

Testimony
Before the Subcommittee on Intelligence, Information Sharing and
Terrorism Risk Assessment, Committee on Homeland Security, U.S.
House of Representatives

**Progress on Establishing the Interagency Threat Assessment and
Coordination Group**

*Statement of Ambassador Thomas E. McNamara
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Chairwomen Harman, Ranking Member Reichert, and Members of the Subcommittee,

Let me begin by taking this opportunity to thank you for your continued support of our efforts to build an information sharing environment, and more specifically for your commitment to making the Interagency Threat Assessment and Coordination Group (ITACG) a reality. The President has issued Guidelines and his National Strategy for Information Sharing, Congress has provided both oversight and statutory authority, and our State and Local partners are committed. The federal partners in this effort, the Department of Homeland Security, the Federal Bureau of Investigation, the National Counterterrorism Center, and the PM-ISE, must meet the President's and Congress' intent. Much progress has been made to this end, but more can be done.

In Section 521 of the Implementing Recommendations of the 9/11 Commission Act of 2007, Congress directed me to provide an update on the progress made in implementing the ITACG. The attached report contains our current assessment of the ITACG function and its contribution to the terrorism-related products being disseminated, as well as the challenges that we must address in the near term to make it fully functional and relevant to the way we share information with our State, local and tribal partners. Our key findings can be summarized as follows:

1. The ITACG Detail has achieved an Initial Operating Capability.
2. Efforts are ongoing to incorporate ITACG Detail participation into the product coordination processes of NCTC, DHS, FBI and other federal producers of terrorism-related information intended for dissemination to State, local, tribal governments and the private sector.
3. Recruitment and Selection of State, Local and Tribal (SLT) Personnel for the ITACG Detail Continues.
4. The ITACG Advisory Council has been established and has held two meetings as of the date of this report.
5. Measuring the impact and effectiveness of the ITACG Detail and Advisory Council at this early stage of development is not an easy task.

ESTABLISHING THE INTERAGENCY THREAT ASSESSMENT AND COORDINATION GROUP

**REPORT FOR THE CONGRESS OF THE UNITED STATES
MARCH 2008**

Prepared by the
Program Manager, Information Sharing Environment

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1. INTRODUCTION

1.1. 9/11 Act Requirements

Pursuant to Section 521 of the Implementing Recommendations of the 9/11 Commission Act of 2007 (the Act), the Program Manager for the Information Sharing Environment (PM-ISE), in consultation with the Information Sharing Council (ISC), is responsible for monitoring and assessing the efficacy of the Interagency Threat Assessment and Coordination Group (ITACG). Specifically, the Act requires the PM-ISE to issue an annual report on the progress of the ITACG to the Secretary of Homeland Security, the Attorney General, the Director of National Intelligence, the Committee on Homeland Security and Governmental Affairs of the United States Senate, and the Committee on Homeland Security of the United States House of Representatives.

1.2. Key Findings

1. The ITACG Detail has achieved an Initial Operating Capability.

Federal, State, and local personnel, along with contractor support, are working in dedicated workspace with full connectivity to systems available within National Counterterrorism Center (NCTC) workspaces. ITACG personnel regularly attend all relevant meetings at the NCTC and are becoming engaged in its daily activities and production processes.

2. Efforts are ongoing to incorporate ITACG Detail participation into the product coordination processes of NCTC, the Department of Homeland Security (DHS), the Federal Bureau of Investigation (FBI), and other federal producers of terrorism-related information intended for dissemination to State, local, and tribal governments and the private sector.

- a. DHS, FBI, and NCTC are working to develop a process to ensure that the Federal Intelligence Community speaks with “one-voice” when communicating with State, local, and tribal (SLT) governments and the private sector regarding terrorism-related threats. In developing this process, all parties involved recognize there are circumstances in which the rapid issuance of time-sensitive threat advisories is necessary. While extensive interagency coordination in the drafting and production of such advisories is preferred, it is not always possible.
- b. There are already several examples of the ITACG Detail providing valuable input to products intended for State, local, tribal, and private sector (SLTP) entities. In addition to the ITACG working primarily to assist NCTC production as required by the Act, the ITACG Detail is becoming more involved in the product coordination processes of individual agencies, in particular the DHS and

FBI. The ITACG Detail is actively working with the DHS and FBI production teams to determine the appropriate level of coordination required.

3. Recruitment and Selection of State, Local, and Tribal Personnel for the ITACG Detail Continues.

- a. SLT representation on the ITACG Detail currently consists of four State and local law enforcement officers. The Advisory Council has identified the need for broader State, local, and tribal representation. This includes a representative from a tribal government; the fire service; and individuals with background and experience in homeland security planning and operations at the State and local level.
- b. Lessons learned during initial efforts to recruit SLT assignees for the ITACG Detail have informed the methods and administrative processes used to raise SLT awareness of the ITACG, and to identify SLT personnel for future assignment to the ITACG Detail.
- c. Recruiting efforts continue to address the need for broader SLT representation and to ensure adequate overlap when there is turnover of SLT assignees within the ITACG Detail.

4. The ITACG Advisory Council has been established and has held two meetings as of the date of this report.

The Advisory Council has determined that for this first year, there is a need to meet every 60 days. In addition, the Council will meet in “special session” via teleconference as required to address selected topics that require immediate attention.

5. Measuring the impact and effectiveness of the ITACG Detail and Advisory Council at this early stage of development is not an easy task.

- a. The ITACG Detail has developed an outreach plan to broaden awareness of the Detail’s mission. The outreach plan is intended to expand awareness within the Federal Government and among SLT governments of the mission and capabilities of the ITACG Detail.
- b. Appropriate performance measurements for the ITACG Detail regarding impact and effectiveness are currently under discussion by the Advisory Council. We expect such measures to be approved by 3rd Quarter FY08.

1.3. Background

The President and Congress directed establishment of the ITACG to improve the sharing of information with SLTP officials within the scope of the Information Sharing

Environment (ISE).¹ As stated in the Administration's *National Strategy for Information Sharing: Successes and Challenges In Improving Terrorism-Related Information Sharing*, the "ITACG supports the efforts of the National Counterterrorism Center to produce "federally-coordinated" terrorism-related information products intended for dissemination to SLTP partners through existing channels established by federal departments and agencies by:

1. Enabling the development of intelligence reports on terrorist threats and related issues that represent a "federally-coordinated" perspective regarding those threats and issues and that satisfy the needs of State, local, tribal, and private sector entities until such time as the ISE matures organizationally and culturally to satisfy those needs as a normal part of doing business;
2. Providing advice, counsel, and subject matter expertise to the Intelligence Community regarding the operations of State, local, and tribal officials, including how such entities use terrorism-related information to fulfill their counterterrorism responsibilities as part of the core mission of protecting their communities;
3. Enabling the production of clear, relevant, official, "federally-coordinated" threat information in a timely and consistent manner;
4. Facilitating the production of "federally-coordinated" situation awareness reporting for State, local, tribal, and private sector entities on significant domestic and international terrorism or terrorism-related events that have the potential to have an impact on local or regional security conditions in the United States;
5. Ensuring that terrorism-related information intended for State, local, tribal, and private sector entities is rendered in a usable format that is, to the extent possible, unclassified, to facilitate further dissemination;
6. Informing and helping to shape Intelligence Community products for State, local, tribal, and private sector entities by providing advice, counsel, and subject matter expertise; and
7. Facilitating the production and posting by NCTC of "federally-coordinated" terrorism-related information intended for augmentation, as appropriate, and subsequent dissemination to State, local, tribal, and private sector entities by other federal departments and agencies. Accordingly, the ITACG will advise the Intelligence Community on how to tailor its products to satisfy the needs of

¹ The ISE was established under section 1016 of the Intelligence Reform and Terrorism Prevention Act of 2004 (6 U.S.C. 485)

DHS, FBI, and other Federal entities so that they in turn can better serve their consumers.”

1.3.1. Components of the ITACG

The Act requires the ITACG be comprised of a Detail and an Advisory Council, both of which are in place.

- A. ITACG Detail:** The Act established “an ITACG Detail comprised of State, local, and tribal homeland security and law enforcement officers and intelligence analysts detailed to work in the NCTC with federal intelligence analysts for the purpose of integrating, analyzing, and assisting in the dissemination of federally-coordinated information within the scope of the information sharing environment, including homeland security information, terrorism information, and weapons of mass destruction information.”

The ITACG Detail (Detail) provides advice, counsel, and subject matter expertise to the Intelligence Community regarding the operations of SLT government entities, including how such entities use terrorism-related information to fulfill their counterterrorism responsibilities as part of their core mission of protecting their communities. The efforts of the Detail complement and supplement federal analytic, production, and dissemination efforts. The desired goal of the Detail is to further enable the production of clear, tailored, relevant, official federally-coordinated threat information in a timely, consistent, and usable manner.

- B. ITACG Advisory Council:** The ITACG Advisory Council (Council) sets policies and develops processes for the Detail to facilitate the integration, analysis, and dissemination of federally-coordinated information within the scope of the ISE, including homeland security information, terrorism information, and weapons of mass destruction information. The Act requires at least 50 percent of the Council’s membership be executive level law enforcement and intelligence officials from SLT governments. The Council membership shall also include representatives from DHS, FBI, NCTC, Department of Defense, Department of Energy, Department of State, and the PM-ISE; and meet not less than quarterly at the NCTC.

1.3.2. Operational Framework of the ITACG

- A. ITACG Detail:** The daily operations of the Detail include identifying, reviewing, and assessing relevant material of interest to SLTP entities, and supporting the appropriate dissemination of such material through existing channels of the Departments of Justice and Homeland Security and other agencies, as appropriate. Additionally, the Detail recommends which products should be

posted concurrently on appropriate NCTC websites to establish common situational awareness and enhance coordination across all elements of the Federal Government. Specifically, the Detail focuses on three types of reporting:

1. Alerts, Warnings, and Notifications: ITACG identifies time-sensitive terrorism threats to locations within the United States.
2. Situational Awareness Reporting: ITACG reviews significant events and activities occurring at the international, national, State, and local levels to determine if these events and activities have the potential to raise concern among SLTP partners regarding a possible domestic terrorist attack.
3. Terrorism-Related Strategic and Foundational Assessments: ITACG reviews analytical intelligence products to identify suitable strategic and foundational assessments as candidates for downgrading or tailoring for dissemination to SLTP consumers.

B. ITACG Advisory Council: The Council develops policies, processes, procedures, standards, and guidelines for the Detail. The Council supports efforts of the Secretary of Homeland Security to carry out his responsibilities as defined in the Act by supporting the development of policies and processes pertaining to the operation of the Detail. Section 521 of the Act (6 USC 121) requires the Secretary, in coordination with the Council and NCTC to: 1) create policies and standards for the creation of products; 2) evaluate and develop processes for timely dissemination of these products to SLTP; 3) establish criteria and methodology for indicating reliability of information being disseminated to SLTP; 4) educate the intelligence community about the requirements of SLTP homeland security, law enforcement, and other emergency response providers; 5) establish and maintain the ITACG Detail; 6) detail a senior intelligence official from DHS to NCTC to manage the daily operations of the Detail; and 7) develop a mechanism to select SLT officials for the Detail. As part of this final responsibility, the Secretary shall use criteria developed by the Council for the selection of a broadly representative group of homeland security and law enforcement officers and intelligence analysts for placement in the ITACG Detail.

2. CURRENT STATUS OF THE ITACG

2.1. The ITACG Detail

The ITACG Detail has achieved an initial operating capability. Federal, State, and local personnel, along with contractor support, are working in dedicated workspace with full system connectivity onsite at the NCTC. Members of the Detail regularly attend key meetings at the NCTC and are becoming engaged in NCTC's daily activities and production processes.

2.1.1. Staffing

- A. **Federal Staff** – As of 29 October 2007, all federal representatives had reported for duty. This includes two DHS representatives (Detail Director and a senior intelligence analyst) and two FBI representatives (Deputy Director and a senior intelligence analyst).
- B. **State, Local and Tribal Staff** – As of 4 February 2008 four State and local law enforcement officials have reported for duty on the ITACG Detail. The number of State and local assignees is not limited to four individuals, nor is participation limited to only law enforcement personnel. The State and local assignees currently working on the Detail represent the totality of individuals who applied for assignment to the Detail. All four applicants were vetted, nominated, and forwarded to DHS and FBI. DHS and FBI approved all four after certifying their security clearances. The number of applicants and State and local assignees reflects the difficulty of finding individuals who possess the requisite experience, have an active TS/SCI clearance, and who would be willing and able to relocate to Washington, DC for a 12-month tour.² Names and report dates of the current State and local assignees can be found in Appendix Two to this report. While the ITACG supports efforts to produce “federally-coordinated” terrorism-related information products intended for dissemination to SLTP partners, private sector participation on the Detail is not considered at this time.
- C. **Contract Support**—Two NCTC contractors with law enforcement and intelligence community experience were assigned to the Detail in advance of the arrival of the SLT assignees and continue to provide support.

² The ITACG Detail Implementation Team determined staffing requirements for the ITACG Detail. The implementation team was comprised of federal representatives from DHS, FBI, NCTC, DoD, and PM-ISE, and State, local and tribal representatives from Major Cities Police Chiefs Association, the International Association of Chiefs of Police, National Sheriffs Association, Homeland Security Advisors Council of the National Governors Association, National Native American Law Enforcement Association, and the Criminal Intelligence Coordinating Council of the Global Justice Information Sharing Initiative.

2.1.2. Facilities & Logistics

The Detail currently occupies ten work stations in a dedicated area at the NCTC.

2.1.3. Information Technology Support

All Detail members have access to NCTC UNCLASSIFIED, SECRET, and TOP SECRET/Special Compartmented Information (TS/SCI) systems, as well as relevant Law Enforcement databases and homeland security information systems. FBI networks and systems are fully available to the Detail, while work continues to provide full DHS connectivity.

Prior to the establishment of the Detail, there was no existing connectivity to DHS information systems within NCTC workspaces. DHS and NCTC, in coordination with appropriate network security offices, are engineering and accrediting support solutions at the DHS UNCLASSIFIED and TS/SCI levels. As of the date of this report, UNCLASSIFIED services are in place, and work continues to establish access to the DHS TS/SCI system.

FBI sponsored Detail members and personnel currently have access and print capability to FBI UNCLASSIFIED, SECRET, and TS/SCI systems.

Access to IT systems follows standard procedure at the NCTC, where all employees have access to NCTC managed systems and individual employees additionally have specific access to their home or "sponsoring" agency systems.

2.1.4. Activities to Date

- A. Review of Current Intelligence and Threat Reporting** – The Detail searches all available systems and databases daily for finished intelligence of potential interest to SLTP. From 29 October 2007 through 6 February 2008, members of the Detail reviewed over 34,000 published intelligence products at all levels of security classification (many of these products were available to State and local officials who have access to NCTC Online at the SECRET classification level, NOL-S). From that review, the Detail identified and posted directly to NOL-S for SLT officials an additional 23 intelligence products at the SECRET classification level, and requested that the security classification be downgraded for 26 more Intelligence Community products classified above the SECRET level. Currently, 16 of those 26 have been disseminated to SLT authorities; nine are in the process of being downgraded; and one product was determined to not be appropriate for downgrading. In addition, NCTC has put a process in place and is now routinely downgrading classified products to the SECRET or unclassified level to ease their dissemination to non-federal entities. This includes not only Situational Reports

and Threat Matrix reports, but also a new NCTC Directorate of Intelligence product, Terrorist Intelligence Production Sharing (TIPS).

- B. Threat Reporting** – From 29 October 2007 through 6 February 2008, the Detail reviewed 1,864 separate world-wide threat reports concerning US interests, identifying 77 of these as possible threats to the Homeland. The Detail conducted further review of these potential threats and identified five threat reports of questionable credibility, two of which required better characterization of the threat or the source. As a direct impact of the Detail’s involvement in those two cases, DHS and FBI tailored the characterization of the threat and issued a joint bulletin that addressed the needs of State and local authorities.
- C. Dissemination of Products Influenced or Enabled by the Detail** – The Detail is becoming increasingly involved in the review and editing of informational and intelligence products developed by DHS, FBI, and NCTC.³ UNCLASSIFIED products are primarily disseminated to SLT officials via email, the Homeland Security Information Network (HSIN), and Law Enforcement Online (LEO). All products up to the classification of SECRET that are identified or influenced by the Detail are also posted on NOL-S. Currently, 35 State and major urban area fusion centers can access NOL-S through the DHS Homeland Security Data Network (HSDN) and FBI’s FBINet, and therefore benefit from the ITACG’s ability to post products to NOL-S. Efforts are underway to provide designated⁴ State and major urban area fusion centers access to NOL-S. Accordingly, the NCTC, in coordination with DHS and FBI, has begun providing instruction to SLT officials regarding the use of NOL-S and the safeguarding of information provided through access to it, including privacy guidelines.
- D. Additional Activities** – The Detail has been involved in several administrative and collaborative efforts with SLTP and federal partners to further the establishment of the ITACG. Highlights of these activities include:
- i. **November 2007:** Participated in Congressional briefing regarding ITACG status.
 - ii. **December 2007:**
 1. Briefed the ITACG Advisory Council during its inaugural meeting.

³ An inventory of products influenced and/or developed through the efforts of the ITACG Detail is contained in Appendix Three to this report.

⁴ In a letter dated Nov 28, 2007, the Attorney General and Secretary of Homeland Security requested that each Governor designate a primary fusion center “to serve as the statewide or regional hub to interface with the Federal Government to coordinate the gathering, processing, analysis, and dissemination of terrorism, law enforcement, and homeland security information in an all-crimes approach”.

2. Provided an awareness briefing to the Chiefs of Staff of all NCTC components.
3. Met with NCTC's Office of Strategic Communications to discuss public relations associated issues and to provide information for an article about the ITACG, subsequently published in the ODNI "Spotlight" newsletter for the IC.
4. Delivered a status report to the ODNI Civil Liberties and Privacy Office.
5. Met with NCTC Chief of Budget and Plans to develop a budget.
6. Met with NCTC Information Sharing and Knowledge Development (ISKD) to improve the handling of Virtual Threat Information and Virtual Walk Ins.

iii. January 2008:

1. Met with DHS Office of Civil Rights and Civil Liberties to assist with the ITACG Privacy Impact Assessment.
2. Briefed ITACG's mission and function and how it relates to SLTP information sharing activities to NCTC's Directorate of Intelligence and the DNI Analysis 101 course.
3. Met with NCTC Mission Systems to develop a video which will provide SLT an overview of NOL-S and its capabilities.
4. Met with FBI National Security Reports and Requirements Section about source description used in Intelligence Information Reports as well as the priority of downgrading SECRET reporting to UNCLASSIFIED//FOR OFFICIAL USE ONLY (U//FOUO) for SLT.
5. Met with DHS (Intelligence Watch and Warning) and the FBI (Directorate of Intelligence) to streamline the dissemination of DHS Chief Intelligence Notes (CINT Note) and FBI Terrorist Alert and Advisory Messages via the Strategic Information and Operations Center Law Enforcement Alert Messaging System (SLAM).

iv. Ongoing:

1. Finalizing the Detail's Operating Framework.
2. Developed an awareness brochure on the ITACG that is currently being reviewed by the Advisory Council and others prior to distribution to SLTP and federal partners.

3. Participating in the NCTC Outreach Advisory Group, specifically ITACG's involvement in the calendar year 2008 NCTC outreach plan. The Detail continues to work with NCTC's National Partnership Branch, Information Sharing Knowledge Development (ISKD), and the PM-ISE regarding SLTP outreach and to develop a coordinated communications plan for the ITACG.
4. Working with NCTC to enhance NOL-S web portal for SLT use, including content and cosmetic changes.
5. Reviewing and posting intelligence documents directly to NOL-S, specifically for SLT use.

2.2. Advisory Council

2.2.1. Membership

The Secretary of Homeland Security has designated the Undersecretary of Homeland Security for Intelligence and Analysis as chair of the Advisory Council. In accordance with the Act, at least 50 percent of the members of the Council are executive level SLT officials.

Because the Council will set policies, develop processes, and review intelligence, members are required to have a SECRET clearance. SLT members of the Council are nominated by the Global Justice Information Sharing Initiative/Criminal Intelligence Coordinating Council (CICC) and the National Governors Association/Governors Homeland Security Advisors Council and hold a leadership position in a nationally-recognized professional association representing State, local, or tribal interests in homeland security, counterterrorism, or emergency response. As a member of the Council, these SLT representatives are expected to represent their peers from across the nation.

The Council has held two meetings. The inaugural meeting was held at NCTC on 6 December 2007. The second meeting of the Advisory Council was held on 15 February 2008, during which it reviewed current efforts of the Detail, the ITACG budget for FY08 through FY13, and recruiting and outreach efforts.

The Council currently consists of representatives from the following organizations:

- A. State, Local and Tribal Members** – includes one representative from each of the following organizations:
 1. Global Justice Criminal Intelligence Coordinating Council (CICC)
 2. International Association Chiefs of Police (IACP)
 3. International Association of Fire Chiefs (IAFC)

4. International Association of Law Enforcement Intelligence Analysts (IALEIA)
 5. Law Enforcement Intelligence Unit (LEIU)
 6. Major Cities Chiefs Association (MCC)
 7. Major County Sheriff's Association (MCSA)
 8. National Governors Association (NGA)
 9. National Native American Law Enforcement Association (NNALEA)
 10. National Sheriff's Association (NSA)
- B. Federal Members** – includes one representative from each of the following organizations:
1. Department of Homeland Security -- Chair
 2. Department of Energy, Office of Intelligence
 3. Department of Homeland Security, Office of Intelligence and Analysis
 4. Department of Defense, Joint Intelligence Task Force – Combating Terrorism
 5. Department of State, Bureau of Intelligence & Research
 6. Federal Bureau of Investigation, National Security Branch
 7. Program Manager for the Information Sharing Environment
 8. National Counterterrorism Center
 9. Office of the Director of National Intelligence, Office of Homeland Security and Law Enforcement

The Council membership list is attached as Appendix One to this report.

2.2.2. Funding

- A. ITACG Detail Start-up:** Approximately \$1M in start up costs associated with facilities (renovations, rent, equipment, etc.), information system connectivity and contract support have been funded by the PM-ISE. Personnel costs (Federal, State, and local), information system design, accreditation, and deployments costs, and ITACG Detail travel expenses have been funded by DHS and FBI.
- B. ITACG Advisory Council Start-up:** Travel costs to date for SLT members of the Advisory Council have been funded by the PM-ISE. DHS provides administrative support to the Council.

Detailed budget-related information will be addressed under separate cover.

3. NEXT STEPS

Ensuring the effective operations of the ITACG Detail and Advisory Council remains a priority. DHS, FBI, NCTC, and the PM-ISE are mindful that continued joint effort is required to achieve full ITACG functionality and sustainment.

3.1. Recruitment and Selection Challenges: The recruitment and selection of State, local and tribal personnel for the ITACG Detail presents several challenges.

The Act states that the ITACG Detail shall consist of SLT homeland security and law enforcement officers and intelligence analysts. The four current assignees were nominated either by the Criminal Intelligence Coordinating Council of the Global Justice Information Sharing Initiative or by the Homeland Security Advisors Council of the National Governors Association. Three of the four are law enforcement personnel from large city police departments and the fourth is from a State police agency. The Detail position announcements were advertised by both of these organizations through established channels and nominations were forwarded to either DHS or the FBI, who formally selected the Detail assignees. The administrative process currently used for those nominees selected by the FBI is to bring them into the Federal Government via the FBI's Law Enforcement Fellowship Program. Those nominees selected by DHS are given federal status via the Interagency Personnel Agreement (IPA) process.

Lessons learned during initial efforts to recruit and administratively process SLT assignees have led to a reevaluation of the methods and administrative processes used to both raise awareness about this opportunity, as well as to identify and nominate SLT personnel for the Detail. The entire process proved to be more complex and time consuming than originally anticipated. For example, all parties to the effort initially agreed that SLT personnel assigned to the Detail should be of "senior rank" (lieutenant or above), serve a 12-month tour of duty, and possess an active TS/SCI clearance. In addition, working at NCTC also requires that personnel successfully complete a Counter Intelligence Polygraph. For Detail personnel, that polygraph is administered subsequent to an individual being selected for the assignment and prior to reporting for duty.

As the search process began, it became clear that there were a limited number of SLT officials of senior rank with the requisite experience and an active TS/SCI clearance who would be willing and able to relocate to Washington, DC for a 12-month tour. The criteria were broadened to ensure that eligible candidates with appropriate experience but less senior rank could apply. The CICC and NGA Advisory Group then re-advertised the position and four law enforcement personnel applied. Those four

professionals were vetted, nominated, and forwarded to DHS and FBI, who approved all four after certifying their security clearances.

The ITACG Advisory Council, working with the ITACG Detail, is actively evaluating the recruitment process in order to ensure greater diversification and representation among assignees from various geographic regions and disciplines (e.g., tribal, law enforcement, homeland security, fire service, public safety, emergency management, etc.). The Advisory Council has endorsed additional recruiting efforts to identify suitable candidates representing these areas. DHS, FBI, and NCTC are working with the ITACG Advisory Council to modify the recruitment process and identify incentives that would encourage a greater level of interest by SLT personnel. The Advisory Council is also reviewing how best to ensure adequate overlap during turnover between current Detail members and their successors.

3.2. Appropriate Number of Assignees to the Detail: How best to determine the appropriate number of State, local, and tribal assignees to the ITACG Detail.

Four law enforcement professionals volunteered for the ITACG Detail and were accepted. The original plan was to have five (5) in the initial set of personnel and to re-evaluate the number needed as the Detail developed. While finding qualified SLT participants will likely remain a challenge, efforts are underway to expand State and local participation to include a representative from a tribal government, a representative from the fire service and an individual with experience in state or local homeland security operations.

The methods by which DHS and FBI sponsor the assignees differ and have presented some inequities in reimbursement for salary and travel. As a result, the Advisory Council and the Detail recognize the need to streamline and standardize the Fellowship Program(s) supporting State and Local assignees. The Council, the Detail, DHS, FBI, and NCTC are working closely to ensure that the current set of State and Local assignees are properly supported, and that future candidates will be encouraged and assured that a tour at the ITACG will not adversely affect them financially or professionally. It should be noted that expansion of the Detail from its current size of ten personnel will require additional facility space, computer support, and salary funding.

3.3. Establishing Formal Feedback Mechanisms: Existing feedback mechanisms for SLTP officials to inform the ITACG Detail of their information needs are ineffective and need improvement

While there are established feedback mechanisms supporting terrorism related information products disseminated by the Federal Government to SLTP audiences, there is some question as to their current effectiveness. DHS, FBI, NCTC, and the Detail

rely primarily upon informal feedback to determine customer satisfaction, including seeking Advisory Council guidance. The Council can also provide guidance regarding how best to establish a feedback mechanism. The Council endorsed the Detail's proposed Outreach Plan, designed to educate SLT organizations as to the functions of the Detail and solicit specific information requirements for which the ITACG should advocate within the federal community. The DHS, FBI, and ITACG Detail are also developing a survey mechanism to identify SLT needs and desires for information.

3.4. Broaden the Detail's Participation in the Product Coordination Process: There are already several examples of the ITACG Detail providing valuable input to intelligence products, and efforts to broaden the ITACG Detail's participation in NCTC, DHS and FBI product coordination processes continue.

DHS, FBI, and NCTC in consultation with the Council, continue efforts to define how the mission and role of the Detail will be carried out. Efforts to fully incorporate the Detail into the product coordination processes of DHS and FBI, particularly for time-sensitive issues, are ongoing; senior officials from DHS, FBI, and NCTC are working to develop processes for this. In addition, to ensure visibility of ITACG involvement in such processes, the ITACG Detail and Advisory Council are drafting appropriate language to reflect the Detail's involvement in the coordination of federal homeland security, terrorism, and weapons of mass destruction information.

3.5. How Progress Will Be Measured

At this early stage of development, measuring the impact of either the ITACG Detail or Advisory Council is not an easy task. As the Detail begins operations, the Council is actively assessing the Detail's performance to influence the federal counterterrorism community's production of terrorism-related information intended for SLT customers. To date, progress has been measured based on the achievement of milestones related to staffing the Detail and ensuring that mission activity, facilities, and logistical requirements are met. As part of its mandate to "monitor and assess the efficacy of the ITACG," the PM-ISE, in consultation with DHS, FBI, NCTC, and the Council, is working to define those performance measures that will best reflect the value-added provided by the Detail, i.e. both output and outcome measures that effectively allow for evaluation of its impact and any adjustments that need to be made.

Appendix One: ITACG Advisory Council Members

Member Organizations
Chair, Dept of Homeland Security
National Native American Law Enforcement Association (NNALEA)
Major Cities Chiefs Association (MCC)
GLOBAL Justice Information Sharing Initiative, Criminal Intelligence Coordinating Council (CICC)
National Sheriffs' Association (NSA)
International Association Chiefs of Police (IACP)
International Association of Law Enforcement Intelligence Analysts (IALEIA)
Law Enforcement Intelligence Unit (LEIU)
International Association of Fire Chiefs (IAFC)
National Governors Association (NGA)
Major County Sheriffs' Association (MCSA)
Department of Homeland Security
Federal Bureau of Investigation
Department of Defense
Department of Energy
National Counterterrorism Center (NCTC)
Department of State
Program Manager for the Information Sharing Environment (PM-ISE)
Office of the Director of National Intelligence

Appendix Two: State and Local Assignees to the ITACG Detail

1. Representative, Phoenix Police Department, reported to NCTC on 6 November 2007.
2. Representative, Metropolitan Police Department of the District of Columbia reported to NCTC on 16 January 2008.
3. Representative, Boston Police Department, reported to NCTC on 4 February 2008.
4. Representative, New Jersey State Police, reported to NCTC on 29 January 2008.

Note: All State and Local assignees are deputized as federal employees and do not represent any single State or Local agency

Appendix Three: ITACG Input on Specific Intelligence Products

- I. **Products Coordinated by ITACG prior to Dissemination:** ITACG currently receives advance drafts of DHS and FBI homeland counterterrorism products (Bulletins, Intelligence Assessments, CINT Notes, SLAMs) for coordination.
 - A. ITACG coordinated and provided substantive input on one UNCLASSIFIED/FOR OFFICIAL USE ONLY (U//FOUO) FBI threat assessment prior to dissemination.
 - B. ITACG coordinated on seven U//FOUO joint DHS/FBI products prior to dissemination, but provided no substantive input and concurred with the products as written.

- II. **Threat Reporting:** ITACG is reviewing all Intelligence Community threat reporting, to ensure those threats pertinent to the homeland have been properly characterized for S&L. From 23 October 2007 to 6 February 2008, 1864 threat reports were reviewed, of those 77 had homeland implications; however, in most cases no further action was required. ITACG coordinated and provided substantive input on one U//FOUO joint DHS/FBI threat report prior to dissemination.

- III. **Products Reviewed by ITACG post Dissemination:** ITACG reviews already disseminated reporting to identify products suitable for S&L.
 - A. Since 23 October 2007, reviewed over 34,000 intelligence products. Many of those products were either: already disseminated to S&L via established SECRET and U//FOUO systems, not terrorism related, had no homeland relevance, or were too highly classified to downgrade. 25 terrorism-related products of potential benefit to S&L were identified, of those:
 1. 16 terrorism-related products have been downgraded with no additional substantive input; and
 2. Nine are in the downgrade process.
 - B. Since 31 January 2008, ITACG has posted 24 intelligence community products directly into NOL-S.

A complete list of product titles for all documents listed above is available through U//FOUO channels upon request.