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Executive Summary

In March 2010, the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI) Program Management Office (PMO) was established as a collaborative effort led by the U.S. Department of Justice (DOJ), Bureau of Justice Assistance (BJA), in partnership with the U.S. Department of Homeland Security (DHS), the Federal Bureau of Investigation (FBI), and state, local, tribal, and territorial (SLTT) partners. Through its work with the National Network of Fusion Centers, hometown security partners, and SLTT and federal law enforcement, the NSI PMO continues to implement NSI policies, processes, and standards across all levels of government while ensuring that privacy, civil rights, and civil liberties are protected.

More than 296,000 law enforcement personnel trained in SAR Line Officer Training.

Over the past year, the NSI PMO has continued its implementation efforts and outreach to NSI stakeholders to help ensure that law enforcement and homeland security partners are afforded another tool to help identify and prevent terrorism and other related criminal activity. The ongoing collaboration among DOJ, DHS, the FBI, SLTT partners, and the National Network of Fusion Centers has strengthened, allowing the NSI to expand its nationwide information sharing capability. As of March 2013, 73 fusion centers have met the requirements outlined by the NSI PMO to be fully NSI-Operational—an increase of 5 centers from the same time last year—and all 78 fusion centers now maintain the capability to contribute and share suspicious activity reports through the Shared Space or eGuardian. This expansion of the NSI has allowed the Federated Search Tool to be accessed by more trained users—increasing the number of searches to more than 76,400—and more than 25,900 Information Sharing Environment (ISE)-SARs had been submitted and shared by the end of March 2013. Further, with the support of the National Network of Fusion Centers, 46 states and the District of Columbia are participating in statewide implementation of the NSI; implementation efforts are currently under way in Guam, Puerto Rico, and the U.S. Virgin Islands to ensure a strengthened nationwide capacity for sharing ISE-SAR information.

In 2012, the NSI deployed Web-based entry forms to allow private citizens, first responders, and law enforcement to submit SARs directly to the fusion center.

Since the NSI's inception, the FBI has been a partner in the furtherance of efforts related to the sharing of terrorism-related information. Over the past year, the NSI PMO has continued to foster this partnership. The NSI PMO has worked closely with the FBI's eGuardian team to identify, address, and resolve issues with system computability, data synchronization, and alignment of policies. Through this collaboration, a key NSI improvement was realized—the institutionalization of an automatic transfer of information from the Shared Space to eGuardian.

In addition to system compatibility enhancements, the NSI made significant technology improvements to the NSI Federated Search in 2012. As a strong proponent of responsiveness to system users, the NSI PMO responded to agency requests and developed capabilities for fusion centers to easily deploy Web-based data entry forms. These Web-based forms allow citizens and law enforcement and first responder personnel to submit SARs directly to their fusion center.

As one of the NSI's federal partners, DHS has continued to support the core mission and efforts of the NSI. In 2012, DHS's Office of Intelligence and Analysis (I&A) integrated suspicious activity reporting into the interagency "Roll Call Release" (RCR) product line to inform its customers of key issues and emerging trends relevant to homeland security threats. The RCR products, which are produced jointly with the FBI, have proved to be valuable intelligence products through which ISE-SAR information can be shared with various partners. The DHS "If You See Something, Say Something™" public awareness campaign—launched in conjunction with the NSI—has also made major strides over the past year in raising public awareness of indicators related to terrorism and encouraging individuals to report suspicious activity to their local law enforcement authorities.

Results of 2012 Assessment of Fusion Centers Indicate Centers Highly Engaged in SAR-related Activities:

- 93.5% of the National Network of Fusion Centers (or 72 fusion centers) are submitting SAR information.
- 90.9% of the National Network of Fusion Centers are actively analyzing SAR information to identify trends and potential terrorism linkages or activities.
- 85% of the National Network of Fusion Centers train line officers on NSI indicators and behaviors.

Click to view final report:
2012 National Network of Fusion Centers Final Report

The NSI PMO maintained its emphasis on engaging key stakeholders and partners across the country, through both training efforts and communications, to inform them of critical NSI updates and advances to NSI policies, training initiatives, and technology. In the past year, the NSI PMO has continued its focused outreach to chief executives and frontline officers, resulting in more than 296,000 law enforcement officers and related personnel having completed the SAR Line Officer Training—an increase of 143,465 personnel trained over the past year. The NSI PMO has also advanced its training efforts to public safety partners, otherwise known as "hometown security partners," resulting in the training of over 72,500 individuals across five key sectors.

In addition to community and stakeholder outreach, the NSI PMO has continued its work with the Office of the Program Manager, Information Sharing Environment (PM-ISE); the FBI; the International Association of Chiefs of Police (IACP)—particularly the IACP Homeland Security and Terrorism Committees—and many other key federal, state, and local representatives and law enforcement associations to continue to improve the overall process of reporting and sharing information related to suspicious activity while advancing a unified approach to this information sharing process.

The NSI's Role in the National Strategy for Information Sharing and Safeguarding

Building on the *National Strategy for Information Sharing* (NSIS) of 2007, President Barack Obama signed the updated *National Strategy for Information Sharing and Safeguarding* (NSISS or Strategy) in December of 2012. The NSISS defines the parameters and provides guidance for the effective development, integration, and implementation of policies, processes, standards, and technologies to promote secure and responsible information sharing.

> The NSI is highlighted as one of the key priorities in President Obama's *National Strategy for Information Sharing and Safeguarding.*

The NSISS focuses on five goals, and the Administration defined 16 priority objectives related to information sharing and safeguarding information to advance the goals declared in the document. The NSI is specifically highlighted as one of the key priority objectives in the strategy. As specifically stated, the NSI must "complete the implementation of the NSI programs in the National Network of Fusion Centers and federal entities while expanding training and outreach beyond law enforcement to the rest of the public safety community" (NSISS, 2012).

The NSI is committed to advancing the goals of the NSISS and continues to build on its existing success. In its efforts to advance secure and responsible information sharing, the NSI continues to coordinate its efforts with the NSI-operational fusion centers that maintain the capability to contribute and share SAR information. Moreover, the advancement of NSI efforts is under way with all fusion centers, regardless of NSI operability status, including but not limited to those fusion centers in Guam, Puerto Rico, and the U.S. Virgin Islands. The NSI also continues to implement and execute long-term strategies for federal agency participation and is guiding outreach activity to identify additional federal entities for participation with the NSI. In addition, through the SAR Training for Hometown Security Partners, the NSI is expanding beyond the law enforcement community to those public safety sectors that have similar public safety and homeland security missions.

NSI—A Year in Review[1]

I. NSI Program Management Office (PMO)

In spring 2012, the NSI PMO saw its first change in leadership when Director Thomas J. O'Reilly retired from federal service. Mr. David Sobczyk from DHS was named the new Director in April 2012. This appointment maintained the strong partnership that the NSI PMO has had with DHS since the inception of the NSI, as Mr. Sobczyk was previously the lead for SAR engagement at DHS, as well as the Principal Deputy Director for the NSI.

The NSI PMO also welcomed a new Deputy Director, Mr. Adam Pearlstein, from the FBI in early 2013. Mr. Pearlstein is focused on carrying forward the implementation of the NSI across federal departments and agencies.

Success Story

Orange County Intelligence Analysis Center

In 2012, the Orange County Intelligence Analysis Center (OCIAC) effectively produced suspicious activity reports (SARs) that identified 14 possible members/associates of foreign terrorist organizations (FTOs) and 9 inmates with possible Mexican drug trafficking organization (DTO) affiliation. The increased outreach and training by the OCIAC in the Orange County Correctional System during 2012 resulted in increased sharing of SARs between the correctional system and the fusion center, including a SAR sent by the Orange County Correctional System to the OCIAC that identified a subject who posed a grave threat to a federal justice official. Based on the information shared, the OCIAC helped protect a federal justice official from possible harm.

II. Implementation of the NSI National Network of Fusion Centers

Throughout the past year, the NSI PMO made substantial advancements with implementing the policies, standards, processes, and technology of the NSI within the National Network of Fusion Centers. As of March 2013, 73 state and urban area fusion centers are recognized by the NSI PMO as having met the requirements to be considered NSI-Operational. Efforts are currently under way in Guam and the U.S. Virgin Islands to integrate these fusion centers into the NSI. Since last year, the NSI has shown an increase of five NSI-Operational fusion centers, which has substantially expanded the amount of information available within the network and strengthened the overall nationwide information sharing capacity.

1 The 2012 NSI Annual Report covers NSI accomplishments primarily occurring March 2012 through March 2013.

Another significant achievement over the past year was the institutionalization of an automatic transfer capability for information flowing from the Shared Space to eGuardian, which allows the FBI to immediately receive each ISE-SAR submitted from the fusion centers. Acknowledging that 50 fusion centers use the Shared Space technology as their primary ISE-SAR reporting tool, the NSI prioritized this compatibility effort in order to ensure that critical information was being actively sent to the FBI for assessment and possible investigation.

III. NSI Federal Plan

As of January 2013, 59 federal agencies are in varying stages of participation with the NSI Federal Plan.

The NSI Federal Plan is a project initiated in 2011 by the NSI PMO to formalize the sharing of information currently taking place between federal partners, which will mirror the processes within the National Network of Fusion Centers. The framework of the NSI Federal Plan is intended to serve the ongoing exchange of information, which will allow for the discovery of emerging threats and risks, as well as the enhancement of knowledge regarding existing threats and risks. To facilitate the process of submitting, tracking, and enhancing the coordination of terrorism-related tips and leads within the various federal agencies, the NSI is leveraging the existing system of one of its federal partners—the FBI's eGuardian system.

NSI briefings were provided to executives of the federal agencies involved in the effort. The briefings consisted of background on the NSI, the importance of information sharing between federal agencies, the adoption of the eGuardian system and establishment or inclusion of eGuardian into current SAR protocol, all associated NSI training (i.e., SAR Line Officer Training and SAR analytic training), and adherence to privacy protections. Following the executive briefings, a single point of contact for SAR was established within each agency to coordinate the implementation of all components of the NSI Federal Plan. The final stage of NSI Federal Plan implementation required the FBI and DHS to create a SAR analytic training course to be provided to each participating federal agency.

NSI compliance is defined as "having been provided an executive-level briefing on the NSI Federal Plan, an agreement to participate in the NSI on an enterprise scale, establishment of a SAR protocol, completion of the SAR Line Officer Training and SAR analytic training, provision of eGuardian accounts, and the adherence to a written privacy policy."

Operational status is defined as "having met all of the criteria of NSI compliance, with the exception of the completion of the SAR analytic training. Those agencies that have not sent personnel to the 8-hour SAR analytic training course continue to have their submitted SARs vetted by the FBI Guardian Management Unit."

In Progress status is defined as "having been provided an NSI Federal Plan Executive Briefing, along with an agreement to participate; however, no technology solution (eGuardian) has been implemented to date."

Unresolved is defined as "those agencies that have yet to receive an NSI Federal Plan Executive Briefing or have not committed to participate in the NSI."

The NSI has made significant strides with the NSI Federal Plan. Fifty-nine component agencies are in various stages of participation with the NSI. Of those 59, 29 are NSI-compliant, 27 are operational, and 3 are in progress. The NSI Deputy Director is proactively engaging in outreach activities to identify additional federal agencies for participation with the NSI and build upon the success of the NSI Federal Plan.

Success Story

Los Angeles JRIC's TLO Program

One of the duties of all investigators is to serve as a custodian of records for the county. A Los Angeles County Department of Public Health investigator participating in the Los Angeles Joint Regional Intelligence Center's (JRIC) Terrorism Liaison Officer (TLO) program recently received a call from an individual who requested information regarding a National Aeronautics and Space Administration (NASA)-related facility in Los Angeles County. Posing as an information technology contractor, the individual requested information about the facility's buildings, floor plans, and equipment. The TLO was concerned about the individual's probing questions and the lack of verification of his identity. The TLO submitted a SAR to JRIC and denied the individual access to the information.

This story shows the importance of recognizing behaviors—even when demonstrated only over the phone—that could indicate terrorist or other criminal activity and the importance of sharing this information with the fusion center and the Federal Bureau of Investigation for analysis and possible investigation. This is why it is critical that the SAR Line Officer Training reach all law enforcement officers across our country.

IV. Fusion Center Training and Outreach Enhancement Plan

In order to address the NSISS priority regarding SAR, the NSI PMO developed an Enhancement Plan that identified fusion centers requiring additional support and outreach in order to reach full NSI operability. The plan also helps fulfill the NSISS requirement to expand training efforts and outreach beyond law enforcement by providing the fusion centers with the tools and resources needed to independently conduct outreach on a local, regional, or state level. As a result of this plan, it is anticipated that the fusion centers will increase their NSI engagement and, therefore, increase reporting, performance, and products developed for the field. In supporting the increase in fusion center NSI engagement, DHS, in partnership with the NSI PMO, has also provided grant funding clarification, requiring all personnel funded with State Homeland Security Program (SHSP) and Urban Areas Security Initiative (UASI) funding and engaged in the NSI to complete the applicable NSI trainings. In addition, the NSI intends to reinvigorate the ISE-SAR awareness and analyst training offerings by leveraging related national and international associations through regular briefings and other NSI resources that target key stakeholders in the field.

V. GAO Examination of the NSI

Throughout 2012 and into 2013, the NSI was reviewed by the Government Accountability Office (GAO) regarding the impact of implementation, outreach efforts, training, policies, processes, and standards of the NSI across the National Network of Fusion Centers, as well as across federal and SLTT partners. In March 2013, the GAO released its final report, *Information Sharing: Additional Actions Could Help Ensure That Efforts to Share Terrorism-Related Suspicious Activity Reports Are Effective.*

During the course of the inquiry, the GAO focused on four particular facets of NSI operations: its implementation efforts, technical platforms, training objectives, and performance metrics. The report culminated with five recommendations for the NSI PMO and its federal partners:

1. To help ensure that the NSI is effectively implemented and that investments are achieving desired results, the NSI PMO should, in consultation with the PM-ISE, the FBI, fusion centers, and other relevant stakeholders, implement formalized mechanisms as part of the NSI to provide stakeholders feedback on the SARs they submit, consistent with the PM-ISE recommendation, and inform stakeholders of these mechanisms.

2. To help ensure that the NSI is effectively implemented and that investments are achieving desired results, the NSI PMO should, in consultation with the PM-ISE, the FBI, fusion centers, and other relevant stakeholders, develop or enhance existing mechanisms to assess the line officer training in order to ensure that it meets training objectives and identify and make improvements.

3. To help ensure that the NSI is effectively implemented and that investments are achieving desired results, the NSI PMO should, in consultation with the PM-ISE, the FBI, fusion centers, and other relevant stakeholders, establish plans and time frames for developing and implementing a performance management plan, including measures that assess what difference ISE-SARs are making and the homeland security results achieved.

4. To mitigate risks associated with having two systems for collecting and sharing ISE-SARs, the U.S. Attorney General should task the NSI PMO and the FBI to identify individual fusion centers' concerns that prevent them from always submitting ISE-SARs to eGuardian consistent with the Deputy Attorney General's December 2011 memorandum and establish steps to address these concerns, as well as time frames for implementing the steps.

5. To mitigate risks associated with having two systems for collecting and sharing ISE-SARs, the U.S. Attorney General should task the NSI PMO and the FBI to develop and implement testing criteria and plans based on technical requirements, consistent with best practices—considering the cost and complexity of the testing and the criticality of the interconnection to the agencies' missions—to help ensure that the automatic exchange of data between the Shared Space and eGuardian is complete and accurate.

The NSI PMO and its federal partners have already taken actions to address the recommendations and will continue efforts in the forthcoming year.

The NSI PMO recognizes that it is the NSI stakeholders that have made the Initiative a success, and their continued partnership is critical to the institutionalization of the NSI.

Unified Message Task Team

The continued partnership of the NSI PMO with the IACP was strengthened over the past year with the continued emphasis of SAR principles and practices as appropriate in IACP programs and training efforts. In 2011, the IACP hosted a meeting of representatives from numerous local, state, and federal agencies and law enforcement organizations to create a unified approach to reporting and sharing suspicious activity. The resulting Unified Message Task Team (UMTT) was charged with creating an agreed-upon approach to reporting and sharing suspicious activity among agencies responsible for homeland security. The UMTT met in early 2013 in Denver, Colorado, to discuss future plans and updates on current efforts regarding the NSI. The UMTT focuses its efforts on:

- Increasing public awareness of reporting suspicious activity to law enforcement.
- Generating suspicious activity reports by law enforcement.
- Analysis conducted by fusion centers and FBI Field Intelligence Groups (FIGs).
- Investigation by the FBI's Joint Terrorism Task Forces (JTTFs).

In continuing support of this unified approach to information sharing, the NSI PMO has conducted NSI briefings at a number of association and organizational workshops and training events focusing on information sharing, such as the IACP, the International Association of Fire Chiefs, the Association of State Criminal Investigative Agencies, and ASIS International. During these briefings, NSI PMO leadership advanced audience awareness of the NSI, fostered enhanced partnerships with fusion centers, and emphasized the dividends realized through NSI participation. As a result, the NSI has received numerous inquiries from agencies who want to better understand and participate in the Initiative. The NSI has also received valuable feedback from agencies across the country and is utilizing the information provided to further the unified approach of reporting and sharing of information related to suspicious activity.

In support of the UMTT's emphasis on training, the NSI is updating the SAR Line Officer Training curriculum. The updated training will continue to focus on established indicators and how they relate to emerging threats and actual examples of how law enforcement and homeland security partners have assisted in thwarting potential acts of terrorism and criminal offenses. The new training video will provide frontline personnel with a better understanding of their role in the homeland security mission and how their contributions have a direct relationship to keeping their hometowns safe.

The NSI PMO is strongly committed to continuing its support of a unified approach to the reporting of suspicious activity and assisting key stakeholders in understanding how the use of technology, training, and outreach can help lead to a safer America.

Analytic Activities

Success Story

FBI Guardian System's Role in Texas Bomb Plot

On August 10, 2012, in Waco, Texas, Naser Jason Abdo received two consecutive life sentences in prison for the attempted use of a weapon of mass destruction and for possession of a weapon in furtherance of a federal crime of violence. Trial testimony revealed that on July 27, 2011, Abdo, a soldier who was Absent Without Leave (AWOL) from Fort Campbell, Kentucky, intended to detonate a bomb inside a restaurant frequented by soldiers from Fort Hood, Texas, in an attempt to kill members of the uniformed services of the United States. The testimony also revealed that he intended to shoot and kill any survivors of the bomb blast.

The first Guardian assessment was created in 2010 based on Abdo's suspicious behavior and resulted in a JTTF investigation. In the two years following the initial assessment, state and local law enforcement provided additional SARs referencing Abdo, instrumental in furthering the FBI's investigation. The FBI's assessment, benefited by the collaboration of state and local law enforcement SARs, revealed that Abdo demonstrated a potential nexus to terrorism based on his reported behaviors.

The assessment of Abdo was managed in the FBI's Guardian Threat Tracking System (Guardian). The use of Guardian as a pre-case management system in determining Abdo's intentions and nexus to terrorism demonstrates the role of Guardian in the prevention of terrorism plots. This instance also demonstrates that Guardian is an invaluable resource to receive and analyze information shared with the FBI.

I. National Fusion Center Analytic Workshop

DHS, in partnership with the NSI PMO, hosted the National Fusion Center Analytic Workshop in Kansas City, Missouri, on January 15–16, 2013. This workshop supported the continued enhancement of Critical Operational Capability (COC) 2: Analyze, which is defined as the "ability to assess local implications of threat information through the use of a formal risk assessment process." As part of the effort to support analytic development and enhancements, the NSI SAR Analytic Role Training course was provided as a training course for workshop participants. The SAR Analytic Role Training focuses on the evaluation of SARs to identify behaviors that may be associated with pre-incident terrorism planning and the process for sharing terrorism-related SARs nationwide. The workshop also covered such diverse topics as Privacy, Civil Rights, and Civil Liberties; Human Trafficking; Cybersecurity; Regional Strategic Threat Assessment Development; and Critical Infrastructure Protection and Risk Analysis. Nearly 200 people attended, representing the designated state and major urban area fusion centers throughout the country.

II. SAR Analysis Project

The DHS SAR Analysis Project, managed by the Office of Intelligence and Analysis (I&A), is an effort initiated in July 2011 to establish baseline metrics and evaluate the analytic value of suspicious activity reporting in the NSI Federated Search. I&A's focused efforts will allow it to facilitate increased production of federal SAR-related products and resources to support SAR analysis at both the federal and SLTT levels. The SAR team's baseline analysis of patterns, trends, tactics, techniques, and procedures in reporting ISE-SARs submitted to the NSI was completed in late 2012. The analysis encompasses a review and an assessment of a representative sample of SAR information that was submitted through the NSI, including submissions made directly to the eGuardian system, and the SAR team anticipates publishing its findings later this year. This effort continues to advance I&A's all-source analysis, providing support for requests for information, training, and joint-seal products with fusion centers.

III. Roll Call Release Products Integrating SAR Data

SAR information continues to be leveraged by both state and local partners, as well as national security organizations, in an all-source analysis effort intended to help secure the homeland. A significant benefit of the NSI lies in making ISE-SAR information readily available to analysts who can inform the interagency homeland security community about evolving terrorism trends and criminal schemes, collate reported data with current threat streams, and show nationwide aggregated metrics of ISE-SARs across regions and infrastructure sectors.

To help better support analytic efforts, in the fall of 2012, DHS I&A stood up the Field Analytic Support Taskforce (FAST), which advocates for state, local, tribal, and territorial intelligence requirements and collaborates with analysts from across I&A's Analysis Directorate and federal interagency partners to identify, develop, and share intelligence products with state, local, tribal, territorial, and private sector partners.

As part of this effort, FAST integrated SAR into the interagency "Roll Call Release" (RCR) product line to inform its customers of key issues relevant to homeland security. This one-page, for-official-use-only product, which is produced jointly with the FBI, has proved to be a valuable intelligence product through which ISE-SAR information can be shared with various partners. The RCR products have been incorporated into the NSI suite of training offerings and enhance awareness of the SAR process by informing agencies on the types of activities that should be reported.

Thirteen RCRs were released in 2012 as part of a series that addresses the NSI-defined indicators and behaviors of potential terrorist preoperational attack planning. In addition to the NSI definition and specific activities associated with the indicator and the behavior, the RCRs also provide actual examples of ISE-SARs that were submitted to the NSI that illustrate these indicators and behaviors.

Supporting Partnership Engagements

I. Hometown Security Partners

Over the past year, NSI PMO staff worked to ensure that the national and international associations representing the "hometown security partners"—those professions with similar missions to law enforcement constituencies or working in the homeland security and public safety arenas—were fully briefed on NSI efforts with regard to SAR Training for Hometown Security Partners. As a part of this effort, the NSI PMO worked to secure these associations as partners in the NSI effort through their endorsement of the sector-specific SAR training. By March 2013, the International Association of Fire Chiefs, the American Probation and Parole Association, the National Emergency Management Association, the National Association of Security Companies, ASIS International, and the National Emergency Number Association had all provided links on their associations' Web sites to their sector-specific SAR awareness training. These partner associations also formally and publicly endorsed the efforts of the NSI PMO with regard to the provision of SAR training to their respective public safety communities. The continued support and partnership from these associations are important to the overall SAR effort and are necessary for the success of the SAR awareness training. As such, the NSI PMO will continue to engage with each association over the next year to help ensure that the training is pushed out to the memberships of each of these sectors.

Private Sector Security Training Success

Recognizing the importance of the SAR Private Sector Security Training, the National Association of Security Companies (NASCO)—the nation's largest association for contract private security officer companies—released an endorsement of the SAR awareness training in early 2012. A private security company associated with NASCO—Whelan Security—saw the importance of this critical training to its security officers. In just over a month, more than one-third of Whelan's 4,500 security officers successfully completed the SAR Private Sector Security Training. Since incorporating the training program into its in-house training system, Whelan Security has successfully trained over 2,100 security officers in 28 different states.

II. National Maritime Intelligence-Integration Office Training Partnership

The National Maritime Intelligence-Integration Office (NMIO), in partnership with the NSI PMO and in coordination with the U.S. Coast Guard (USCG), is managing the development and release of a SAR awareness training program specifically for maritime stakeholders and the port facilities in which they work. The training is an outgrowth of the

SAR Training for Hometown Security Partners—directed at critical partners such as fire, emergency medical services (EMS), and 9-1-1 operators—and will incorporate the core principles of the previously produced hometown security partners training. The maritime training program's purpose is not to empower port and private safety officials to act on behalf of law enforcement but rather to have them understand the critical role they play in identifying and reporting suspicious activity to federal, state, local, tribal, and territorial law enforcement.

The United States conducts 95 percent of commercial trade via maritime conveyances—moving more than 2 billion tons of freight a year and handling $264 billion in annual commerce. The U.S. maritime responsibility includes 164,000 employees in water transportation and ports, 200,000 foreign sailors, 7 million cruise passengers, and 134 million ferry passengers. Moreover, security management of the coastlines includes over 25,000 miles of inland waterways, 95,000 miles of shoreline, 240-plus shipyards, and 1,000 harbor channels that need to be monitored.[2]

As the NMIO/NSI PMO partnership matures and the program moves forward, community outreach will greatly aid in addressing the concerns of citizens and advocates by demonstrating that agencies engaged in the ISE-SAR process have adopted and maintain appropriate privacy and civil liberties safeguards.

NMIO and the NSI PMO plan to complete the development of the Maritime SAR Initiative (MSI) training by late 2013. Additionally, as part of the MSI, NMIO has partnered with the NSI PMO, DHS, the FBI, and the USCG to visit ten select U.S. port facilities to increase awareness of the NSI and to capture "best practices" regarding the SAR program in each port. One goal for the port visits is to enhance information sharing between state and major urban area fusion centers and port authorities, which will lead to increased and more effective suspicious activity reporting. At the conclusion of the visits, NMIO will deliver a report highlighting the challenges and best-practice-solution implementation recommendations gleaned from the port visits. This combined training and outreach effort will serve to educate those professions within the maritime industry that have a great potential for being exposed to indicators and behaviors associated with criminal and/or terrorist activity.

The "If You See Something, Say Something™" public awareness campaign, America's Waterway Watch (a public outreach program encouraging participants to report suspicious activity to the USCG and/or other law enforcement agencies), and the NSI all underscore the notion that an alert public plays a critical role in keeping our nation safe.

2 Maritime figures are cited from Victor E. Renuart, Jr., and Dane S. Egli, "Closing the Capability Gap: Developing New Solutions to Counter Maritime Threats," *Naval War College Review*, Spring 2008, Vol. 61.

Privacy Protections

I. Fusion Center Peer-to-Peer Exchanges

The Criminal Intelligence Coordinating Council (CICC) developed the *Privacy, Civil Rights, and Civil Liberties Compliance Verification for the Intelligence Enterprise* resource to assist agencies as they review and assess their policies and procedures related to privacy, civil rights, and civil liberties protections to ensure that these policies are comprehensive and have been fully implemented. In December 2010, an appendix to the resource was developed to focus on SAR information and SAR-related policies. Following the development of this SAR Appendix, DHS sponsored a collaborative effort with the NSI PMO and the joint DHS/DOJ Fusion Process Technical Assistance Program to partner with 12 NSI sites to deliver six sets of peer-to-peer exchanges to implement the *Privacy, Civil Rights, and Civil Liberties Compliance Verification for the Intelligence Enterprise,* as well as to pilot the new SAR Appendix. The goal of these initial exchanges was to demonstrate how fusion centers have developed and implemented their privacy policies and related procedures, identify corrective action options for potential gaps, and identify smart practices to share nationally.

Since March 2012, 7 on-site peer-to-peer exchanges have been conducted, resulting in a total of 20 completed on-site exchanges since the pilot phase began in early 2010.

II. National Fusion Center Analytic Workshop—Privacy Review of Analytic Products

During the National Fusion Center Analytic Workshop in January 2013—sponsored by DHS in partnership with the NSI PMO—a session titled "Privacy, Civil Rights, and Civil Liberties Review of Analytic Products" was offered. The training session, attended by over 150 fusion center representatives, provided guidance in reviewing intelligence products by using examples from DHS's Privacy Office and the Office for Civil Rights and Civil Liberties. The session also provided analysts with guidance on writing and producing products that incorporate the necessary privacy, civil rights, and civil liberties (P/CRCL) protections from the inception of the product to its final dissemination.

III. National Fusion Center Privacy, Civil Rights, and Civil Liberties Workshop

On November 13–14, 2012, DHS hosted the National Fusion Center Privacy, Civil Rights, and Civil Liberties (P/CRCL) Workshop, in coordination with the DHS Privacy Office, the DHS Office for Civil Rights and Civil Liberties, the NSI PMO, and DOJ BJA, in Nashville, Tennessee. The purpose of this two-day workshop was to provide training for fusion center P/CRCL Officers, as well as to exchange best practices and lessons learned. Included as part of the workshop agenda was a plenary discussion on defining SAR information. For fusion centers to engage in effective and meaningful information sharing, they must protect individuals' privacy, civil rights, and civil liberties. To meet this need, fusion

centers develop, implement, and enforce P/CRCL safeguards to protect constitutional rights and to ensure that they are addressing their ethical and legal obligations while engaged in the fusion process. Their commitment to these safeguards also builds trust with partners, advocacy groups, and the community, which in turn fosters increased information sharing, which is vital to executing the fusion process.

Training

The NSI training strategy is a multifaceted approach designed to increase the effectiveness of SLTT law enforcement, public safety professionals, and hometown security partners in identifying, reporting, evaluating, and sharing pre-incident terrorism indicators to prevent acts of terrorism. The overarching goal of the training strategy is to facilitate appropriate agency implementation of the ISE-SAR process and to enhance a nationwide SAR capability. To achieve this goal, the NSI PMO has developed and deployed training programs for frontline officers, analysts, chief executives, and hometown security partners regarding the behaviors and indicators of terrorism-related criminal activity. In addition, the NSI training programs have been incorporated into grant funding requirements, further underscoring the significance of all NSI training programs and the importance of increased fusion center NSI engagement.

Success Story

Colorado Chiefs Commit to NSI Training

In June 2012, the Colorado Association of Chiefs of Police (CACP) held its annual meeting, during which Chief Dwight Henninger discussed the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI), including Colorado's progress with the SAR Line Officer Training. The 60 chiefs in attendance committed to train 95 percent of Colorado officers by 2013. In addition, the CACP made the SAR Public Safety Telecommunications Training a focus of its training outreach efforts. This commitment by the Colorado chiefs highlights the importance of informing the field about SAR indicators and behaviors and ensuring that frontline officers and other public safety officials know where and how to report this information for follow-up.

I. Line Officer Training Update

As of March 2013, the SAR Line Officer Training had been completed by over 296,000 law enforcement personnel.

Frontline law enforcement personnel are trained to recognize behavior and incidents that may indicate criminal activity associated with terrorism. Their routine duties position them to observe and report suspicious behaviors or activities. The SAR Line Officer Training focuses on the critical role line officers have in the effective implementation of the ISE-SAR process by identifying and documenting suspicious activity. To efficiently deliver training to a large number of line officers in a timely manner, the SAR Line Officer Training is delivered through a 15-minute CD that has been posted to several online/distance-learning formats and can also be customized for an agency's distance-learning platform.

In order to enhance the effectiveness of the NSI-provided training programs, the NSI PMO has developed training performance metrics to gauge the long-term value of the SAR Line Officer Training program. These performance metrics will assist in measuring the effectiveness of the training and will assess how the training is supporting

terrorism and related criminal activity prevention efforts among the nation's state, local, tribal, territorial, and federal law enforcement agencies and personnel. As part of the efforts to obtain meaningful performance metrics, a survey was designed to assess the long-term implementation of the tenets of the SAR Line Officer Training. This survey was disseminated to law enforcement personnel who had completed the SAR Line Officer Training and included such topics as understanding the behaviors and indicators associated with terrorism-related preoperational planning, understanding the reporting process for terrorism-related suspicious activity, and understanding the importance of protecting privacy, civil rights, and civil liberties throughout the SAR process.

Supporting attributes include the following:

- Over 700 line officers responded to the survey, providing critical feedback on the SAR Line Officer Training and validating the importance of its tenets.
- Approximately 82 percent of the officers found that the information they learned from the SAR Line Officer Training enhanced their ability to identify terrorism-related suspicious activity.
- More than 86 percent of the officers surveyed indicated that the information they learned from the training increased their understanding of how to report terrorism-related suspicious activity.
- Over 84 percent of the officers surveyed found that the SAR Line Officer Training provided abundant information on the protection of privacy, civil rights, and civil liberties when observing and documenting ISE-SAR-related information.
- Approximately 83 percent of the officers surveyed went on to say that the SAR Line Officer Training provided them with the critical information they needed to perform their role in identifying and reporting suspicious activity related to terrorism and other criminal activity.

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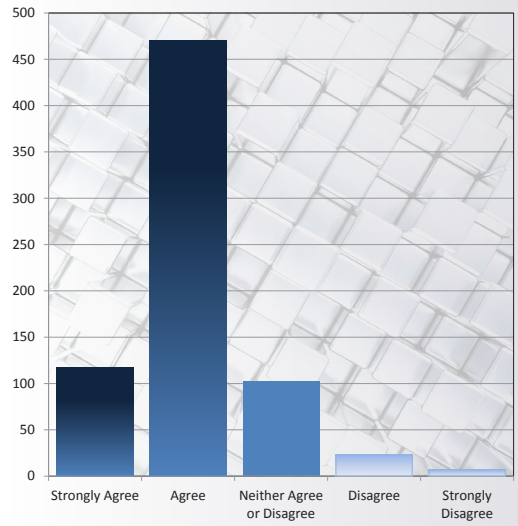

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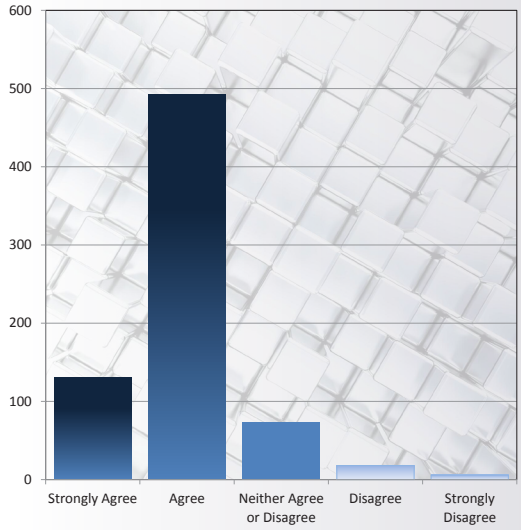

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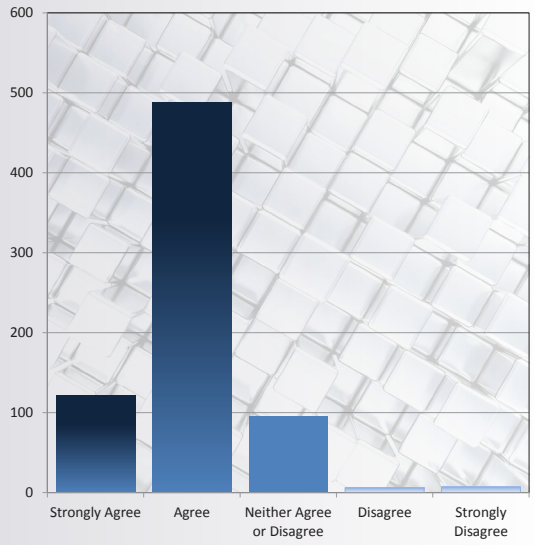

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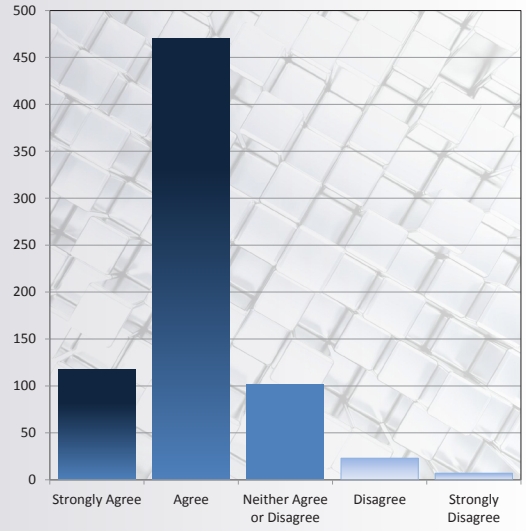

II. Hometown Security Partners SAR Training Update

To enhance a nationwide SAR capability, the NSI has developed five sector-specific SAR awareness training programs for partners with similar missions to those of law enforcement constituencies, or "hometown security partners," that are important to the SAR effort. These hometown security partners include fire and emergency medical services personnel, public safety telecommunications professionals (e.g., 9-1-1 operators), emergency managers, corrections and probation and parole officers, and private sector personnel charged with protecting the nation's critical infrastructure. These five sector-specific SAR awareness training programs were released in April 2012. All five SAR awareness training programs offer an official certificate of completion and are available on the public NSI Web site at http://nsi.ncirc.gov/training_online.aspx.

Since the release of the training programs, the NSI PMO has partnered with several associations in each of the five sectors to ensure that the training is pushed out to each sector's member base. The support and successful partnership efforts that the NSI PMO received from these associations were crucial in the achievement of more than 72,500 people across five different sectors receiving the SAR Training for Hometown Security Partners. In turn, the education and awareness of these stakeholder groups ensure the increase of SAR submissions and the increase of data sharing to improve safety in our communities.

III. SAR Analytic Training Update

As of March 2013, more than 2,000 analysts have received the SAR Analytic Role Training; in addition, more than 500 DHS analytic personnel have received the SAR Analysis Training.

In an effort to advance analytic efforts, DHS partnered with the NSI to support the incorporation of ISE-SARs into fusion center analytic processes. In order to support these efforts, DHS and the NSI PMO are delivering a series of services designed to help analysts better understand processes for reviewing and vetting ISE-SARs, as well as processes for formally analyzing ISE-SARs to inform fusion center analytic efforts and products. Analytic training is delivered through two courses—the foundational SAR Analytic Role Training and the SAR Analysis Training.

Suspicious Activity Reporting: The Analytic Role—This foundational course provides an overview of the NSI to ensure that analysts are able to recognize terrorism-related pre-incident indicators and fully understand the evaluation process used to determine whether identified behavior meets the ISE-SAR Functional Standard criteria, in accordance with privacy, civil rights, and civil liberties protections. This course also reviews the technical processes and procedures for submitting a SAR into the ISE-SAR Shared Space and provides an overview of the NSI Federated Search. The training is delivered in an 8-hour workshop format.

Suspicious Activity Reporting Analysis Training—Once analysts are proficient on the ISE-SAR Functional Standard and familiar with the ISE-SAR Shared Space and the NSI Federated Search, they can formally analyze SAR to inform fusion center analytic efforts and products. This course will provide instruction on various methods and approaches to analyzing SAR as part of overall fusion center analytic processes. Specifically, the course will instruct participants in the methods for evaluating SAR; conducting structured inquiry focused on SAR trends, relationships, and patterns; and incorporating SAR analysis into fusion center product development. The training is delivered in a 16-hour workshop format.

Ensuring that SAR information is properly reviewed and vetted is critical to promoting the integrity of information submitted; protecting citizens' privacy, civil rights, and civil liberties; and successfully implementing the SAR process.

IV. Institutionalizing the SAR Process—NYSIC Success Stories

Over the past year, the New York State Intelligence Center (NYSIC) ramped up efforts to deliver SAR training across the state of New York to both law enforcement and hometown security partners. As part of larger law enforcement outreach efforts, the NYSIC is ensuring that campus law enforcement officers receive the NSI's SAR Line Officer Training, including an effort to provide the Line Officer Training to campus law enforcement across all 28 State University of New York campuses. In addition, the NYSIC has also partnered with the New York State Preparedness Training Center (SPTC) in Oriskany, New York, in order to work towards having the NSI's SAR Line Officer Training video inserted into approximately 80 courses for law enforcement. This will result in an annual training of almost 2,000 officers per year.

The NYSIC has been working to develop a Field Intelligence Officer (FIO) Coordinator in the 57 counties outside New York City. The FIO Coordinators will be responsible for helping the NYSIC to not only receive information more quickly but to also assist the NYSIC with reaching more law enforcement agencies at the grassroots level to disseminate training, intelligence reports, and materials that can help decision makers deploy resources more effectively. To date, 33 counties have identified FIO Coordinators. To complement the FIO Coordinator program, the NYSIC is developing an Intelligence Liaison Officer program focused specifically on the fire and EMS disciplines.

On September 11, 2001, the New York City Fire Department (FDNY) lost 343 firefighters in the attack on the World Trade Center. Recognizing that the role of firefighters would continue to place them in the forefront of responding to terrorism, FDNY stood up the Center for Terrorism and Disaster Preparedness. Working through the center, the NYSIC is assisting FDNY with the development and dissemination of SAR training to the 10,227 uniformed firefighters, the 3,492 uniformed EMS personnel, and the 1,649 civilians supporting 218 fire stations and 33 EMS stations. New York City firefighters and EMS personnel respond to over a million incidents a year, and close to 200,000 inspections are carried out in commercial and residential buildings.

In addition to having fire marshals assigned to the New York JTTF, FDNY's Bureau of Fire Investigation conducts several thousand investigations of complex, fatal, and suspicious fires. Both the NYSIC and FDNY recognize that this training greatly increases the safety and the security of all of New York's residents while protecting their privacy, civil rights, and civil liberties.

Additionally, NYSIC has partnered with the Division of Homeland Security and Emergency Services, Office of Fire Prevention and Control, to provide the 30-minute fire service online training at the State Fire Training Academy in Montour Falls, New York. The SAR training will be a significant component of the nine-week course for new firefighters.

The training outreach efforts directed by the NYSIC underscore the importance of fusion centers in continuing to improve the implementation of NSI training and outreach efforts not only to law enforcement constituents but to those key public safety stakeholders.

Communications and Outreach

I. Stakeholder Engagements

Over the past year, the NSI PMO continued to engage with key partners and stakeholders at the federal and SLTT levels, providing updates regarding implementation efforts and informing them of future enhancements that are under development. The NSI PMO participated in over 70 conferences and executive-level briefings during the reporting period. The personnel represented at these events included law enforcement, maritime and port security, the private sector, fire and emergency medical services, public safety telecommunications, emergency management, and probation, parole, and corrections officials. More recently, the NSI, in partnership with the National Maritime Intelligence Office (NMIO), engaged the maritime port security industry, making industry representatives aware of the NSI programs and activities in an effort to increase SAR awareness and capture "best practices" regarding the SAR program.

Factors such as race, ethnicity, national origin, or religious affiliation alone are not suspicious.

The public should report only suspicious behavior and activities (e.g., an unattended backpack in a public place or someone trying to break into a restricted area) rather than beliefs, thoughts, ideas, expressions, associations, or speech unrelated to terrorism or other criminal activity.

Only reports that document behavior reasonably indicative of criminal activity related to terrorism will be shared with federal partners.

II. NSI Analyst User Meetings

The NSI PMO continued to host semiannual Analyst User meetings during the past year. These meetings are designed to highlight technological/system enhancements, engage in candid discussion on the use of the NSI Federated Search and eGuardian, identify SAR analysis best practices, resolve common debates regarding the vetting process, and make suggestions for additional analyst training. The Analyst User meetings are attended by fusion center representatives—usually analysts and/or executive personnel—who work closely with the vetting and analysis of ISE-SAR data and routinely utilize the NSI Federated Search. During these meetings, the NSI PMO gauges feedback from attendees about how to improve NSI

processes and ensure that the technical functions of the Federated Search meet the needs of the field, as well as help shape future policy issues as the NSI matures. Two meetings were held in 2012, one in Sacramento, California, and another in Chicago, Illinois.

III. Building Communities of Trust (BCOT)

Throughout 2012, the NSI continued implementation of the Building Communities of Trust (BCOT) efforts, culminating in a roundtable in December 2012. The purpose of the BCOT initiative is to encourage and improve information sharing among police officers, fusion centers, and the communities they serve—particularly immigrant and minority communities—in order to address the challenges of crime control and terrorism prevention. The knowledge and insight that come from trust-based relationships between law enforcement and the community are critical because they allow law enforcement to distinguish between innocent cultural behaviors and behaviors indicative of criminal activity. Starting in January 2013, DHS—in collaboration with the NSI PMO, the PM-ISE, DOJ's Office of Community Oriented Policing Services, and the U.S. Attorney's Office—began sponsoring BCOT engagements in select cities to help facilitate relationships of trust among the community, local law enforcement, and fusion centers. Since the success of law enforcement partners largely depends on the ability to earn and maintain the public's trust, law enforcement partners are encouraged to engage in outreach to members of the public, including privacy and civil liberties advocacy groups and private sector partners, in the course of privacy policy development and implementation.

IV. "If You See Something, Say Something™"

The DHS "If You See Something, Say Something™" campaign, a public awareness and engagement initiative encouraging public reporting of suspicious activity to local law enforcement, has continued to grow since its initial launch in July 2010. The "If You See Something, Say Something™" campaign was launched in conjunction with the rollout of the NSI and focuses on behaviors and indicators, rather than appearance, in identifying suspicious activity. This is a critical element of the DHS mission, ensuring that the civil rights and civil liberties of persons are not diminished by security efforts, activities, and programs.

DHS has partnered with more than 215 entities, including a variety of cities and states, universities, and private companies and all of the major sports leagues, including Major League Baseball, Major League Soccer, the National Basketball Association, the National Football League, the National Hockey League, the U.S. Open Golf and Tennis, and IndyCar and NASCAR, as well as Minor League Baseball. DHS will continue to work to expand the initiative in the future.

Technology Improvements

I. NSI Web Forms for Electronic Submission of SARs

In 2012, the NSI responded to agency requests and developed capabilities for fusion centers to easily deploy Web-based data entry forms to allow both citizens and designated law enforcement and first responder personnel to submit SARs directly to the fusion center. Two Web forms were developed as "turn-key" applications that a center can deploy under various options. The NSI recognizes both the Nebraska Information Analysis Center and the Southeastern Wisconsin Threat Analysis Center for beta-testing initial applications and identifying important improvements to the programs.

The NSI Law Enforcement Web form is designed to enable a fusion center to capture SARs electronically from law enforcement officers, first responders, or any official source that the fusion center has identified. Several centers are using the law enforcement Web form as a resource for their Liaison Officer programs to provide a simple means to submit SARs for analysis and vetting at the center. This form has been designed to be integrated into a fusion center Web site or any Web page that the fusion center is using to capture reports electronically, and it can be utilized with any automated solution that is being used to collect SARs.

The NSI Public Web form is a simpler version of the law enforcement form in that it captures only the information that a citizen wishes to submit. It is very easy to use, and several centers have replaced e-mail-based systems with this form because of the ability to prepopulate data fields in the center's solution used for vetting SARs.

The NSI team has developed a package consisting of the Web form and specific instructions on the customization and installation of the form (addition of the center-specific logo and language) for use by fusion centers.

Some of the features of both Web forms include the ability to:

- Collect incident and location information and additional information related to persons and vehicles.
- Add attachments to the report (pictures, PDF, etc.).
- Allow the person to either add his or her information or submit the form anonymously (public form).
- Use geospatial coordinates to pin down the location of the incident on a map.

A number of NSI sites have deployed the Web forms in the past 12 months: Nebraska, Milwaukee, Colorado, New Mexico, Connecticut, Idaho, Chicago, and South Dakota. Several other sites are considering use of this new capability.

The Unified Message Task Team recommendations included ensuring interoperability between the data collection tools utilized by the NSI: the Shared Space and eGuardian. As a result, technical adjustments were implemented between the two systems.

II. eGuardian Enhancements

In addition to interoperability efforts, the following features were added to eGuardian:

Map Display

The eGuardian home page was updated to display a geospatial map that automatically plots SARs based on a user search. In future releases, significantly more worldwide map coverage will be provided, along with other useful features. This release comprises the following primary features:

- **Standard Map Controls**—The user has the ability to zoom and pan. There is a shift/select option that allows users to zoom into an area.
- **Incident Data Pop-Up**—When the user clicks on an incident, a pop-up box is displayed that contains the core incident data, as well as a link to the full incident PDF report.
- **Query Capability**—The user can filter the incident display by state and incident type. The parameters remain selected the next time eGuardian is used on the same computer.

eGuardian has made major enhancements, including a dynamic map on the eGuardian home page, a new workflow option, search logging, and capability to submit cyber-attack incidents.

New Workflow Option: Report Only

Fusion center approvers have a new workflow button labeled "Report" within eGuardian. When the "Report" button is used, the SAR goes directly to the FBI and does not get shared in the NSI with eGuardian or the Shared Space. When the "Refer" button, which is the default selection, is used, the SAR is shared in the NSI with eGuardian and the Shared Space.

Search Logging

When a user executes any type of search within eGuardian, it is logged to provide fusion centers accurate metrics of their productivity.

NSI-Focused Training Resources

Within the past year, the NSI has developed and disseminated training resources in an effort to best meet the needs of key stakeholders. To create an environment of continuity, the NSI PMO developed the NSI Executive Information Packet. This public affairs packet is designed to provide a high-level overview of the history and background behind the development of the NSI, as well as a comprehensive view of the strategic direction and focus of the Initiative. This ensures that a level of fluidity and continuity—as it relates to engagement with the NSI—remains in key departments, agencies, and offices, despite the element of personnel turnover.

The NSI PMO is dedicated to developing resources that best meet the dynamic needs of fusion centers and those partners in the SAR effort. To that end, the NSI PMO worked with the Puerto Rico Fusion Center (National Security State Information Center [NSSIC]) to implement the standards, policies, and processes of the NSI, as well as to begin the rollout of the SAR Line Officer Training. In order to best meet the needs of the NSSIC, the NSI PMO worked with personnel in Puerto Rico to have the SAR Line Officer Training translated into Spanish, and the NSSIC and the NSI are working together to disseminate this critical training to law enforcement agencies in Puerto Rico.

In an effort to enhance the robust training outreach efforts of the NSI and to ensure that every effort is made to address threats, the NSI developed the NSI Resources for the Fusion Liaison Officer (FLO) Toolkit and assisted in the development of the BJA Major Events Toolkit. The NSI Resources for the FLO Toolkit appropriately consolidates SAR-related resources related to the job responsibilities of the FLO—an important component in the SAR effort. The BJA Major Events Toolkit was designed to provide fusion centers and law enforcement agencies with critical resources that may be used in planning for and carrying out large-scale events. Both of these resources ensure that fusion centers, law enforcement, and those with similar responsibilities to law enforcement receive critical training and information to help prevent terrorism and other related criminal activity.

Over the past year, the NSI PMO has continued to support the advancement of the NSI Web site with the development of new content, the improvement of online training platforms, and the addition of NSI-focused resources. As an information tool for law enforcement and NSI stakeholders, the NSI Web site serves as a source for the most up-to-date NSI resources, training, outreach, and NSI programmatic information.

Conclusion

Since its establishment in 2010, the NSI PMO has continued to make major improvements in sharing terrorism-related information across the country. Seventy-three fusion centers are NSI-operational, more than 296,000 law enforcement officers and related personnel have been trained through the SAR Line Officer Training, and more than 76,400 searches and over 25,900 ISE-SARs have been submitted and shared within the NSI Federated Search. These advancements would not have been possible without the dedicated commitment of the SLTT and federal partners, as well as the support given by national and international law enforcement associations and those beyond the law enforcement community, including the expansion to the hometown security partners.

Acting on the recommendations of the GAO report, the NSISS, and the UMTT, the NSI PMO is working diligently with key partners and stakeholders to address priority needs and achieve the next steps to enhance the core mission of the NSI. In addition, the NSI PMO will maintain its participation as an active member of the UMTT, committed to fulfilling the mandates and requests for support of the SLTT community through ongoing NSI training and outreach efforts across the country.

In the upcoming year, the NSI PMO is planning for continued engagement with partners representing the various public safety organizations and associations that help to promote and endorse NSI activities and objectives and will also work to provide all partners with enhancements and improvements to NSI training. The NSI anticipates expanding its partnerships, particularly as new trainings are developed and deployed to other essential stakeholders, which will help build further support and capacity in advancing the overall NSI mission.

The NSI PMO looks forward to executing this ambitious plan for the coming year and building upon the hard work and successful foundation of collaborations it has established since the Initiative's inception.

Appendix 1—Resources

NSI and SAR-related resources can be accessed at http://nsi.ncirc.gov/resources.aspx.

NSI Overview
Provides an overview of the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI).

Unified Message
This Unified Message document, issued in April 2012, was created to help clarify a unified approach to the process of reporting and sharing information related to suspicious activity.

NSI Training Overview
Provides a description of the multifaceted approach to the NSI training strategy, which includes training programs for frontline officers, analysts, and chief executives, as well as SAR awareness training for partners with similar missions to those of law enforcement constituencies.

NSI Hometown Security Partners
This document is an overview of the SAR Training for Hometown Security Partners strategy, which provides SAR awareness training for partners with similar missions to those of law enforcement constituencies, or "hometown security partners."

NSI Privacy Fact Sheet
This fact sheet provides an overview of the various components of the NSI Privacy Protection Framework, which is an integral element of the protection of privacy throughout the SAR process and the overall success of the NSI.

NSI Technology Fact Sheet
Provides an overview of the technology used within the NSI and includes technical diagrams for the ISE-SAR Shared Space.

ISE-SAR Functional Standard
Builds upon, consolidates, and standardizes nationwide aspects of those ISE-relevant activities already occurring at the federal, state, and local levels with respect to the processing, sharing, and use of suspicious activity information.

Suspicious Activity Reporting Process Implementation Checklist
Provides a simplified checklist for chief executives and senior leadership to implement a SAR process within their agencies.

State and Local Anti-Terrorism Training (SLATT®) Program Terrorism Incident Database Overview
Provides an overview of the SLATT database, which allows users to track terrorism trends, identify areas of high activity, and match terrorism pre-incident indicators against similar cases, both past and present.

Policy Resources

National Strategy for Information Sharing and Safeguarding (NSISS)
The 2012 NSISS provides guidance for more effective integration and implementation of policies, processes, standards, and technologies that promote secure and responsible national security information sharing.

2012 National Network of Fusion Centers (NNFC) Final Report
The 2012 NNFC Final Report provides a description of the National Network's overall capabilities and demonstrates the value of fusion centers in supporting national information sharing and homeland security outcomes.

Nationwide SAR Initiative Annual Report 2011
This annual report provides an overview of the accomplishments during the second year of the NSI, as well as the program's expanded efforts, advancements, and continued implementation of NSI standards, policies, and processes.

Nationwide SAR Initiative Annual Report 2010
This report provides an overview of the first 12 months of the NSI and features the program's foundation, success, and future growth.

Suspicious Activity Reporting Process Implementation Checklist
Provides a simplified checklist for chief executives and senior leadership to implement a SAR process within their agencies.

Nationwide Suspicious Activity Reporting Initiative Concept of Operations
Provides a common understanding of the NSI process so that implementation activities can be planned, executed, and measured.

Final Report: Information Sharing Environment (ISE)-Suspicious Activity Reporting (SAR) Evaluation Environment
Provides lessons learned, best practices, and implementation steps identified during the ISE-SAR Evaluation Environment that can be utilized while implementing the NSI.

Findings and Recommendations of the Suspicious Activity Report Support and Implementation Project
This report and its recommendations are important for establishing national guidelines that will improve the identification and reporting of suspicious activity and will allow for the timely sharing of SAR information with law enforcement agencies, fusion centers, and the Joint Terrorism Task Forces (JTTFs).

National Strategy for Information Sharing
Sets forth a national plan to build upon progress and establish a more integrated information sharing capability.

Privacy Resources

NSI Privacy Fact Sheet
This fact sheet provides an overview of the various components of the NSI Privacy Protection Framework, which is an integral element of the protection of privacy throughout the SAR process and the overall success of the NSI.

Updated Privacy Policy Review Process
This document details the new privacy policy review process. It has been recently modified to support fusion centers and expedite the finalization of their privacy policies.

Fact Sheet: Privacy, Civil Rights, and Civil Liberties Analysis and Recommendations Report for the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)
This fact sheet provides a brief background on the NSI and a description of the privacy, civil rights, and civil liberties framework. It also lists highlights and observations and details recommendations for NSI implementation.

The Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI) Privacy, Civil Rights, and Civil Liberties Analysis and Recommendations
This report provides an update to the Initial Privacy and Civil Liberties Analysis published in September 2008. It contains a review of the development and implementation of the now concluded Information Sharing Environment-Suspicious Activity Reporting (SAR) Evaluation Environment (EE) and makes recommendations to be followed during the nationwide implementation of the NSI.

Privacy, Civil Rights, and Civil Liberties Protections: A Key Component of the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)
Provides an overview of the privacy, civil rights, and civil liberties protections, which serve as a foundational element of the NSI and which are required to participate.

Checklist for the Development, Review, and Dissemination of Analytic Products and Resources
This checklist identifies questions that should be addressed during the development, review, and dissemination of the analytic product and can be used as agencies begin a structured product development process.

eGuardian Privacy Impact Assessment
This document offers a Privacy Impact Assessment of eGuardian, the unclassified version of the FBI's Guardian Program that provides participating partners with access to a reporting system hosted on a secure but unclassified Internet network that is accessed through Law Enforcement Online (LEO).

Technology Resources

NSI Technology Fact Sheet
Provides an overview of the technology used within the NSI and includes technical diagrams for the ISE-SAR Shared Space.

Enterprise Architecture Program
This document laid the foundation in defining practices and methodologies required to build implementable and executable information sharing enterprise architectures and to segment architectures leveraging core ISE principles.

National Information Exchange Model (NIEM)
NIEM is designed to develop, disseminate, and support enterprise-wide information exchange standards and processes that can enable jurisdictions to effectively share critical information in emergency situations, as well as support the day-to-day operations of agencies throughout the nation.

Training Resources

NSI Training Overview

Provides a description of the multifaceted approach to the NSI training strategy, which includes training programs for frontline officers, analysts, and chief executives, as well as SAR awareness training for partners with similar missions to those of law enforcement constituencies.

State and Local Anti-Terrorism Training (SLATT®) Program

The SLATT Program provides law enforcement personnel with specialized training and resources to combat terrorism and extremist criminal activity. A username and password are required to access the SLATT Web site. To request a username and password, please complete the Web site registration form.

ISE in the News

The ISE frequently posts articles about ISE Mission Partners. As a part of the ISE fabric, the NSI is often highlighted in these articles.

Community Outreach Resources

Guidance for Building Communities of Trust

The BCOT guidance provides advice and recommendations on how to initiate and sustain trusting relationships that support meaningful sharing of information, responsiveness to community concerns and priorities, and the reporting of suspicious activities that appropriately distinguish between innocent cultural behaviors and behavior that may legitimately reflect criminal enterprise or terrorism precursor activities. The guidance was developed in partnership with select sites that participated in the NSI Evaluation Environment.

Building Communities of Trust: A Guidance for Community Leaders

This document is a complementary piece to the *Guidance for Building Communities of Trust* and was developed to assist community leaders working with law enforcement agencies to facilitate dialogue and discuss ways to work together to prevent crime and terrorism.

Communities Against Terrorism

Through the Communities Against Terrorism program, law enforcement agencies develop partnerships with their local business community to educate them on how to recognize terrorism/extremism warning signs and how to share the information with the right organization in order to prevent terrorism. To assist law enforcement agencies with their outreach efforts, various brochures are available for download on the SLATT Web site. To request a username and password for the SLATT Web site, please complete the Web site registration form.