

## Project: Fusion Center Program Redesign and Re-launch

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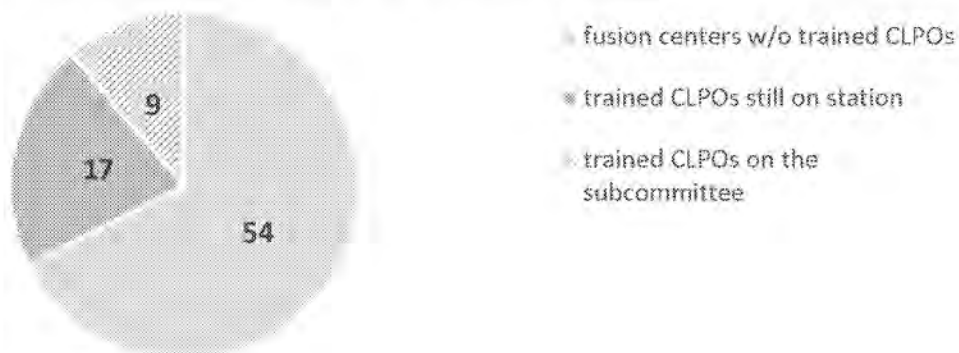
### Overview & Purpose

The objective of the Program is to again meet the requirements of Section 511(a) of the *Implementing Recommendations of the 9/11 Commission Act* related to the Office for Civil Rights and Civil Liberties (CRCL) and the DHS Privacy Office (PRIV) to support civil liberties and privacy training for all fusion center personnel nationwide.

CRCL and PRIV (with I&A support) initially partnered to create a multi-faceted P/CRCL Training and Technical Assistance Program based on five major initiatives with a focus on supporting the development of a cadre of privacy, civil rights, and civil liberties (P/CRCL) officers. Over the past 4 years the program has languished as resources have been diverted elsewhere; although we regularly receive requests from the field and referrals from I&A for training of new CLPOS.

Significant turnover in the CLPO cadre has reduced the number of DHS-trained CLPOs. Based on our recent survey, 54 of 80 centers have CLPOs who have NOT been trained on p/crcl issues.

CRCL/PRIV Trained Civil Liberties Privacy Officers (CLPOs) at  
State and Major Urban Area Fusion Centers



**The plan to address the training gap:** This year we are building upon and leveraging past work to “reboot” the National Fusion Center Training Program to provide support for the privacy and civil liberties function at the state and major urban area fusion centers, again with a particular focus on:

- supporting the development of a cadre of Civil Liberties Privacy Officers (CLPOs) and
- collaborating with the National Fusion Center Association (NFCA) Privacy/Civil Liberties Subcommittee on various activities, including a joint core curriculum.

*Pilot Program Overview:* Based on feedback from the field and the Nebraska National P/CRCL Fusion Center Summit in 2018, we drafted a plan to “reboot” the program through leveraging the extensive past work while addressing current issues. Two four-day on-site pilots are currently scheduled for the last two weeks of September 2020 in Washington, DC. We are looking at intensive, hands-on sessions for eight (8) CLPOs at each event. We are also creating back up plans in case on-site work is not feasible.

Elements of the program are (1) a meeting with the CRCL and PRIV Officers to discuss national trends and issues at the fusion centers and within DHS; (2) a two day “ride along with PRIV with CLPOs shadowing PRIV staff; and (3) two days with CRCL where we will coach them on existing policy concerns, provide presentations on cr/cl red flags (focus on emerging tech) - support for annual staff update – policy reviews and integration : center P/CRCL policy review (new template) - P/CRCL audit guidance – social media policy – open source policy.

*Overview of the Collaboration with the NFCA Privacy/Civil Liberties Subcommittee* – As we planned the reboot of the National Training Program, CRCL and PRIV discussed our plans with the NFCA leadership, it was clear that there was an interest in collaboration on providing training for the fusion centers.

CRCL and PRIV are now formally collaborating with this newly formed group of regional fusion center CLPO representatives. Both CRCL and PRIV are named as federal partners in the NFCA Privacy/Civil Liberties Subcommittee. The group plans outreach efforts to build the cadre, periodic webinars, and other means of drawing in and training the broader representatives.

This year’s planned activities include:

- *Regular information-sharing calls and educational events:* DHS convenes an every-other-week call with the regional representatives. We recently convened a special call on COVID-19 related matters and another on the issues associated with digital contract tracing applications (general research was compiled as background).
- *Core Curriculum Training Planning Summit* - Five fusion center regional representatives are scheduled to join CRCL and PRIV for a review of the extensive existing DHS materials and the web portal plus a review of the Florida video ideas. The session is now scheduled for July 20<sup>th</sup>. It is likely to be moved to a multi-day virtual format. A portion of the event will be to review the relevant section of the OJP web portal.
- *Coordinated webinars with I&A* – The group wishes to convene broader webinars on key topics for the entire network of CLPOs as well as other key intelligence partners. I&A is interested in sponsoring an initial webinar with the plan of analyzing the response, surveying the field and potentially sponsoring others in a series of P/CRCL-oriented events as a means of addressing the lack of training currently available on P/CRCL issues.

- *Planning for a possible first-ever CLPO day in conjunction with the annual NFCA conference in December* – NFCA is interested in sponsoring an extra session (the conference will now be virtual) designed for CLPOs and others. This will be an opportunity to build awareness of the issues and for CRCL/PRIV to reach out to the field.

**Background:** Initially CRCL and PRIV created a multifaceted program. Because of the designation of the CRCL Institute as a training unit and its skill sets, CRCL has taken the lead in our 12-year partnership to design, develop, and implement a range of training deliverables for the fusion center network. Three of the five major components included:

- 1) An initiative that provided all-day **on-site training** to support primary and recognized fusion centers across the country. We adopted a toolkit approach with a menu of different training modules, giving each fusion center the ability to customize the training to their needs. To ensure that the presentation was as relevant as possible, we also worked with local counsel (if available) and a local Civil Liberties/Privacy Officer (CLPO).
- 2) To supplement the on-site training and to leverage the staffing and expertise of the local CLPOs, we created a second prong to the Fusion Center Program – a **CLPOs Training of Trainers Program** to support fusion center staff that, in turn, provide continuing training on privacy, civil rights, and civil liberties issues at the local level. Three times per year we held specialized 1 ¼ day ToT sessions and trained (over several years) three-quarters of the CLPOs. ToT attendees were asked to conduct at least one privacy, civil rights, and civil liberties training session on-site at their fusion center within six months of attending a session. This meets a DHS funding requirement as well.
- 3) To further **support the field in a cost-effective manner, we created a web portal** with key resources and an on-line “Core Curriculum” – the Office of Justice Programs (OJP) at DOJ hosts the site for us.

## Project Timeline

| Pilot Program Workstream    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                           |
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| Date                        | Deliverable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Status<br>(√ = completed) |
| 2018 – July 2020            | Work with the new fusion center executive directors, CLPOs, NFCA and others to identify preferred training approach and needs. Design a plan, propose the design for national feedback, modify, develop budget requests, review past work that could be leveraged to reduce costs and time, obtain buy-in from CRCL/PRIV leadership. Three pilot dates have been previously discussed with the field but postponed due to (1) the 2019 government furlough, (2) the acceleration of the St E's move and (3) the pandemic. Various dates have been set for 2020 – now for September. The maximum number of attendees have been identified with a waiting list. | √                         |
| 7/7-7/31                    | Work with the 16 participants on policy issues they want to see addressed – copies of policies to review – set up protected file structure – start review process planning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                           |
| 7/8                         | Propose IIR (contractor) SME support by I&A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                           |
| By 7/13                     | Secure date for CRCL and PRIV Officers to address CLPOs at Pilots – set discussion parameters                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                           |
| By 7/20                     | Start content review for CRCL sessions in conjunction with IIR contractor for Audit/ROSA – open source – social media policy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                           |
| 7/31-date of session        | Review policies with notes and background – canvas other CLPOs as needed – develop checklists/job aids as needed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                           |
| By 7/31/20                  | Work with PRIV on alternate plan if not able to conduct on-site                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                           |
| By 8/31/20                  | Canvas participants on likely attendance and status of space at DHS Complete CICC template session planning – consider web approach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                           |
| 7/27 – 8/31                 | Speaker contacts and content planning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                           |
| 7/14 – 9/10                 | Materials development and modifications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                           |
| August – 9/10               | Logistics contacts and confirmation – create “who is in the room document” – create attendees bio and contact lists – on-site planning (if on-site for cadre building time)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                           |
| By 9/10                     | Develop full sequenced agenda and speaker list                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                           |
| 9/15 – 9/18                 | Event # 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                           |
| 9/19/21                     | Adjustments - troubleshooting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                           |
| 9/22-9/25                   | Event # 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                           |
| 9/29-10/2                   | Collect evaluations and review – clean up files – Debrief and planning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |
| NFCA Partnership Workstream |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                           |
| Date                        | Deliverable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Status<br>(√ = completed) |
| Ongoing Every 2 weeks       | Regular information-sharing calls and educational sessions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                           |

|                            |                                                                                                                                                              |   |
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| Alternate week Wednesday   | Prep for the calls with minutes/next steps/promised deliverables                                                                                             |   |
| ¼ ly update of CLPO roster | FOUO list of all CLPOs for sharing among the network                                                                                                         |   |
| On hold                    | Development of a shared space for posting CLPO materials – possibly HSIN sub group                                                                           |   |
| Monthly                    | Outreach to full network - topic for discussion                                                                                                              |   |
| 8                          | Core Curriculum Training Planning Summit                                                                                                                     |   |
| 7/7                        | Canvas the 5 identified fusion center participants for possible on-site attendance for July 20 <sup>th</sup> event - explore other date(s)/options as needed |   |
| 7/13                       | Resolve on-site logistics plan for either on-site or virtual or split – identify appropriate platform and schedule                                           |   |
| 7/15                       | Develop show and tell capacity and plan the sequence – review materials and prep                                                                             |   |
| 7/16                       | Confirm overall contents and flow for presentations/discussion with attendees                                                                                |   |
| 7/20 ?                     | Gather on-site show and tells and do event                                                                                                                   |   |
| 7/27                       | If on-site – develop next steps plan outline and assignments – coordinate with OJP update/SASS/NFCA one day plan                                             |   |
| By 7/31                    | If virtual – complete core curriculum discussion                                                                                                             |   |
| By 8/11                    | develop next steps plan outline and assignments – coordinate with OJP update/SASS/NFCA one day plan                                                          |   |
| By 8/12                    | If virtual – complete the key issues/emerging topics discussion                                                                                              |   |
| By 8/18                    | develop next steps plan outline and assignments – coordinate with OJP update/SASS/NFCA one day plan                                                          |   |
| By 9/30                    | Develop and share plan with CLPO network for potential FY 2021 activities                                                                                    |   |
|                            | Coordinated webinars with I&A                                                                                                                                |   |
| 6/30/20 – 7/6/20           | CRCL collect topics from CLPO stakeholders/List of topics                                                                                                    |   |
| 7/6/20                     | CRCL investigate platform options and decide upon a platform/Adobe Connect with pods in the short-term (Blackboard for govt in longer term)                  | √ |
| 7/7/20                     | Complete draft announcement with PRIV for I&A                                                                                                                |   |
| 7/2/20 - 7/10/20           | Review list of topics with PRIV and I&A - Identify and confirm speakers – Draft agenda /Agenda                                                               |   |
| 7/7/20 – 7/16/20           | Design AdobeConnect pod configuration – work with presenters on interactive use of platform                                                                  |   |
| 7/17/20                    | Finalize uploads                                                                                                                                             |   |
| 7/20/20                    | CRCL/I&A/PRIV Conduct a dry run on platform /List of any issues to resolve                                                                                   |   |
| 7/21/20                    | Conduct the session/the Session itself                                                                                                                       |   |
| 8/10/20                    | Meet with I&A to discuss evaluations and next steps/Worklist and plan for next steps                                                                         |   |

|                       |                                                                                                                                           |  |
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|                       | Planning for a possible first-ever CLPO day in conjunction with the annual NFCA conference in December                                    |  |
| Ongoing               | Potential topics identified as part of bi-weekly calls and core curriculum development                                                    |  |
| Pending NFCA planning | Resolve the date, time, and platform – Notice to the field                                                                                |  |
| 3 weeks prior         | Confirm presenters and topics – begin work on presentations and interactivity planning – integrate DHS materials - develop evaluation pod |  |
| 2 weeks prior         | CRCL/PRIV presentation development                                                                                                        |  |
| 1 week prior          | Individual interviews with presenters on flow and comfort level with the platform                                                         |  |
| 2-3 days prior        | Dry run on platform from tech and presenters who need support.                                                                            |  |
| ? Dec.                | Presentations                                                                                                                             |  |
| Within 1 week         | Debrief and evaluation reviews                                                                                                            |  |
| By January 25, 2021   | Draft plan for 2021 session process – work with NFCA Steering committee to affirm next steps                                              |  |
| February 20           | Planning committee formed for 2021 event                                                                                                  |  |
|                       | NFCA Awards                                                                                                                               |  |
| June – August         | Draft criteria and circulate announcement for nominations for the FY 20 PCRL Award.                                                       |  |
| October 2, 2020       | Deadline for receiving P/CRCL nominations                                                                                                 |  |
| 10/13/20              | Vet nominations with CRCL and PRIV                                                                                                        |  |
| 10/20/20              | Develop wording for award - QA                                                                                                            |  |
| 10/23/20              | Proof the awards from vendor Edco.com                                                                                                     |  |
| 11/16/20              | Receive awards from Edco                                                                                                                  |  |
| 11/25/20              | Notify award recipients                                                                                                                   |  |
| 12/1/20               | Develop talking points for CRCL & PRIV Officer for presentation                                                                           |  |
| 12/7/20               | Present the award to the PCRL recipients virtually                                                                                        |  |