

strategies, and disseminated ACTeams Operations Guides.

The PITF report praised the work of the departments of State, Defense, Justice, Labor, Health and Human Services, and Transportation. It also commended the U.S. Agency for International Development and U.S. Equal Employment Opportunity Commission for their continued efforts to meet with federal partners, and private sector, nongovernmental, community, and faith-based stakeholders, to receive feedback on programs, help shape future initiatives, and collaborate on anti-trafficking prevention, protection, and prosecution. **IAJ**

DoD Releases 2014 Quadrennial Defense Review

Earlier this spring, the Department of Defense (DoD) released its fifth Quadrennial Defense Review (QDR), a congressionally mandated review of DoD strategy and priorities. The 2014 QDR builds on the 2012 Defense Strategic Guidance, and seeks to adapt, reshape, and rebalance the U.S. military.

The QDR prioritizes three strategic pillars: defending the homeland against all threats, building security globally by projecting U.S. influence and deterring aggression, and remaining prepared to win decisively against any adversary should deterrence fail. The review also outlines three broad themes: an updated defense strategy, the rebalance of the joint force, and the department's commitment to protecting the all-volunteer force.

The QDR is intended to set the course for DoD to address current and future conflicts and threats. Throughout the QDR, there are several references to the important role interagency and international partnerships play in DoD efforts and operations, including those in conflict prevention, capacity building, counterterrorism, and countering illicit drug trafficking. **IAJ**

House Committee Cites Need for Better Information Sharing in Boston Marathon Report

In March, the U.S. House Homeland Security Committee released a bipartisan report detailing the timeline of last year's Boston Marathon terrorist attack. The report, *The Road to Boston: Counterterrorism Challenges & Lessons from the Marathon Bombings*, provides information on the terrorist networks in the Caucasus and the alleged-bomber Tamerlan Tsarnaev, and makes recommendations for improving counterterrorism efforts in the future.

The report exposes shortcomings in interagency cooperation and information sharing on the Tsarnaev brothers between the FBI, Customs and Border Protection, and other U.S. agencies leading up to the bombings. The report identifies four areas for continued improvement, including improved cooperation between federal and local law enforcement and increased information sharing involving various terror/travel watch lists at the federal level. For example, the report suggests fusion centers operated by state and local law enforcement agencies should be supplied with greater access to the FBI's Guardian System terror database. The report also recommends that agencies provide all the information available to them in their nominations to terror watch lists and other databases. **IAJ**

Interagency Cooperation Important to Border Security

From March 18 to March 19, law enforcement professionals gathered in Phoenix, Arizona to take part in the Border Security Expo. The Expo included keynote addresses from high ranking representatives from the Department of Homeland Security, U.S. Customs and Border Protection, U.S. Border Patrol, and U.S. Immigration and Customs Enforcement.

The event also comprised a number of panel sessions that covered a variety of border security topics, including managing and securing the U.S.-Mexico border and strategic partnerships for intelligence sharing.

During these panels, speakers credited interagency cooperation and information sharing with recent high-profile arrests. Panelists also stressed the important role interagency cooperation has in securing U.S. borders, even saying that such cooperation should possibly be federally mandated.

The 2015 Border Security Expo will be held on April 21 and 22, and will focus on countering transnational organized crime. **IAJ**

Army Pamphlet Calls for Interagency Partnerships

Earlier this year, the Department of the Army released a pamphlet on the subject of engagement. U.S. Army Training and Doctrine Command Pamphlet (TP) 525-8-5, The U.S. Army Functional Concept for Engagement expands on the ideas of TP 525-3-0, The U.S. Army Capstone Concept and TP 525-3-1, The U.S. Army Operating Concept.

The pamphlet includes a section on special warfare activities which, among other things, calls for Soldiers to be trained to work with host nation security forces, host nation governments, international government organizations, nongovernmental organizations, and interagency partners. The pamphlet also focuses on the interdependence of the Army and their unified action partners, including joint, interagency, and multinational partners.

The pamphlet incorporates building partner capacity tenets and establishes a common framework to capitalize on the integrative opportunities all of the warfighting functions provide to future land operations. **IAJ**

CSO Evaluates Two Years of Engagement

Early in March, the State Department's Bureau of Conflict and Stabilization Operations (CSO) published a report detailing CSO's efforts in its first two years of operations. CSO was established in 2011 to improve the effectiveness and coherence of the U.S. government in conflict situations, and break cycles of violence through locally grounded analysis that focuses on a top-priority opportunity to address conflict.

CSO set three goals when it began: 1) make an impact in three or four countries important to the United States; 2) build a respected team of trusted partnerships; and 3) be innovative and agile. These goals would be met by working with other State Department and interagency partners to understand and reduce conflict.

The report details many examples of CSO's success in addressing conflict in four top-priority countries, including CSO's contribution to more peaceful elections in Kenya and Honduras,