efforts help planners, operators, and responders within DHS Components, federal interagency, and SLTT stakeholders by collecting, integrating, analyzing, and synthesizing biological threat information from a range of open sources and other data sources, such as de-identified data from the U.S. Department of Veterans Affairs (VA), and disseminating the results to partners as quickly as possible. The goal of early warning in a biological event is to increase awareness of the risks associated with the pending threat and its likelihood of occurrence, thereby increasing response options for SLTT officials.

Biosurveillance, as defined in DHS's *Strategy for Integrated Biosurveillance (2019)*, is the process of gathering, integrating, interpreting, and communicating essential information and indications related to all-hazards threats or disease activity affecting human, animal, plant, and environmental health to achieve early detection and provide early warning to contribute to overall situational awareness of the health aspects of the incident, and to enable better decision-making at all levels. NBIC will work with its chartered agencies to reach state and local agencies, as it has with CDC, to share reports on the Red Sky, which is a common platform to share critical information securely with state and local public health officials. Additionally, NBIC will leverage federal interagency department's Tribal Liaisons or Offices for Tribal Outreach to reach Tribal partners. NBIC reaches tens of thousands of federal, state, and local professionals by distributing reports through the following portals: HHS ASPR Geo Health Platform, New Hampshire National Guard Portal, Pacific Disaster Center RAPIDS, DHS Common Operating Picture, VA Integrated Operating Picture, and Food and Drug Administration's Emergency Operations Center. The New Hampshire National Guard distributes our information and products to other national guards.

⁸ Public Law 110-53, Section 1101, Implementing Recommendations of the 9/11 Commission Act of 2007.

Goal Outcomes:

- Improved sources of information (such as SLTT-specific Biosurveillance Event Reports) for SLTT stakeholders on the risk of a new biological threat emerging or an active event evolving and causing a new impact.
- Increased trust within SLTT communities to allow for bidirectional flow of information and a shared common operating picture of biothreats across the Nation.
- Expanded partnerships with SLTT national associations to cultivate networks of individuals within departments and agencies to expand interjurisdictional collaboration and knowledge-sharing efforts.
- Improved SLTT biosurveillance capabilities regarding current or emerging biological threats.

Objective 1.1: Collaborate with SLTT national associations, the CWMD Office, and other federal interagency partners to identify and build a comprehensive understanding of the current biological threats.

NBIC will identify a comprehensive list of SLTT biosurveillance needs through a hybrid of surveys, stakeholder engagement interviews, presentations at national conferences and meetings, and other opportunities for virtual or in-person engagement sessions. NBIC will collaborate with other CWMD programs to identify opportunities to collaborate and cultivate existing SLTT relationships for the purpose of gathering information on SLTT biosurveillance needs. NBIC will also leverage federal interagency partners through conversations with the Advisory Board and NIWG to reach out to state and local partners.

Objective 1.2: Work with SLTT national associations and federal interagency partners to determine requirements for collaboration to develop relevant and impactful informational products.

In collaboration with SLTT national associations and federal interagency partners, NBIC will enhance its products⁹ (i.e., Biosurveillance Event Reports and the Monitoring List). NBIC will identify requirements for collaboration to include increased data encryption and de-identification of patient data sets to protect personally identifying information. Through this process, NBIC will enhance the current products by including relevant information from SLTT partners and develop biosurveillance products that are beneficial for SLTT departments and governmental agencies.

Objective 1.3: Expand NBIC's product reach to a broader network of SLTT stakeholders to ensure that these partners are aware of what NBIC does and how the Center can be a force multiplier for communities.

NBIC will advertise their products and information sources through the SLTT associations' newsletters, email blasts, message boards, and other mechanisms. Additionally, NBIC will approach meetings that bring together SLTT partners, such as the Public Health Preparedness

⁹ For the purpose of this strategy, NBIC products include the Biosurveillance Event Reports and the Monitoring List.

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Summit, as opportunities to cultivate and expand discussions on NBIC's current biosurveillance tools and resources and establish a forum to share best practices. NBIC will contract with SLTT national associations to increase its presence with and among these networks to foster interjurisdictional collaboration and knowledge-sharing efforts related to biosurveillance capabilities.

Goal 2: Provide educational opportunities and focused reviews to SLTT departments and national associations to reduce the risk of biological threats of national concern.

During steady state and in times of heightened threat levels or acute biological threats, NBIC will position itself to fill urgent educational needs or focused support related to current products. In coordination with the Advisory Board and NIWG, NBIC will facilitate the coordination of SLTT biosurveillance among and between SLTT jurisdictions, which will improve health security for the Nation. NBIC will facilitate the sharing of biosurveillance success stories and cultivate "NBIC champions."¹⁰

Goal Outcomes:

- Increased SLTT awareness and knowledge of NBIC and the products and resources available.
- Expanded focused reviews provided to SLTT departments and national associations on the utility of NBIC products.

Objective 2.1: Provide educational opportunities for SLTT health departments and national associations to learn more about NBIC and the resources available.

In collaboration with SLTT national associations, NBIC will identify opportunities to set up educational forums to provide briefings on current NBIC products and resources (this could be through attendance at national conferences and meetings, both in-person and virtual). These forums will provide SLTT departments and associations information on current NBIC products and resources that are available to them.

Objective 2.2: Provide focused reviews for SLTT agencies and national associations on the utility of current and future NBIC products.

NBIC, in partnership with SLTT national associations, will provide focused reviews to SLTT departments and agencies on how to increase familiarity with current products. As additional products and resources become available, NBIC will use the same forums to ensure SLTT familiarity with the products. Utilizing key informant interviews and surveys, NBIC will solicit regular feedback to improve its products.

¹⁰ For the purpose of this strategy, NBIC Champions is defined as SLTT representatives who support NBIC's mission and can serve as advocates to other SLTT communities to subscribe, utilize, and promote NBIC products and resources.

Goal 3: Demonstrate the value of increased bi-directional information flow, integration of data, improved analytics, and access to subject matter expertise for SLTT stakeholders.

Understanding the current threat environment through open-source information, intelligence, and integration of federal, state, local, tribal, and territorial data sets helps achieve a common operating picture of biological threats. While effective data collection remains a significant challenge for integrated biosurveillance efforts, this is one of the most important aspects of analyzing emerging and biological threats.

Through more informed products that can draw conclusions across data sets, NBIC will demonstrate the value of increased bidirectional flow of information among and with SLTT stakeholders. Customer service satisfaction surveys and key informant interviews will be used to measure product usefulness. More informed products increase the decision space, response planning and provides actionable intelligence and information.

Development of new and enhancement of existing integrated data sets and sharing of this data with SLTT stakeholders will establish a comprehensive common operating picture of emerging and biological threats. In turn, this will establish NBIC as a go-to resource for SLTT stakeholders to rely on for all integrated biosurveillance needs for emerging and biological threats.

Goal Outcomes:

- Increased bidirectional flow of information among and between NBIC, member agencies (such as the NIWG and Advisory Board), and SLTT stakeholders to establish a common operating picture on the current national biothreats.
- Expanded conversations around the broad exchange of data and information to better inform NBIC products and resources.

Objective 3.1: In partnership with SLTT national associations, NBIC will facilitate conversations around the broad exchange of data and information to better inform NBIC products and resources.

Leveraging partnerships with SLTT national associations, NBIC will identify other data sources that could be integrated into NBIC products. Through key informant interviews and ongoing discussions with SLTT national associations, departments and agencies, and the NIWG and Advisory Board, NBIC will solicit feedback on data sets that could be added to enhance the utility of NBIC products. To facilitate the integration of new data sets, NBIC will establish data use agreements where necessary.

NBIC distributes information relating to human, animal, plant, food, and environmental health data widely among SLTT entities, but these entities are often reluctant to share data because of privacy, security, appropriate use, and other concerns. Through offering a suite of different approaches to address data-sharing concerns, such as using de-identified and aggregated data sets when necessary to alleviate privacy risks, NBIC will establish trusted relationships with SLTT

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agencies that ensure that data is protected and used appropriately. Additional safeguards may be required for Tribes or Reservations to facilitate data sharing.

In collaboration with SLTT national associations and DHS CWMD, NBIC will survey for interest in the creation of customized biosurveillance products for SLTT jurisdictions. This collaboration will foster the sharing of best practices and encourage interjurisdictional collaboration around biosurveillance activities.

Objective 3.2: Integrate information and data from SLTT agencies into current NBIC products to distribute across the broader SLTT community for shared situational awareness.

To use available information effectively, it is critical that NBIC identify the correct sources and data and integrate that data into an analytic process with the proper tools to utilize that data. Through increased coordination, NBIC and its partners will create an accessible network of data, technology, and tools. NBIC will accomplish this by leveraging existing data sets that are not currently in use by NBIC products. NBIC will identify data sets through conversations with SLTT subject matter experts and by soliciting best practices from the SLTT community.

Goal 4: Capture new biosurveillance data needs and facilitate new NBIC projects.

NBIC will establish an SLTT biosurveillance working group to gather and communicate SLTT integrated biosurveillance data needs, share best practices, and encourage interjurisdictional collaboration. The SLTT biosurveillance working group will assist NBIC in addressing SLTT operational, programmatic, and scientific issues related to biological threats of national concern. The NBIC Advisory Board and NIWG will review the SLTT biosurveillance working groups' documents developed for the establishment of this working group.

Goal Outcome:

- An established NBIC SLTT biosurveillance working group to coordinate and communicate SLTT integrated biosurveillance requirements, share best practices, and encourage interjurisdictional collaboration.

Objective 4.1: Establish an NBIC SLTT biosurveillance working group to coordinate and communicate SLTT integrated biosurveillance requirements by NBIC.

NBIC will establish an SLTT biosurveillance working group. If applicable, the working group will be established using an existing CWMD federal advisory committee. The group will be comprised of senior-level SLTT representatives that are identified in collaboration with SLTT national associations and CWMD.

Objective 4.2: Develop NBIC SLTT working group documents for the purpose of outlining the functionality, composition, and structure; mission and objectives; and key roles.

NBIC will create a working group document, which will include background, function, composition and structure, mission and objectives, administration, and renewal. Both the

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Advisory Board and NIWG will provide input to the NBIC SLTT biosurveillance working group documents.

Objective 4.3: Initiate projects that provide critical information and capability to SLTT biosurveillance partners and advance the integrated biosurveillance mission of NBIC.

In collaboration with the NBIC SLTT biosurveillance working group and partners, NBIC will initiate projects providing critical information and capability to SLTT biosurveillance partners. This collaboration will advance the integrated biosurveillance mission of NBIC.

VI. Summary/Conclusion

This strategy encompasses the key goals and objectives to expand NBIC's engagement with various SLTT communities. By leveraging existing partnerships with ASTHO and NACCHO and collaborating with other SLTT national associations, such as the Association of Public Health Laboratories, the Council of State and Territorial Epidemiologists, National Emergency Management Association, National Governors Association, and the National Association of State EMS Officials, NBIC will increase bidirectional flow of information among and between NBIC and SLTT stakeholders to establish a common operating picture on the current national biothreats. Through implementation of this strategy, NBIC's engagement with the SLTT community will increase, allowing the development of future programs, policies, and strategies to be more fully informed and reflective of a shared vision at all levels of the community.

Through this strategy, NBIC will provide timely, relevant, accurate, and actionable biosurveillance information and early warning analysis for biological events of national concern to SLTT stakeholders. In addition, NBIC will enhance its ability to identify and address specific SLTT capability needs, including areas where our SLTT health departments and national associations require increased granularity on specific requirements. NBIC will facilitate conversations around the broad exchange of data and information to better inform NBIC products and resources. NBIC will provide focused reviews for SLTT health agencies and national associations on the utility of current and future NBIC products. Finally, NBIC will establish an NBIC SLTT biosurveillance working group to coordinate and communicate SLTT integrated biosurveillance requirements, share best practices, and encourage interjurisdictional collaboration.

VII. Appendix A: Acronyms and Abbreviations

ASPR	Assistant Secretary for Preparedness and Response
ASTHO	Association of State and Territorial Health Officials
CWMD	Countering Weapons of Mass Destruction Office
DHS	Department of Homeland Security
HHS	Department of Health and Human Services
NACCHO	National Association of County and City Health Officials
NBIC	National Biosurveillance Integration Center
NBIS	National Biosurveillance Integration System
NIWG	NBIC Interagency Working Group
SLTT	state, local, tribal, and territorial
VA	Veterans Administration

VIII. Appendix B: Definition of Terms

Bidirectional Flow	The broad exchange of information from NBIC to SLTT communities and vice versa and the integration of SLTT information into NBIC products for the purposes of establishing a common operating picture of current and emerging biothreats.
Biological Threat	An entity involved with, or a situation involving, a biohazard that can potentially cause: <ol style="list-style-type: none"> 1. An act of biological warfare or terrorism; 2. A crime involving a biohazard consistent with the scope of the National Biodefense Strategy; or 3. Any natural or accidental occurrence in which a biohazard harms humans, animals, plants, or the environment consistent with the scope of the National Biodefense Strategy.
Biosurveillance	The process of gathering, integrating, interpreting, and communicating essential information and indications related to all-hazard threats or disease activity affecting human, animal, plant, and environmental health to achieve early detection and provide early warning; to contribute to overall situational awareness of the health aspects of the incident; and to enable better decision-making at all levels.
Goal	Broad statement or statements about the general intent in terms of desired outcomes.
Objective	Statement that describes milestones or actions to achieve the goal.
Requirements	Requirements for collaboration to include increased data encryption and de-identification of patient data sets to protect personally identifying information.

IX. Appendix C: NBIC SLTT Engagement Strategy and the CWMD Strategy for Integrated Biosurveillance Goals Crosswalk

NBIC SLTT Engagement Strategy	CWMD Strategy for Integrated Biosurveillance
<p>Goal 1: Provide timely, relevant, accurate, and actionable biosurveillance information and early warning analysis for biological events of national concern to SLTT stakeholders.</p>	<p>Goal 1: Provide Biosurveillance Early Warning Analysis.</p>
<p><i>Objective 1.1: Collaborate with SLTT national associations, the CWMD Office, and other federal interagency partners to identify and build a comprehensive understanding of the current biological threats.</i></p>	<p><i>Objective 1.1: Access new data sets and integrate with information sources that signal that a biological threat is emerging or that an active event has evolved to trigger a new impact.</i></p>
<p><i>Objective 1.2: Work with SLTT national associations and federal interagency partners to determine requirements for collaboration to develop relevant and impactful informational products.</i></p>	<p><i>Objective 1.2: Enhance current technological portfolio, leveraging government off-the-shelf software from the Department of Defense’s Defense Threat Reduction Agency and prior DHS Science and Technology Directorate biosurveillance investments.</i></p>
<p><i>Objective 1.3: Expand NBIC’s product reach to a broader network of SLTT stakeholders to ensure that these partners are aware of what NBIC does and how the Center can be a force multiplier for communities.</i></p>	
<p>Goal 2: Provide educational opportunities and focused reviews to SLTT departments and national associations to reduce the risk of biological threats of national concern.</p>	<p>Goal 2: Reduce the Risk of Nationally Significant Biological Catastrophes.</p>
<p><i>Objective 2.1: Provide educational opportunities for SLTT health departments and national associations to learn more about NBIC and the resources available.</i></p>	<p><i>Objective 2.1: Enhance current technological portfolio, leveraging government off-the-shelf software from the Department of Defense’s Defense Threat Reduction Agency and prior DHS Science and Technology Directorate biosurveillance investments.</i></p>
<p><i>Objective 2.2: Provide focused reviews for SLTT agencies and national associations on the utility of current and future NBIC products.</i></p>	<p><i>Objective 2.2: Evaluate current biosurveillance products and services against information needs and gaps of DHS operators and first responders and tailor information products.</i></p>
<p>Goal 3: Demonstrate the value of increased bi-directional information flow, integration of data, improved analytics, and access to subject matter expertise for SLTT stakeholders.</p>	<p>Goal 3: Improve Biosurveillance Enterprise Efficiencies and Effectiveness.</p>

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<p><i>Objective 3.1: In partnership with SLTT national associations, NBIC will facilitate conversations around the broad exchange of data and information to better inform NBIC products and resources.</i></p>	<p><i>Objective 3.1: Integrate partner information and data to increase capabilities and reduce redundant data collection and analysis.</i></p>
<p><i>Objective 3.2: Integrate information and data from SLTT agencies into current NBIC products to distribute across the broader SLTT community for shared situational awareness.</i></p>	<p><i>Objective 3.2: Establish a secure, trusted, and accessible platform to store partner information and conduct analysis.</i></p>
<p>Goal 4: Capture new biosurveillance data needs and facilitate new NBIC projects.</p>	
<p><i>Objective 4.1: Establish an NBIC SLTT biosurveillance working group to coordinate and communicate SLTT integrated biosurveillance requirements by NBIC.</i></p>	
<p><i>Objective 4.2: Develop NBIC SLTT working group documents for the purpose of outlining the functionality, composition, and structure; mission and objectives; and key roles.</i></p>	
<p><i>Objective 4.3: Initiate projects that provide critical information and capability to SLTT biosurveillance partners and advance the integrated biosurveillance mission of NBIC.</i></p>	