

**Information Sharing and Analysis Organization (ISAO)  
Standards Organization (SO) Public Meeting  
LMI Headquarters**

7940 Jones Branch Drive, Tysons, VA 22102

November 9<sup>th</sup> 2015, 7:30 a.m. – 5:00 p.m.

**Welcome**

**HEIDI GRAHAM:** So, it is without further ado, and my pleasure and honor to introduce Mr. Nelson Ford, LMI's President and CEO. Mr. Ford has spent his career tackling and solving the toughest problems both in private industry and in the federal government and now, by leading LMI in its mission to solve the government's most complex management issues. Ladies and gentlemen, the Honorable Nelson Ford.

[Applause.]

**NELSON FORD:** Good morning. It's nice to have you all here this morning. Welcome to the first public meeting of the newly established Information Sharing and Analysis Organization Standards Organization and welcome to LMI. I'd especially like to welcome our partner and lead on this project, The University of Texas San Antonio. We've had a long partnership with UTSA and we're pleased to have them. And also, the Retail Cyber Intelligence Sharing Center; our other partner. I'd like to recognize Under Secretary Spaulding from DHS, and Mike Echols from DHS who are with us here this morning.

For those of you who are unfamiliar with LMI, we are a mission-oriented consulting firm dedicated to improving the management of government. We've been in this building for about a year, and we're pleased to be here discussing critical national security interests among the top thinkers in cybersecurity.

I want to tell you a little bit about where LMI came from. We were founded 55 years ago to support the critical needs of the Pentagon for independent, experienced, expert business management professionals, particularly in logistics. LMI was founded to do just this kind of work. Like our partner UTSA, our independence and expertise will help lead this standards organization forward to achieve meaningful results. It is no simple task bringing together government and industry in a public, open-ended, consensus-driven process to agree on a common, voluntary set of standards. That's a tall task.

As you know, there's much at stake here; not only national and economic security, but also personal privacy and protection of confidential information. These are issues that concern citizens, business owners, and public servants; almost everybody. And these are all issues that, if unresolved, will result in a weakened national security posture.

The process is important, and it can be successful. We've proven that. Since 1985, we've been a member of the American National Standards Institute's Accredited Standards Committee that develops standard electronic data interchange messages used to conduct private and public sector business working to build consensus-based data standards. We've brokered more than 1,000 changes through the ANSI-accredited consensus-based governance process. We've represented our clients' interests on standards bodies at the United Nations, OASIS, the Open Travel Alliance and others. Coupled with our partners, UTSA and R-CISC, our experience and prowess in developing consensus-based standards is why we are pleased to be able to assist in the formation of the ISAO.

Success requires cooperation and collaboration between industry, government, and the best minds in academia. Going into today's discussions, I hope you will focus on our common goal, listen to your peers, and accommodate different interests. Let's not let the perfect be the enemy of the good.

I sincerely thank you for joining us this morning and thank you for your civic mindedness. Your participation in today's public meeting brings us one step closer to a state of improved cybersecurity and is vital to protect our national interests. Thank you for being here.

[Applause.]