

INTERNATIONAL CRIMINAL POLICE ORGANIZATION (INTERPOL)

# **INTERPOL WASHINGTON**

U.S. NATIONAL CENTRAL BUREAU

U.S. DEPARTMENT OF JUSTICE



FY 2022 Performance Budget  
President's Budget Submission

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# **I. Overview for INTERPOL Washington, the U.S. National Central Bureau**

## **A. Introduction**

INTERPOL Washington is the United States National Central Bureau (USNCB) and designated representative to the International Criminal Police Organization (INTERPOL) on behalf of the Attorney General, pursuant to statute and regulation. Co-managed by the Department of Justice (DOJ) and the Department of Homeland Security (DHS), it serves as the official point of contact and coordination for all INTERPOL matters in the United States. Its vital and unique role in facilitating international law enforcement cooperation between the United States and 193 other INTERPOL member countries encompasses a wide range of activities and responsibilities that directly support the Administration's efforts to combat all aspects of transnational crime and terrorism. Even for U.S. law enforcement agencies with a well-developed international presence, the USNCB's exclusive authorities, capabilities, and resources are *complementary* to their missions, not competitive or duplicative.

The USNCB's ability to continuously and expeditiously share INTERPOL's global criminal investigative intelligence and information is indispensable to the achievement of its objectives. To that end, it has strategically leveraged existing national information sharing environments to make INTERPOL data available to the more than 18,000 U.S. law enforcement agencies for use in their respective missions, regardless of size, jurisdiction, or location. In addition to having extended this access to the individual officer or investigator working at street level, the USNCB has established integrated information sharing platforms that are now enabling key interagency partners to conduct hundreds of millions of queries of INTERPOL data for purposes that include terrorist watchlisting and screening against illicit international travel.

Developed using tools and authorities available to every National Central Bureau, the USNCB's integrated information sharing model is now being adopted by other INTERPOL member countries for their use in determining the criminal or terrorist threat posed by persons located in, or attempting to enter or transit their respective jurisdictions. Thus, at the same time they are enhancing our domestic screening and detection capabilities, the solutions pioneered by the USNCB are opening a channel to actionable law enforcement information generated by our foreign counterparts worldwide regarding the identity, location, and movement of known and suspected threat actors – information that is vital to the security of our homeland.

Operating 24/7/365, the USNCB's investigative support activities include responding to the more than 64,500 requests for international law enforcement and humanitarian assistance received each month through its INTERPOL Operations and Command Center (IOCC). The USNCB is also exclusively responsible for obtaining the publication of INTERPOL Notices on behalf of U.S. law enforcement authorities and for ensuring that Notices originating from foreign partner countries are entered and maintained in U.S. criminal investigative, immigration, and border security indices. Of immediate concern, as the number of these Notices continues to grow, so too does the number of hits against INTERPOL records – many of which involve critical, time-sensitive, and potentially life-threatening matters, and each of which must be resolved by an IOCC analyst.

Today's transnational threat environment has created an unprecedented demand for INTERPOL's global criminal investigative data – a demand that is today pushing the USNCB to the limits of its capacity to share information and provide continuous investigative support. Sustaining its ability to do so requires an immediate investment in both people and technology.

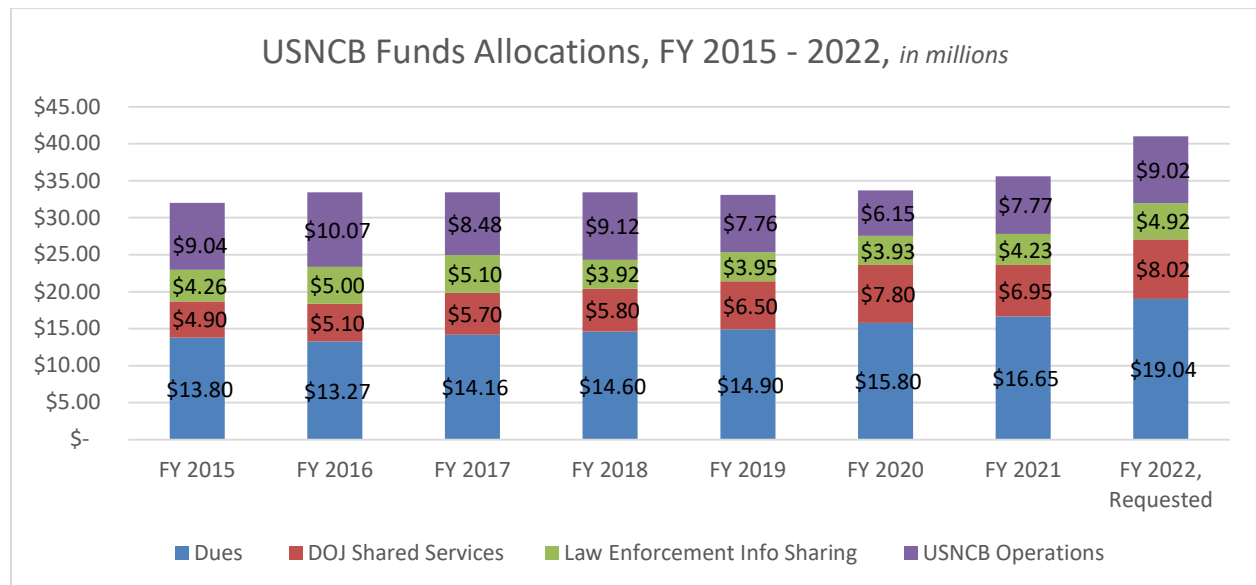
**For Fiscal Year (FY) 2022, INTERPOL Washington, the U.S. National Central Bureau (USNCB), is requesting \$40,993,000 (\$13,933,000 for agency operating expenses and \$27,060,000 for payment of the United States' annual statutory dues obligation to INTERPOL, plus mandatory DOJ shared services), 69 direct positions to sustain mission needs that directly support the Administration's priorities for combating transnational crime and terrorism.**

**B. Full Program Costs**

The USNCB is one decision unit, and all requested funds sustain operations that support DOJ's key priorities, as well as those of DHS and INTERPOL. Therefore, each performance objective is linked with the costs of critical strategic actions that reflect the operational requirements of all three organizations. Of note, the USNCB receives no funding from the Department of Homeland Security or the more than two dozen participating agencies for operating expenses (such as guard service, telecommunication, equipment, and supply expenses) to support their detailed personnel assigned to the USNCB.

The USNCB's appropriated resources are allocated to support the following four basic categories of costs in FY22 (Figure 1):

1. U.S. statutory dues contributions to INTERPOL's General Secretariat (approximately 47 percent);
2. Mandatory DOJ Share Services costs (approximately 19 percent);
3. Support and maintenance of the agency's amalgamated law enforcement communications and information sharing architecture (approximately 12 percent); and
4. USNCB operational costs (approximately 22 percent).



**Figure 1**

## Funding U.S. Dues to the INTERPOL Organization

The fluctuation in the value of the USD relative to the Euro impedes the USNCB's ability to forecast the final cost of U.S. dues, presenting both a challenge and advantage to the agency depending upon the relative strength or weakness of the USD to the Euro at the time of the payment. In FY15, Congress approved carry over authority to assist the USNCB in meeting the U.S. dues obligation during times of weakness of the USD compared to the Euro.

During its 2018 General Assembly, INTERPOL adopted a new model for assessing the annual statutory dues contributions. This model ties member countries' dues obligation to the UN scale, and includes a ceiling of 20 percent for any country's obligation. The United States contribution will increase to over 19.81 percent in 2022, rising an additional 2.6 percent from 2021, totaling an estimated \$16 million based on a 5-year average of Euro to Dollar exchange rates. (Figure 2)

It should be noted that **NO** U.S. dues paid to INTERPOL directly support any U.S. law enforcement, border security, or immigration enforcement operation or activity. While the U.S. dues support the INTERPOL platform, global communication system and its databases, all direct mission and operational support functions are exclusively undertaken by the USNCB with a portion of the USNCB's remaining funds.

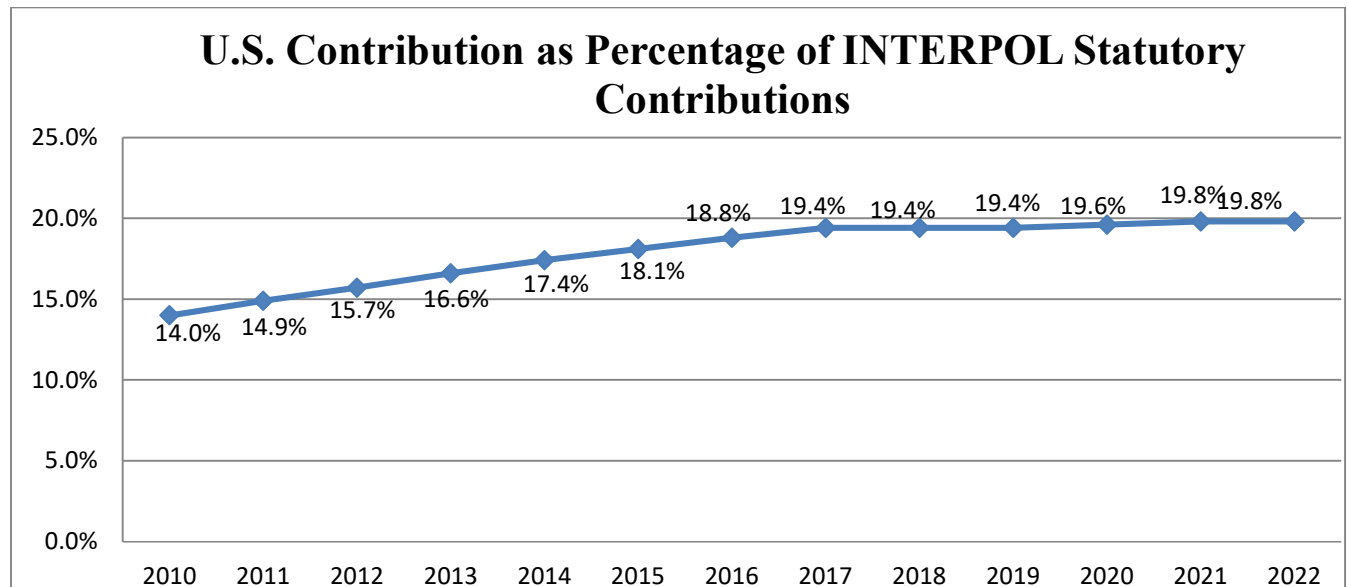


Figure 2

## DOJ Mandatory Shared Services

The Department of Justice Working Capital Fund is a revolving fund authorized by law to finance a cycle of operations in which the full cost of services are charged to the recipient. It provides centralized performance of common administrative services, such as technology,

telecommunications, human resources, facilities, and financial. The USNCB's costs associated with DOJ's mandatory shared services are an estimated \$7.79 million in FY22 (See Figure 1).

### **Law Enforcement Communication and Information Sharing Architecture**

Today, law enforcement information sharing is a dynamic enterprise that is driven by the use of increasingly advanced and diverse forms of information technology (IT). As these technologies have continued to evolve, INTERPOL's global criminal investigative data has assumed a leading role in the fight against transnational crime and terrorism. Collectively, these developments have imposed new – and in some instances extreme – demands upon the USNCB's capacity to move INTERPOL data quickly and seamlessly between domestic law enforcement agencies and their international counterparts. Maintaining this capacity remains the single most critical operational requirement for accomplishing our mission, and a foremost funding priority for this agency.

In order to help offset the growing disparity between the demand for its information sharing services and its available resources, the USNCB has implemented a variety of measures designed to maximize data processing efficiencies while minimizing the number of required human interventions. Notwithstanding these efforts, however, the sustained increase in absolute numbers of INTERPOL queries and case-related communications, along with newly-emerging operational and technical support requirements, is pushing the USNCB to the limits of its capacity to process and share data and to provide continuous, reliable investigative support. Alarming, the critical systems and software at the center of the USNCB's IT architecture are now at the end of their operational life, and the USNCB finds itself suffering from increasingly more frequent systems outages that will only continue in frequency and duration. This end-of-life infrastructure cannot simply be repaired with a software or hardware upgrade; it must be replaced. Until the USNCB has the funds to implement this replacement, the system is at increasing risk from cost, performance, compliance, and security factors that threaten its information sharing and indexing capabilities. For this reason, the FY 2022 President's Budget includes a program increase request for \$2.6 million to modernize the USNCB IT system (see page 19).

### **USNCB Operational Costs**

Operational costs for INTERPOL Washington include all costs that do not fall within mandatory DOJ shared services, dues, or the amalgamated law enforcement information sharing architecture. While this accounts for only 22 percent of the agency's overall annual appropriated funding, the agency relies on these funds to support all of its operational costs and expenses associated with agency staffing: payroll and benefits, awards, training, travel, and supplies. This includes over \$9.9 million for payroll and benefits for the 69 full time USNCB employees. This cost category also includes contractor support to agency operations and the operating expenses and equipment costs for supporting the assignment of officers and analysts detailed to the agency from our partner law enforcement agencies.

### **C. Challenges**

In FY 2021, the USNCB will face the challenge of responding to a rapidly escalating demand for its services while adhering to economic realities, constricted budgets, and efforts to reduce overall government spending. Most critical of these challenges is the end-of-life infrastructure for the case management system that is backbone of the USNCB's integrated information sharing program. The USNCB program increase request is critical to address this issue.

Notwithstanding these challenges and pressures, the USNCB is committed to supporting the Administration’s efforts to cut waste and identify opportunities to promote efficient spending. The USNCB has recently implemented a number of improvements to its procedures and has automated a number of functions as a means of redeploying personnel to address critical workload demands. Despite these measures, however, the reduction in agency operational resources (LE Sharing architecture and USNCB Operations) and the concurrent, rapidly-increasing demand for its information and services continues to threaten the agency’s ability to carry out its core mission functions.

### Increased Costs Associated with Dues and Mandatory Shared Services

As detailed in Figure 1 on page 3, the costs associated with INTERPOL Dues and DOJ Mandatory shared services have risen from a combined \$18.4 million in FY16 to an estimated \$27.06 million in FY22. (Figure 3)

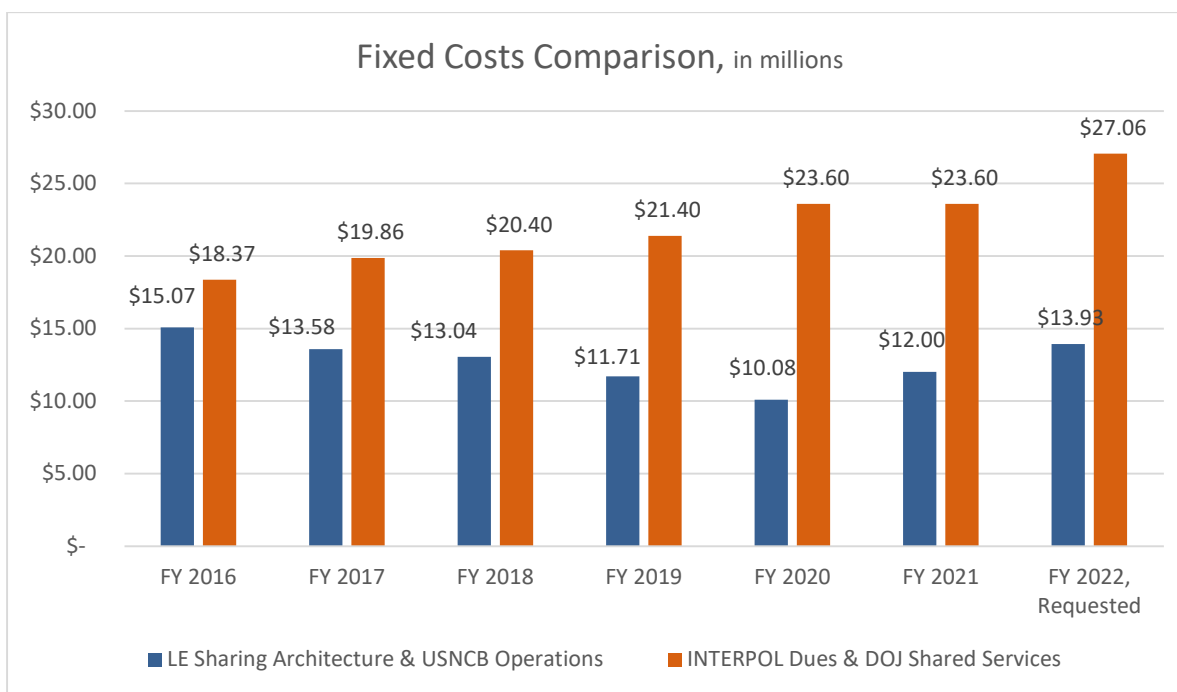


Figure 3

### Increasing Operational Demands

Today, virtually every U.S. law enforcement, immigration, and border security agency relies upon the USNCB’s integrated IT architecture to access INTERPOL's global criminal investigative data. This reliance has led to an unprecedented increase in the number of queries of INTERPOL indices processed through the USNCB and a substantial growth in the number of U.S. records it is responsible for maintaining on the INTERPOL platform. This increasing operational demand has also resulted in a significant increase in the number of positive hits against INTERPOL records, each of which must be resolved by investigative analysts assigned to the IOCC. In many instances, these hits involve critical, time-sensitive, and potentially life-threatening situations related to law enforcement, border security, and national security operations occurring in real time.

Further compounding the situation, recent geopolitical events and advances in information and communications technology have driven demand not only upwards, but in new directions. For

example, the USNCB is today collaborating with its law enforcement and defense partners to collect, format, and upload thousands of INTERPOL Notices and Diffusions containing terrorism-related information collected in the conflict zones of Iraq, Afghanistan, and Syria. At the same time, the USNCB is experiencing a pronounced, upward trend in the number of requests for investigative and/or humanitarian assistance involving health and welfare checks, death notifications, and Threats to Life (TTL) communicated through social media platforms, i.e. suicidal threats and expressions of intent to commit acts of mass violence such as school shootings and attacks against government facilities.

Overall, increases in processing demand are reflected in the following facts and statistics:

- Between FY13 and FY19, the number of U.S. queries of INTERPOL indices increased by 87 percent, from 287.8 million queries to more than 540 million – the highest number of any country in the world. Moreover, the number of USNCB-supported searches is projected to reach an annual total in excess of 700 million queries within the next 2-3 years.
- Between FY16 and FY18, the number of messages received in the IOCC rose by 98.9 percent – from over 388,000 to more than 773,000. This number is expected to continue growing to new levels due to the increased collection, processing, and sharing of terrorism-related data (Figure 4).
- The USNCB is maintaining over 210,500 domestic lookout records in U.S. databases. These records include advisories on wanted fugitives, Foreign Terrorist Fighters (FTF), missing and endangered persons, sex offenders, transnational gang members and other persons who, based on their criminal history, pose a potential threat to public safety.
- The USNCB is currently maintaining over 53,750 U.S. Notices and Diffusions in INTERPOL indices, along with just under 5.5 million records of U.S. travel documents reported lost or stolen.
- FY19 humanitarian assistance communications for FY19 showed a 183 percent increase in cases involving threatened self-harm, and a greater than 1,700 percent increase in cases involving threats to others (i.e. school shootings and attacks on public institutions) over FY16.



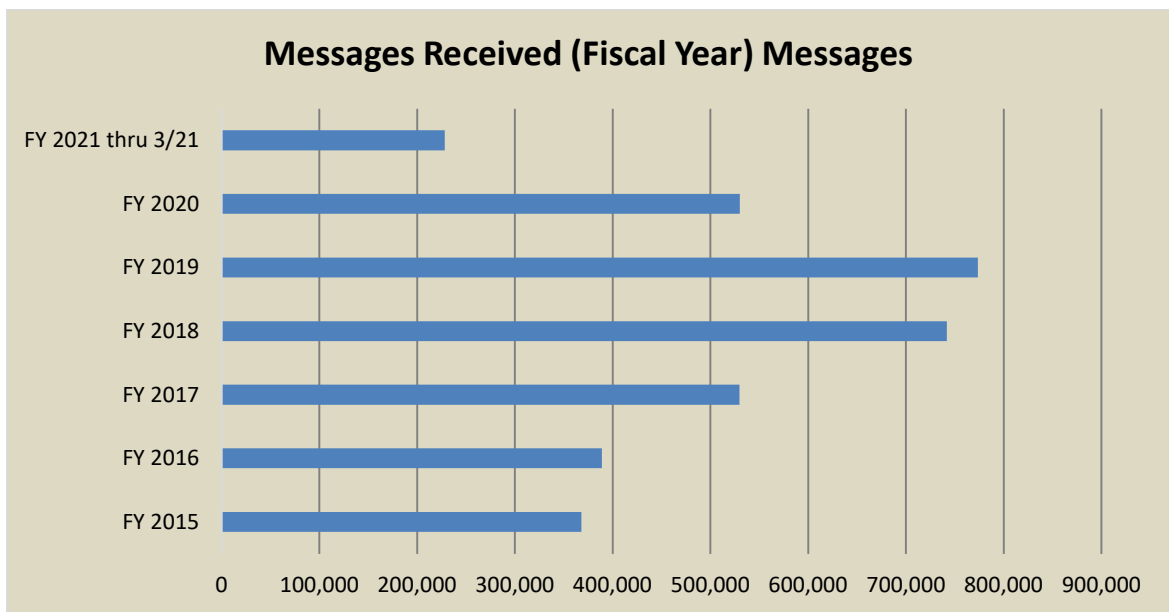


Figure 4

In attempting to compensate for this growth, the USNCB has implemented a variety of measures designed to increase its operational efficiency. These measures include, but are not limited to, deploying IT solutions that automatically populate U.S. law enforcement databases with newly-indexed INTERPOL data, and a restructuring and consolidation of operational divisions and functions in accordance with a comprehensive Business Process Review. Despite these and other efforts, the continuing escalation in absolute numbers of INTERPOL queries and case-related communications, coupled with newly-emerging operational and technical support requirements, has rapidly pushed the USNCB to the limits of its capacity to process and share data, and to provide continuous, reliable investigative and analytical support to its law enforcement partners.

### A Shrinking Workforce

Operating 24/7/365, the USNCB is staffed by a multi-sector workforce consisting of 69 permanent DOJ analysts, lawyers, and administrative personnel; and approximately 30 law enforcement officers and analysts detailed to it from across the interagency. The staff is further augmented by a cadre of contractors that assist in areas that include agency communications, criminal analysis, IT, and administrative support.

Comprising approximately 25 percent of the USNCB workforce, partner agency detailees assist with the specialized case work and expert investigative support provided to our domestic law enforcement partners and their counterparts in 193 other INTERPOL member countries. Each detailee's parent agency sets the period of their service and availability according to their particular need. Further, detailees are subject to immediate recall or termination of assignment by his or her parent agency as may be necessary to support any operational requirements that may arise, such as National Security Special Events, critical incidents, or increased mission responsibilities. As a result of these types of developments, the USNCB's detailed workforce has dropped from 62 positions in 2013 to 29 positions at the start of FY21 – a 47 percent reduction.

As noted above, the USNCB has implemented a number of improvements to its procedures and has automated a number of functions as a means of redeploying personnel to address critical workload demands. Despite these measures, the reduction in the USNCB workforce – both in terms of FTE and detailees – and the concurrent, rapidly-increasing demand for its information and services continues to threaten its ability to carry out its core mission functions.

## D. Strategic Goals and Objectives

This submission identifies specific outcome-based, strategic mission objectives that will continue to advance the mission of the USNCB. Achieving these objectives will move the agency closer to fulfilling its mandate to ensure greater international police cooperation and information sharing with law enforcement agencies throughout the world.

## E. Environmental Management System

INTERPOL Washington will continue to implement its agency-wide Environmental Management System. The agency has adopted a policy whereby INTERPOL Washington personnel incorporate environmental stewardship into their decision-making and day-to-day activities. The policy mandates, among other things:

- Incorporation of environmental management principles into planning and budget preparation.
- Promotion and encouragement for all employees to practice energy conservation, waste stream reduction, and recycling.
- Compliance with applicable federal, state, and local environmental laws and regulations.
- Identification and reporting to the agency leadership any unsafe working conditions or environmental concerns.

## II. Summary of Program Changes

Item Name	Description				Page
	Pos.	FTE	Dollars (\$000)		
IT Modernization	To modernize OA/Envoy, the General Support System it utilizes to carry out its mission of facilitating international law enforcement cooperation as the United States representative to the International Criminal Police Organization (INTERPOL).	0	0	2,634	19

## III. Appropriations Language and Analysis of Appropriations Language

General Legal Activities language is displayed in the GLA rollup budget submission.

## IV. Program Activity Justification

### INTERPOL Washington – U.S. National Central Bureau (USNCB)

<i>INTERPOL Washington, USNCB</i>	Direct Pos.	Estimate FTE	Amount (\$000s)
<i>2020 Enacted</i>	69	50	33,676
<i>2021 Enacted</i>	69	69	35,592
<i>Adjustments to Base and Technical Adjustments</i>	0	0	2,767
<i>2022 Current Services</i>	69	60	38,359
<i>2022 Program Increases</i>	0	0	2,634
<i>2022 Program Offsets</i>	0	0	0
<i>2022 Request</i>	69	60	40,993
<i>Total Change 2021-2022</i>	0	0	5,401

<i>INTERPOL Washington, USNCB - Information Technology Breakout (of Decision Unit Total)</i>	Direct Pos.	Estimate FTE	Amount (\$000s)
2020 Enacted	5	5	3,298
2021 Enacted	5	5	4,228
Adjustments to Base and Technical Adjustments	0	0	0
2022 Current Services	5	5	3,298
2022 Program Increases	0	0	2,634
2022 Program Offsets	0	0	0
2022 Request	5	5	6,862

#### 1. Program Description

INTERPOL, the world’s largest international police organization, provides an intergovernmental platform upon which law enforcement authorities in 194 member countries are able to work together to combat transnational crime and terrorism through enhanced information sharing and cooperation – even where good diplomatic relations may not exist between particular countries.

INTERPOL Washington, the United States National Central Bureau (USNCB), is the designated U.S. representative to INTERPOL on behalf of the Attorney General, pursuant to statute and regulation. As such, it serves as the exclusive point of contact and coordination for all INTERPOL matters in the United States, and the official portal to INTERPOL’s global criminal investigative intelligence and information for all U.S. law enforcement agencies. Its mission includes, but is not limited to, transmitting information and requests for assistance of a criminal justice, humanitarian, or other law enforcement related nature between law enforcement agencies in the United States and other INTERPOL member countries, and coordinating and integrating information in investigations of an international nature.

2. Performance and Resource Tables

PERFORMANCE MEASURE TABLE										
Decision Unit: INTERPOL Washington										
Strategic Objective	Performance Report and Performance Plan Targets		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020		FY 2021	FY 2022
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1, 3.2, 4.1	<b>Performance Measure</b>	Number of lookouts within 48 hours	32,765	31,510	34,236	34,484	29,878	31,082	31,137	33,506
3.1, 3.2, 4.1	<b>Performance Measure</b>	New Cases Initiated	41,946	43,048	44,630	46,332	42,747	37,868	44,884	39,572
3.1, 3.2, 4.1	<b>Performance Measure</b>	Number of TECS/NCIC "lookouts" entered/updated	39,217	39,790	44,708	40,722	33,610	37,885	35,291	39,558
	<b>Performance Measure</b>	Number of locates on fugitives obtained through database queries or lead information provided by a foreign NCB	768	646	815	N/A	N/A	N/A	N/A	N/A
3.1, 3.2, 4.1	<b>OUTCOME Measure</b>	Arrests, extraditions, and deportations on INTERPOL Notices/Diffusions with a US nexus	173	242	170	244	173	199	173	185
N/A = Data unavailable										

### 3. Performance, Resources, and Strategies

#### a. Performance Plan and Report for Outcomes

The USNCB will support DOJ's strategic priorities by executing the following functions:

- Coordinating arrangements for payment of the United States' mandatory membership dues to INTERPOL, at a rate that is as advantageous to the United States as possible;
- Leveraging existing national information environments in order to provide access to INTERPOL's global criminal investigative intelligence and information to all U.S. federal, state, local, and Tribal law enforcement agencies, and facilitating its integration and utilization in their respective missions, both at home and abroad;
- Communicating and exchanging actionable criminal investigative intelligence and information between domestic law enforcement agencies and their foreign counterparts on demand and on a 24/7/365 basis, pursuant to its charge;
- Actively engaging with U.S. and foreign law enforcement partners to identify and assess new and emerging threats to officer safety, public safety, and national security that are transnational in nature, and devising innovative and effective means to combat them using INTERPOL's global information sharing tools and resources; and
- Ensuring that United States interests are fully and accurately represented to the international law enforcement community through INTERPOL's governing bodies and activities, including by providing leadership, expertise, and advocacy at global law enforcement conferences and symposia, and by actively participating in its working groups and other professional fora.

#### b. Strategies to Accomplish Outcomes

The timely sharing of actionable law enforcement information is indispensable to officer safety, public safety, and the security of the homeland. Consequently, the USNCB has strategically leveraged existing national information sharing environments in order to provide the more than 18,000 U.S. law enforcement agencies with access to the international criminal investigative data available from INTERPOL's 194 member countries.

In order to further strengthen this access, the USNCB has devised a means by which U.S. law enforcement officers can search INTERPOL data *simultaneously* with data contained in U.S. criminal indices. Termed federation, this capability enables searches of INTERPOL data conducted through the National Law Enforcement Telecommunications System (Nlets) to be combined with searches of the FBI's National Crime Information Center (NCIC) system into a single query. Federation provides officers and investigators with an important safeguard: the ability to quickly and concurrently determine the domestic *and* international law enforcement status of a subject of interest. Whether conducting a routine traffic stop, responding to a report of a suspicious person, or managing a complex criminal investigation, federation enhances officer safety and performance, and helps ensure that a wanted and potentially dangerous transnational offender is not inadvertently released during the course of an official encounter. At the same time, federation can prove instrumental in identifying and rescuing persons at risk of assault or exploitation – perhaps the victim of an international kidnapping or human trafficking ring, or a missing and endangered child. Currently operational in 14 states, the USNCB is working with government and non-government partners to implement this capability among all 50, thereby

creating a nation-wide “system of systems” that helps ensure that transnational criminals and terrorists are unable to enter, transit, or remain in any part of the United States undetected by law enforcement authorities.

At the federal level, the USNCB has succeeded in integrating access to INTERPOL data into proprietary information sharing platforms utilized by DOJ, DHS, the Department of State, and other USG entities to combat transnational crime and terrorism, and to strengthen immigration, transportation, and border security. Because it is based on a shared set of tools and authorities available to all INTERPOL National Central Bureaus, the USNCB’s strategic approach to data integration has resulted in the development of a proven, effective information sharing model that is *replicable* by any INTERPOL member country, and *applicable* to combating virtually any form of transnational crime or terrorism.

Further strengthening its efforts, the USNCB has formed strategic partnerships with U.S. law enforcement agencies wherein subject matter experts are detailed to it to assist in initiating and responding to requests for international law enforcement assistance in specialized areas that include counterterrorism, immigration and border security, cyber, fugitives, and transnational organized crime. In addition, the USNCB is an active participant in joint international law enforcement initiatives that include INTERPOL’s FTF Working Group and Fusion Task Force and the National Center for Missing and Exploited Children’s (NCMEC) CyberTipline Program. The USNCB’s participation in these and other initiatives helps ensure a continuing role and relevance for the United States in both domestic and international efforts to combat the full range of transnational criminal and terrorist threats.

The USNCB also actively represents the United States to INTERPOL’s General Secretariat and General Assembly in matters of policy, governance, funding and other key issues related to the Organization’s role in facilitating international law enforcement cooperation. Its participation in INTERPOL working groups, advisory committees, and governing bodies helps ensure that U.S. positions and interests are fully and accurately represented, and that an effective deterrent is in place to counter efforts to steer or influence the Organization in a direction that is contrary to the strategic interests of the United States.

Through its strategic approach to integrated information sharing and partner engagement, the USNCB is today providing every U.S. law enforcement agency with 24/7/365 access to INTERPOL’s global criminal investigative intelligence and information, as well as to police, customs, and immigration authorities in 193 other INTERPOL member countries. As a result, the USNCB is helping raise the United States’ response to transnational threats from a one that is “whole of *government*” to one that is “whole of *governments*” in nature. The anticipated outcome is the reduction of crime and terrorism both domestically and internationally.

c. Priority Goals

The following are specific examples of how INTERPOL Washington supports the Department’s mission:

**Protecting Americans from threats to national security**

The USNCB’s active collaboration with counterterrorism components from across the interagency, as well as its continuing engagement with its counterparts in INTERPOL member countries throughout the world, directly supports DOJ’s strategic goal of protecting Americans from threats to national security.

Prominent among current terrorism-related threats, the rise and subsequent defeat of ISIS has propelled the USNCB into the forefront of USG efforts to counter the international travel of Foreign Terrorist Fighters (FTFs) and other combatants. As a result, the USNCB has developed and implemented new and innovative counter-measures involving the exploitation of battlefield evidence collected by U.S. and Coalition forces in the conflict zones. Specifically, the USNCB has leveraged its access to INTERPOL systems and services to develop a suite of low-cost, high-yield projects designed to identify, locate, apprehend, and prosecute subjects involved in acts of terrorism perpetrated by ISIS. These projects employ identification, screening, and detection methods involving the use of physical tokens (i.e. passports), biometrics, data analytics, IT integration techniques, and INTERPOL's system of Notices and Diffusions to provide a broad-spectrum defense against transnational threats to our national security. Key initiatives include:

- **International Capacity Building Program:** Funded by the U.S. Department of State, a National Expert Team from the USNCB is currently providing on-site technical assistance to partner countries in Southeast Asia seeking to implement its integrated border screening and detection model as a means of interdicting the illicit international travel of FTFs and other ISIS-affiliated threat actors seeking to enter or transit the region.
- **Project TREAD:** The USNCB is generating INTERPOL Blue Notices containing information used to help identify, trace, and locate persons biometrically linked to the manufacture and placement of Improvised Explosive Devices (IEDs) recovered by U.S. and Coalition forces in the conflict zone Iraq. Published to all INTERPOL member countries, these Notices have resulted in the identification of a number of persons culpable for these acts, including some who were seeking refugee status in countries outside the conflict zone.
- **Project CELLBLOCK:** The USNCB is disseminating, through INTERPOL channels, biometric, biographical, and contextual information on the “worst of the worst” ISIS FTF detainees who are likely to travel internationally after release in order to participate in additional terrorist activities.
- **FTF Working Group and Fusion Cell:** The USNCB is collaborating with other participating INTERPOL member countries in a dedicated program to combat the threat of FTFs worldwide. Established in 2013, the program supports a working group – an international forum for sharing criminal investigative intelligence and best practices – a multinational fusion cell, and an analytical database populated with information contributed by and accessible to participating member countries. The criminal intelligence contained in the database includes detailed identity particulars on known or suspected FTFs as well as other information that enhances the exploitation of available data, and enables the production of more focused, actionable analyses of FTF identities, movement, and activities for use by law enforcement.

Furthermore, in order to combat the growing dangers from cybercrime and cyber-based attacks, the USNCB is working with INTERPOL to develop best practices and criminal intelligence sharing initiatives that will enhance investigations; increase capacity, and increase connectivity between U.S. law enforcement and cyber authorities worldwide. To that end, the USNCB is:

- Actively pursuing the development of training opportunities with INTERPOL and DOJ to improve member countries' use of Mutual Legal Assistance Treaties as a critical tool in supporting global efforts to combat cybercrime;
- Developing solutions for streamlining the process of obtaining and communicating Basic Subscriber Information held by U.S. Internet and social media service providers;

- Promoting the operational, technical, and investigative cyber capabilities of U.S. law enforcement and, through the INTERPOL Global Complex for Innovation and its Digital Crime Center; and
- Increasing international cooperation in support of DOJ's priority goal of disrupting and dismantling cyber threat actors.

### **Protecting Americans from violent crime**

The USNCB is actively working with its domestic and foreign law enforcement partners to combat violent transnational criminal organizations and offenders. Its efforts include developing and exchanging criminal investigative information and intelligence designed to deny the illicit movement of and access to U.S.-sourced firearms, explosives, and ammunition by international traffickers, drug dealers, gang members, and terrorists. The USNCB's international data resources and communications network also support U.S. and foreign law enforcement agencies in investigating violent offenses that include kidnapping, bank robbery, homicide, rape, and sexual assault. For example, the USNCB processes trace requests of U.S.-sourced firearms recovered or seized abroad for those member countries without electronic trace (E-Trace) capability and, through I-24/7, INTERPOL's global communications network, assists ATF's National Tracing Center with requests to member countries for assistance in tracing foreign-made firearms recovered in the U.S.

Further, the USNCB is exclusively responsible for processing applications for all U.S. Red, Blue, and Green INTERPOL Notices on subjects connected with violent criminal offenses. These subjects include deportees who have committed violent crimes and who, based on their criminal history, pose a potential threat to public safety, i.e. members of transnational criminal organizations such as MS-13, criminal alien sex offenders, and members of violent outlaw motorcycle gangs. In addition to facilitating the location, capture, and removal of criminal fugitives, the publication of these Notices supports the sharing of criminal intelligence and coordination of investigations and operations at a truly global level.

The USNCB also facilitates the processing of emergency disclosure requests from Internet and social media service providers to prevent violent crimes in which serious threats of bodily harm, death threats, stalking, and extortion attempts are communicated online, resulting in the identification, location and arrest of offenders who pose a significant threat to persons and/or the general public.

### **Protecting the most vulnerable members of society**

The USNCB provides substantial support to partner agency efforts to combat crimes against vulnerable populations, including especially children. Using its exclusive information sharing authority, the USNCB has:

- Extended access to INTERPOL's International Child Sexual Exploitation (ICSE) image database to U.S. child sex crimes investigators as well as the National Center for Missing and Exploited Children (NCMEC). This system employs sophisticated software programs to automatically extract digital information from images and compare it to stored images seized worldwide. To date, over 10,000 victims from countries around the world have been identified using ICSE, and numerous offenders prosecuted.
- Partnered with NCMEC to disseminate urgent and timely investigative leads involving images of child sexual exploitation online to specialized investigators in more than 100 member



countries using INTERPOL's I-24/7 system. Since the program began in May 2014, the USNCB has electronically distributed in excess of 23 million CyberTipline leads.

- Partnered with NCMEC and federal, state, local, and Tribal law enforcement agencies to assist in the identification of unknown deceased juveniles. Under this initiative, items such as physical descriptions, physical characteristics, distinguishing marks, jewelry, tattoos, dental records, and other pertinent data are combined with artist renditions and/or reconstruction imagery are incorporated into INTERPOL Black Notices in an effort to identify unknown and unclaimed remains.
- Established a process for issuing and reviewing INTERPOL Yellow Notices and Diffusions to facilitate the location and safe return of missing minors. Incoming requests from foreign law enforcement counterparts are reviewed and entered into appropriate U.S. indices, including notification to NCMEC. Outgoing requests from U.S. law enforcement authorities are disseminated to INTERPOL member countries as well as the U.S. Department of State's Office of Children's Issues in an attempt to locate missing and/or abducted U.S. citizens.
- Partnered with the United States Marshals Service and other U.S. law enforcement agencies to assist in tracking convicted sex offenders who visit, relocate, and/or are deported to foreign countries; enter advisories from foreign member countries regarding convicted traveling sex offenders into U.S. lookout systems, and in locating and apprehending non-compliant fugitive sex offenders that flee overseas. This partnership includes coordinating investigations of fugitive sex offenders that have fled to the U.S.
- Partnered with U.S. Immigration and Customs Enforcement (ICE) to provide international notification regarding foreign sex offenders whose crimes make them removable, and who are being removed, from the United States. Upon removal, the USNCB obtains the publication of an INTERPOL Green Notice on the individual to alert all member countries to the circumstances of the offender's removal, and of any continuing threat they may pose. To date, the USNCB has obtained the publication of more than 8,000 Green Notices in support of this initiative.
- Partnered with ICE – Homeland Security Investigations and foreign law enforcement counterparts to assist in identifying and locating human rights violators and those who have engaged in war crimes and, in collaboration with ICE's Human Trafficking and Smuggling Center, to utilize INTERPOL Notices and Diffusions to identify subjects that are either suspected of or wanted for crimes of human trafficking and/or smuggling.

### **Protecting Americans from transnational crime**

The USNCB also provides support to U.S. and international law enforcement efforts to combat transnational crimes. Among these offenses are financial crimes (fraud, insider trading and tax violations, counterfeit documents and currency, credit card fraud, healthcare fraud, wire fraud, and money laundering), as well as environmental crimes involving the illicit trade in endangered species, ivory, and fur; unregulated fishing and logging, and the dumping and the trafficking of hazardous material. Investigative support is also provided in connection with motor vehicle related crimes involving stolen vehicles and parts, fraudulent documentation (Driver Licenses, vehicle titles, license plates), traffic offenses and vehicle-involved fatalities.

In addition, the USNCB has partnered with the ICE Intellectual Property Rights (IPR) Center to obtain the publication of Orange Notices used to alert INTERPOL member countries to persons, objects, and events or modi operandi that present an imminent threat to public safety and are likely

to cause serious injury to persons and/or damage to property. To date, Project Safety Net-related Orange Notices have been published in relation to such matters as automotive air bags (both original equipment and/or counterfeit devices), and counterfeit tourniquets used by the military and law enforcement.

The USNCB also assists domestic and foreign law enforcement authorities in their investigations of organizations involved in narcotics trafficking, precursor chemical trafficking, and money laundering. The USNCB's Drug Program responds to numerous drug-related inquiries and requests for investigative assistance from foreign police authorities regarding international drug fugitives in the US, drug trafficking trends and trafficking information which may have significant international implications.

Working on behalf of its foreign law enforcement partners, the USNCB processes criminal record checks and/or fingerprint checks on subjects who have been arrested or are under investigation in other countries for ordinary law crimes such as murder, rape, robbery, assault, and other offenses. Similarly, it forwards DNA profiles submitted by foreign law enforcement authorities to the FBI National Lab, as well as state labs, for comparison. In partnership with ATF, the USNCB assists foreign law enforcement authorities in tracing stolen and recovered firearms.

## V. Program Increases by Item

### Item Name: IT Modernization

AG Priority Areas: Enhancing our National Security and Countering the Threat of Terrorism  
Reducing Violent Crime and Incidents of Mass Violence  
Enforcing our Nation's Immigration Laws  
Combatting the Opioid Crisis  
Cyber and Cybersecurity  
Agile Responsiveness

Budget Decision Unit(s): INTERPOL Washington, USNCB

Organizational Program: INTERPOL Washington OA/Envoy

**Program Increase: Positions: 0 Agt/Atty 0 FTE 0 Dollars \$ 2,634,000**

The USNCB requests **\$2,634,000 and 0 positions / 0 FTE** to modernize OA/Envoy, the General Support System it utilizes to carry out its mission of facilitating international law enforcement cooperation as the United States representative to the International Criminal Police Organization (INTERPOL). OA/Envoy encompasses both the USNCB's internal IT network (including servers, user workstations and laptops, network printers, system utilities, and communication interfaces) as well as a Case Management System (CMS) comprised of web applications and database servers that track, record, and store case-related information. It also interfaces with the Justice Unified Telecommunications Network, through which all other external communications are facilitated.

OA/Envoy is currently running on hardware and software that is rapidly approaching the end of its service life. Consequently, at a point in the near future, the security patches and/or software upgrades needed to keep it in operation will no longer be available. Given the range of functions it supports – both domestically and internationally – a reduction or failure in the system's performance resulting from its impending obsolescence will have an immediate and highly adverse impact on the ability of U.S. law enforcement authorities to protect the United States from transnational criminal and terrorist threats, and to assist their counterparts in 193 other

INTERPOL member countries. Notwithstanding the extensive measures it has put in place to increase efficiency and reduce costs, the USNCB lacks the financial resources needed to modernize its IT system.

### *The USNCB's Law Enforcement Information Sharing Strategy*

Under INTERPOL's Constitution and *Rules on the Processing of Data*, the USNCB is exclusively authorized to grant U.S. law enforcement agencies access to INTERPOL's global criminal investigative intelligence and information. To that end, it has strategically leveraged existing national information sharing environments to make INTERPOL data available to the more than 18,000 U.S. law enforcement agencies for use in their respective missions, regardless of size, jurisdiction, or location, both at home and abroad. In addition to having extended this access to the individual officer working at street level, the USNCB has developed integrated information sharing platforms that enable key interagency partners at DOJ, DHS, and the Department of State (DOS) to systematically conduct hundreds of millions of queries of INTERPOL data annually for purposes that include counterterrorism and screening against illicit international travel.

Further, because it was developed using tools and authorities available to every NCB, the USNCB's integrated information sharing and screening model is currently being adopted by other INTERPOL member countries for use in determining the criminal or terrorist threat posed by persons located in, or attempting to enter or transit their respective jurisdictions. As a result, the system integration solutions pioneered by the USNCB have opened a channel to actionable law enforcement information generated by our foreign counterparts in a growing number of countries worldwide regarding the identity, location, and movement of known and suspected threat actors – information that redounds directly to the security of our homeland.

### *USNCB Operations and Capabilities Supported by OA/Envoy*

OA/Envoy supports the USNCB's entire array of investigative, administrative, compliance, and program operations, enabling the hundreds of millions of queries of INTERPOL data conducted annually by U.S. law enforcement authorities, and the management of tens of thousands of requests for international law enforcement assistance received each month from our foreign and domestic partner agencies. Among the operations supported:

- ***International Law Enforcement Communications and Case Management:*** Operating 24/7/365, the USNCB's INTERPOL Operations and Command Center (IOCC) utilizes OA/Envoy to conduct mission-critical functions that include communicating with law enforcement agencies in the United States and 193 other INTERPOL member countries; initiating new cases involving requests for international law enforcement and humanitarian assistance, and assisting the USNCB's investigative support divisions in case-related matters. Of the nearly 65,000 messages received in the IOCC each month (more than 773,000 messages in FY 2019), approximately 3,900 result in new cases being opened, each of which requires specific database checks, the indexing of pertinent information and, in cases involving INTERPOL Notices or Diffusions, entry of lookouts into U.S. indices.<sup>1</sup> In addition, IOCC staff dispatch an average of 13,000 messages each month to existing cases.
- ***INTERPOL Notices:*** Under the direction of its Office of General Counsel, the USNCB is exclusively responsible for obtaining the publication of INTERPOL Notices on behalf of all U.S. law enforcement authorities. Among their other purposes, these Notices serve as international advisories on persons who are wanted for prosecution or to serve a sentence; are missing; are of interest in an active criminal investigation, or who, based on their criminal history, are considered a threat to public safety. In an important and related vein, the USNCB is also responsible for managing Notice and Diffusion cases involving foreign fugitives,

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<sup>1</sup> Published by the INTERPOL General Secretariat (IPSG) to all 194 member countries, an INTERPOL Notice is a formal request for international law enforcement assistance that is color-coded according to the type of assistance being requested. A Diffusion is a type of formatted message that essentially mirrors the purpose of a Notice, but whose dissemination is controlled by the country requesting assistance.

suspects, and career offenders. Processed and entered into U.S. criminal, immigration, and border security indices through OA/Envoy, the database lookouts generated from these cases are a primary means of identifying subjects involved in or wanted internationally for crimes including homicide, child sexual abuse, terrorism, and other serious offenses. With nearly 50,000 cases currently active, the USNCB receives an average of nearly 4,000 new cases each month. Of immediate and growing concern, as the number of Notices – and the extent of access to them – has increased, so too has the number of positive hits – many of which involve critical, time-sensitive, and potentially life-threatening matters that must be acted upon without delay or interruption.

- ***Border Security Screening – INTERPOL’s Stolen and Lost Travel Documents (SLTD) Database:*** Coordinated through the IOCC and enabled through OA/Envoy, the USNCB is exclusively responsible for managing U.S. access to, and participation in, INTERPOL’s Stolen and Lost Travel Document (SLTD) database, a searchable repository containing more than 92 million records of passports and other travel documents reported lost or stolen by issuing authorities in INTERPOL member countries worldwide. Queried almost 450 million times in FY2019 by U.S. Customs and Border Protection (CBP) authorities at the National Targeting Center and 328 U.S. Ports of Entry, along with U.S. State Department officials at Consulates throughout the world, SLTD provides one of the premier means of identifying, detecting, and deterring illicit international travel.<sup>2</sup>
- ***Child Protection:*** The USNCB utilizes OA/Envoy extensively to protect children from abuse or exploitation, through means that include the production and dissemination of INTERPOL Notices used to help locate those who have been reported missing or abducted. Incoming requests for assistance from foreign sources are entered by the USNCB into appropriate U.S. indices, and notifications are made to the National Center for Missing and Exploited Children (NCMEC). The USNCB also provides a secure communications channel through which law enforcement authorities are able to monitor the international movements of convicted and non-compliant fugitive sex offenders, and to send alert messages warning of their travel. In addition, the USNCB coordinates referrals from foreign law enforcement officials regarding images of child sexual abuse, online enticement, child sex tourism, and the commercial and sexual exploitation of children. As part of its efforts, the USNCB works with NCMEC to identify and remove web sites hosted by U.S. Internet Service Providers that are found to contain images of child sexual abuse.<sup>3</sup> Every Notice, message, case, and query used in connection with these and other child protection measures resides in OA/Envoy.
- ***Federated INTERPOL Queries:*** The USNCB has leveraged the International Justice and Public Safety Network (Nlets) to make INTERPOL data accessible by law enforcement authorities in all 50 states. Moreover, through their Nlets service provider, each state has the ability to “federate” its searches – that is, to query INTERPOL data *simultaneously* with data recorded in the FBI’s National Crime Information Center (NCIC) system. As a result, with just a single search transaction an officer can make a complete and concurrent determination of the domestic *and* international victim, offender, or fugitive status of a subject, as recorded in these two premier criminal justice indices.<sup>4</sup> When finally implemented in all 50 states and U.S. territories, federation will produce a nationwide “system of systems” in which officers in every jurisdiction will, with every query, help deny transnational threat actors the mobility, anonymity, and safe haven they require in order to operate undetected by law enforcement.<sup>5</sup>

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<sup>2</sup> The Transportation Security Administration is currently integrating SLTD access into its *Secure Flight* program, increasing the total number of queries against the system by an estimated 80 million in the first full year of operation.

<sup>3</sup> The USNCB has to date disseminated more than 19.6 million investigative leads to INTERPOL member countries under the CyberTipline program.

<sup>4</sup> Federated queries search against the entire set of INTERPOL records, only a limited number of which are available through NCIC alone.

<sup>5</sup> Currently active in 15 states, federated searches accounted for more than 99% of all Nlets-based INTERPOL queries conducted by state and local law enforcement authorities in FY2019. Based on FY2019 data, projections indicate that federating the remaining 35 states will produce nearly 200 million additional queries annually.

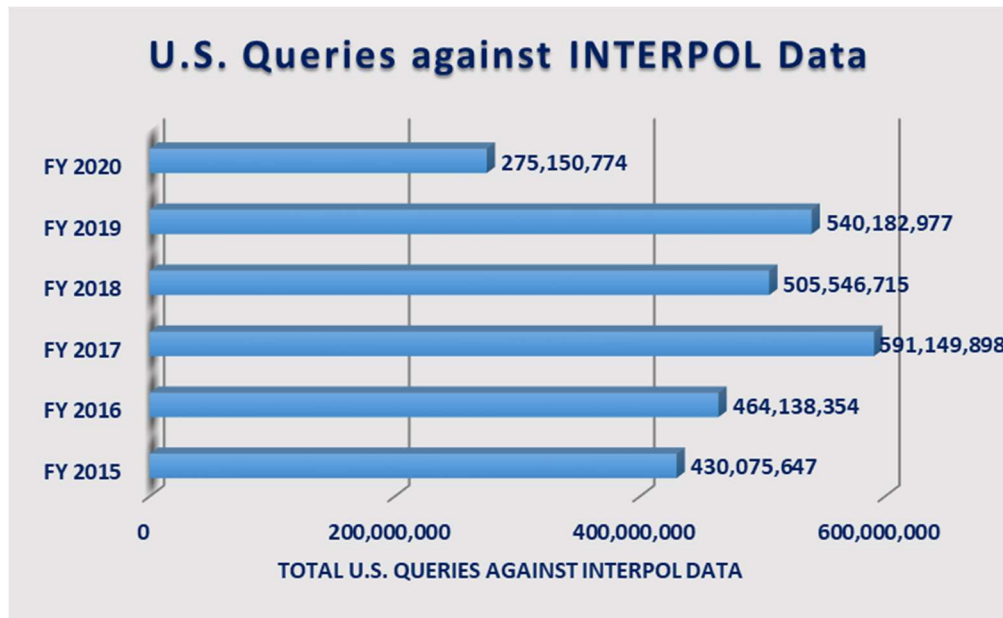


Figure 5

- Biometrics:** The USNCB processes all case-related fingerprint requests that require comparison, uploading, or retrieval from U.S. and INTERPOL databases, including the uploading of fingerprints on foreign criminals into FBI systems. The USNCB’s ability to enter these fingerprints into U.S. indices serves as one of the primary means of identifying foreign criminals arrested within or entering the United States under false identities. All fingerprint files and supporting documentation are received, processed, communicated and stored in OA/Envoy. In addition, the USNCB processes requests from U.S. law enforcement authorities for DNA profile comparisons against INTERPOL data holdings.
- Push Notification Services:** In an effort to reduce errors and maximize automation efficiencies, the USNCB has developed the means by which INTERPOL content can be submitted directly to national law enforcement information sharing systems, using OA/Envoy. This “push notification service” processes both biographic and biometric content and provides a centralized reporting framework for all data that is disseminated to subscribers. Push notification is now processing the biometric content of every INTERPOL Notice as they are published by INTERPOL in near-real time.
- Records Management:** The USNCB is exclusively responsible for uploading, updating, and maintaining the more than 5.5 million U.S. records housed in INTERPOL databases, and for ensuring that criminal intelligence and information disseminated by INTERPOL is entered and maintained in U.S. indices. Through the USNCB’s sustained efforts, the United States is today the world’s largest single contributor of criminal- and terrorist-related data to INTERPOL, all of which is managed through OA/Envoy.
- Humanitarian and Public Health Assistance:** Not as widely known – but critically important – is the assistance the USNCB provides in connection with international humanitarian and public health matters. Managed entirely through OA/Envoy, this assistance entails such activities as personal welfare checks; interventions in threatened or attempted suicides; death notifications; warning regarding persons traveling internationally who have communicable diseases or significant mental health issues; Disaster Victim Identification, and the identification and interdiction of counterfeit medical and/or pharmaceutical supplies. Of immediate relevance, the USNCB is currently assisting authorities in five continents – North America, Europe, Asia, Africa, and South America – in responding to matters arising from the COVID-19 pandemic.

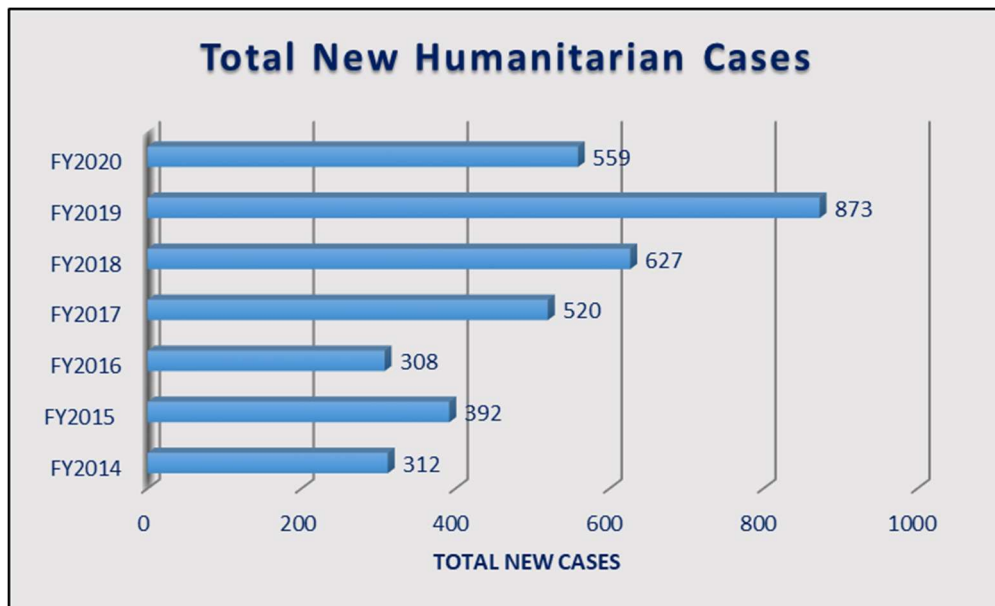


Figure 6

## Modernization Approach

The information sharing initiatives developed and implemented at the USNCB in response to today’s transnational criminal and terrorist threats have created a significant and sustained increase in demand on an IT system that is rapidly approaching the end of its service life. Consequently, the modernization of the USNCB’s IT system is indispensable to its continuing ability to support U.S. law enforcement, border security, counterterrorism, and humanitarian assistance efforts, pursuant to its mission. While the extent of the support that may ultimately be required cannot be known with certainty, the implications of a marginal or failed response capability grow worse with each new threat and passing day, such that the need to modernize the USNCB’s OA/Envoy system can no longer be minimized or deferred.

### *Current Status*

The USNCB currently relies on a custom set of tools built by contractors using Microsoft products – tools that must comply fully with DOJ guidelines and directives. As these tools continue to age, each new directive becomes increasingly more difficult for the USNCB’s Information Technology Division (ITD) to implement. At the same time, the cost and level of effort required to maintain and update the system detracts from ITD’s ability to develop modernization plans and designs.

Compounding these problems, the system currently used by the USNCB does not align with the latest IT architecture, thereby preventing integration of new communications and data processing tools. Consequently, as its core technologies are no longer supported by its vendors, the USNCB’s Command Center and investigative support divisions will have to forego access to tools that can process and analyze data faster, more efficiently, and more reliably than existing capabilities allow.

Moreover, the tools used to build the current version of OA/Envoy are not compatible with Cloud infrastructure, which is the preferred USG model and a basic tenet of *DOJ’s IT Strategic Plan 2019 - 2021*.<sup>6</sup> As such, any increase in data storage capacity requires the procurement of additional hardware and space in shared data centers, the cost and level of effort of which detracts ITD even further from its efforts to modernize the system.

<sup>6</sup> Strategic Goal 1: Continuously Improve Service Delivery – “DOJ will continuously improve service delivery and increase customer satisfaction by supporting reliable and resilient IT services that maximize use of cloud computing.”

## *Efforts to Sustain Operations*

In order to extend the life of its existing system, the USNCB is moving from Microsoft Dynamics 2011 (the currently deployed version) to Microsoft Dynamics 2013 – a change that will still leave the agency four versions away from the most recent version. By making this move, however, the USNCB will gain two additional years to architect, fund, and procure a modernization solution. Working with Microsoft experts to assess the impact of making this transition, it is estimated that this project – which involves identifying and evaluating every process and connection point – will require up to 10 months to complete. Once the evaluation is complete, ITD will address each finding, and incorporate them into the design of its solution, as may be indicated.

More urgently, one of the most critical functions within OA/Envoy is the ability to create and track specific cases – a Case Management System (CMS) built with a tool that will reach the end of its service life in July 2021. While the USNCB continues to identify and implement the necessary stopgap measures / interim solutions, it is imperative that an immediate, dedicated effort be made to evaluate the options available for replacing the CMS before it expires.

## *Modernization Strategy: Goals and Objectives*

The primary goals and objectives of the USNCB’s IT modernization strategy are to update and upgrade core tools; develop an architecture designed for the continuing evolution of IT, and ensure full functional alignment and compatibility with the agency’s operational workflow. Achieving these goals and objectives is currently constrained by several factors that require an immediate investment of funding, people, and technology.

Modernizing OA/Envoy requires a geographically diversified and resilient architecture to ensure 24/7 operations and support. The USNCB’s approach to the diversification and resilience of its architecture is predicated upon a reduction in internal, manual processes and a maximization of connectivity achieved through direct interfaces or subscription-based USNCB notification services. Unifying all law enforcement information sharing environments is a daunting and important first step. Using standardized interfaces such as the National Interoperability Exchange Model (NIEM) and developing methods for providing direct, federated access to domestic law enforcement agencies via existing networks is an opportunity that the USNCB is seeking to exploit to the greatest extent possible. Under its approach to modernization, queries would be automatically relayed to INTERPOL via a trusted U.S. notification service.

## *Meeting Current and Projected Operational Requirements*

The USNCB intends to expand the technology it is currently utilizing to share INTERPOL information in a manner that aligns with and enhances its operational workflow. This expansion will require implementing the following measures:

1. Upgrading and expanding the USNCB’s automated biometric processing services for improved fingerprint/photo identification and international biometric exchange.
  - a. Connecting law enforcement agencies directly to INTERPOL’s Automated Fingerprint Identification System (AFIS) for real time biometric checks using domestic AFIS systems.
  - b. Automatically uploading INTERPOL biometric information into national databases for access by U.S. law enforcement agencies.
2. Establishing redundancy of all critical services in order to maintain the constant availability of access to national criminal justice and traveler screening systems such as Nlets, the FBI’s Next Generation Identification (NGI) System/Integrated Automated Fingerprint Identification System (IAFIS), and DHS

Advance Passenger Information System (APIS) and Electronic System for Travel Authorization (ESTA) interfaces during an emergency or national crisis.

3. Providing extended, simplified mobile access for all employees that enables secure “anywhere access”, and location IDs that can assist in locating critical staff members using “one device” methodologies.
4. Developing a Virtual Command Center model that is location agnostic and in line with mobility, mission and DOJ Continuity of Operations Planning (COOP) requirements.

Furthermore, as additional domestic law enforcement agencies join the network, the USNCB must expand its infrastructure and network capabilities in order to handle the increased load. Current efforts include simplifying the method by which INTERPOL access is made available to U.S. law enforcement agencies, and using improved collaboration tools that allow for real-time, secure communication. To that end, the USNCB will seek to receive and disseminate INTERPOL content through secure methods that leverage mobile platforms, and will work with U.S. law enforcement agencies to enable their access to them.

### **Impact on Performance**

This initiative fully supports the *Department of Justice Strategic Plan 2018 – 2022*; specifically:

- Strategic Goal 1: “Enhance National Security and Counter the Threat of Terrorism” (Strategic Objective 1.1 – *Disrupt and defeat terrorist operations*).
- Strategic Goal 2: “Secure the Borders and Enhance Immigration Enforcement and Adjudication” (Strategic Objective 2.1 – *Prioritize criminal immigration enforcement*).
- Strategic Goal 3: “Reduce Violent Crime and Promote Public Safety” (Strategic Objective 3.1 – *Combat violent crime, promote safe communities, and uphold the rights of victims of crime* and 3.2 – *Disrupt and dismantle drug trafficking organizations to curb opioid and other illicit drug use in our nation*).
- Strategic Goal 4: “Promote Rule of Law, Integrity, and Good Government” (Strategic Objective 4.1 – *Uphold the rule of law and integrity in the proper administration of justice*, and 4.4 – *Achieve management excellence*).

This initiative also supports and aligns with the *DOJ IT Strategic Plan 2019 - 2021*, especially with regard to the Department’s objectives of modernizing its IT to “...better serve American citizens...” and “protecting, advancing, and optimizing” its IT capabilities and effectiveness in order to better execute its mission. Specific goals include:

- Strategic Goal 1: “Continuously Improve Service Delivery”
- Strategic Goal 2: “Effectively Invest In Technology”
- Strategic Goal 3: “Protect Critical Mission Assets”
- Strategic Goal 4: “Build Innovative Capabilities”

Further, recognizing the challenges involved with information sharing, the Attorney General created the Global Justice Information Sharing Initiative (Global) to support the wide-scale exchange of justice and public safety information. The USNCB’s IT modernization initiative directly complements the mission and objectives of Global by ensuring that all United States law enforcement agencies will have continuous, real-time access to



INTERPOL’s global criminal investigative intelligence and information, enabled by technology that meets today’s operating, performance, and security standards.

Finally, using transactional data stored within OA/Envoy, the USNCB has the ability to view, at a high level, both queries and hits against INTERPOL records originating from U.S. law enforcement agencies. If incorporated into the modernization process, implementing a means by which to analyze this data and develop actionable criminal intelligence products could prove vital in identifying international crime trends and patterns, and protecting the United States from criminal and terrorist activities with an international nexus – part of the USNCB’s enumerated responsibilities under the Code of Federal Regulations.<sup>7</sup>

### Milestones and Timeline

OA/Envoy Modernization																		
	FY 2020		FY 2021				FY 2022				FY 2023				FY 2024			
Phase I	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Requirements gathering & documentation	█	█																
Procurements for Phase 2																		
Phase 2																		
Selection of case management tool																		
Design of architecture																		
Impact assessment of rest of OA/Envoy																		
Phase 3																		
Database improvements																		

Figure 7

<sup>7</sup> 28 C.F.R. § 0.34 “(e) Coordinate and integrate information for investigations of an international nature and identify those involving patterns and trends of criminal activities” and “(f) Conduct analyses of patterns of international criminal activities, when specific patterns are observed.”

## Base Funding

I. FY 2021 Enacted				II. FY 2022 President's Budget				III. FY 2022 Current Services			
Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)
1	0	0.5	\$1,179	1	0	0.5	\$1,238	1	0	0.5	\$1,238

## Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2022 Request (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)	FY 2024 Net Annualization (change from 2023) (\$000)
Contractor Support for Tech Support & development	\$117	2	\$234	\$500	\$200
Licenses and subscriptions	\$800	3	\$2,400	\$200	\$200
<b>Total Non-Personnel</b>			<b>\$2,634</b>	<b>\$700</b>	<b>\$400</b>

## Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2023 Net Annualization (change from 2022) (\$000)	FY 2024 Net Annualization (change from 2023) (\$000)
Current Services	1	0	0.5	\$200	\$1,038	\$1,238	\$30	\$30
<b>Increases</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$2,634</b>	<b>\$2,634</b>	<b>\$700</b>	<b>\$400</b>
<b>Grand Total</b>	<b>1</b>	<b>0</b>	<b>0.5</b>	<b>\$0</b>	<b>\$3,672</b>	<b>\$3,872</b>	<b>\$730</b>	<b>\$430</b>

## VI. Program Offsets by Item

Not applicable.

## VII. Exhibits