

2008 Innovations Awards Program APPLICATION

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ID # (assigned by CSG): 08-W-04AZ

Please provide the following information, adding space as necessary:

State: Arizona

Assign Program Category (applicant): Public Safety/Corrections

1. Program Name: Arizona Fusion Center Situational Awareness
2. Administering Agency: Arizona Department of Public Safety (AZDPS) – Arizona Fusion Center
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9. Please provide a two-sentence description of the program.

The Arizona Fusion Center Situational Awareness program empowers Arizona agencies with the ability to proactively track and manage crime and terrorism-related information in one centralized location. The program enables participating agencies within the state to provide and access data in real time as events and incidents unfold.

10. How long has this program been operational (month and year)?

June 2006 (19 months).

11. Why was the program created? What problem[s] or issue[s] was it designed to address?

The Arizona Counter Terrorism Information Center (AcTIC), an entity within the Arizona Fusion Center, is the state's central analysis hub for real-time crime and terrorism-related intelligence and information. Staffed with more than 200 detectives, special agents, analysts, and other personnel, AcTIC represents more than 34 state, local, and Federal agencies within Arizona, as well as adjoining states, including Nevada, Texas, and California. Since its inception in 2004, AcTIC has worked to keep Arizona's state, local, and Federal emergency managers and law enforcement representatives connected and informed on a daily basis, as well as during events and crisis situations.

Prior to the inception of the program, all agencies within AcTIC worked separately – housing information garnered during incidents within individual agencies. Working in this manner

created inefficiencies during emergency situations – multiple agencies would send personnel and resources to a single site due to a lack of real-time collaborative information flow. AcTIC sought to centralize the information gathered from each agency during an incident, ensure the right subject matter experts and managers receive the right requests for information or resources, and gain an increased ability to identify potential acts of terrorism. To do this, AcTIC needed to incorporate personnel and technology actions to allow all agencies to work together and communicate in real time. Through this program, AcTIC could expand its knowledge base and take advantage of all agencies’ talents and resources, ultimately resulting in better service to Arizona citizens.

A Situational Awareness initiative was established to achieve a higher level of preparedness by providing focused, relevant incident alerts and analysis. The Fusion Center is responsible for sharing early, reliable, and consistent incident information regarding situations that might affect jurisdictions. Situational Readiness is enhanced when agencies have tools and procedures in place that enable awareness of events surrounding their facilities. The Fusion Center leverages thousands of diverse informational sources to provide early warning of incidents at the local, regional, and state levels. The Fusion Center Situational Awareness program provides for situational response, allowing emergency response personnel to collaborate and manage efforts, across multiple organizations, from a single common view and coordination point.

12. Describe the specific activities and operations of the program in chronological order.

- Activities underway prior to the full program implementation:
 - October 2004:
 - AcTIC created the Terrorism Liaison Officer (TLO) program. An extension of AcTIC throughout the state, the center identified individuals to act as the liaison between AcTIC and agencies within the state that were unable to be housed physically at the Fusion Center. Comprised of public safety personnel (Fire, Health, Law Enforcement), TLOs are required to complete a 40-hour course focused on terrorism and intelligence. Through TLOs, the Center is able to receive more comprehensive information and, in turn, provide enhanced analysis and protection to its citizens
 - AcTIC created a Watch Center as the central location for all information coming into the Center – staffing is Monday through Friday, 0800 – 2300 hours, with callout rosters to provide 24x7 services. All AcTIC personnel, except supervisors and managers, staff the Watch Center on a rotating basis which educates personnel on the overall mission of the Center and its various functions. While assigned a shift in the Watch Center, personnel are responsible for receiving and routing telephone inquiries, processing mail, managing informational requests and inquiries, as well as inputting information into a standalone Watch Log Entry database. The Watch Center promotes information sharing as well as coordination within the state and other areas of the nation when necessary
 - October 2005: AcTIC expanded the TLO program to include situational awareness, response to emergency events, and Threat Vulnerability Assessment (TVA) – the evaluation of potential terrorist targets in order to determine risks and vulnerabilities and make recommendations for additional security measures. Now, during an event, the Center can contact a TLO in the field to provide and garner additional information on the incident. Currently, the TLO Program uses a three-pronged approach:

- 1) Intelligence: TLOs provide jurisdictions with intelligence from the Center and gather information back from the source and submit back to the Center
 - 2) TVAs: Through the Automated Critical Asset Management System (ACAMS), TLOs achieve prevention/hardening of targets
 - 3) On Scene Response: TLOs have immediate reach back to the Center, which provides Incident Command with real-time intelligence. The TLOs become the intelligence branch of the National Incident Management System (NIMS)
 - May 2006: AcTIC purchased eight External Situational Awareness (ESA) licenses to provide key personnel with real time, relevant incident alerts and location situation reports. NC4's ESA leverages thousands of free and paid subscription information services available via the Internet, satellite, TV, and radio. In addition, a wide variety of sources are continuously monitored – official government information sources, online media sources, national news sources, and state emergency managers, as well as national and local weather services. In addition, NC4 monitors Protest Groups in order to gain awareness of upcoming protests and disturbances that may create problems for continuity of public safety operations. AcTIC utilizes the system as a first alert for terrorism and trend awareness, thereby giving Center resources a head start for assessing an incident's impact in Arizona
 - January 2006: Recognizing the benefits of its emergency management solution, the Center began upgrading its 20 legacy E Team licenses to a full site license, allowing any agency within the Fusion Center to take advantage of the application
- Activities conducted following the full program implementation:
- June 2006: With the E Team site license in place and available to all agencies within the Fusion Center, the Situation Awareness program is operational – a collaboration of personnel (TLOs) and technology (NC4's E Team). This two-pronged approach furthers AcTIC's ability to obtain and disseminate data from and to many sources, resulting in a highly qualified aggregation of information
 - January 2007: AcTIC developed a Web-based TIP form by personalizing a component of its existing emergency management solution, NC4's E Team, allowing agencies to post and access raw information, such as Suspicious Activity Reports, in real time and in one centralized location
 - December 2007: AcTIC incorporated NC4's Analysis and Reporting Engine (ARE) into E Team to provide management with comprehensive and readable reports. Originally, individuals pulled reports by searching data batches on a daily basis, as well as during events, in order to extract the relevant pieces that focus on terrorism. ARE automates the process, making the information available instantaneously, allowing AcTIC to receive information in real time and make more informed decisions quickly. Specifically, the center uses ARE to expedite NIMS compliance reporting. In addition, AcTIC added ESRI's ArcGIS Server for mapping TIPs information, enhancing the ability to recognize patterns and conduct real-time spatial analysis to protect the residents of Arizona from potential acts of crime or terrorism more efficiently
- Ahead for 2008:
- AcTIC continues to add TLOs to the program and will incorporate E Team training in future TLO courses to ensure there is state-wide understanding and use of E Team for all agencies – emergency operation centers (EOCs), law enforcement agencies, etc. In addition, AcTIC plans to provide in-depth E Team training for existing TLOs

- AcTIC plans to expand the Watch Center to full time personnel and 24x7 coverage to ensure information continuity and timely situational awareness notifications
- AcTIC plans to evaluate the TIPs information as a case management system to ensure compliance with the Center’s mission and to quality control the Center’s resources
- AcTIC is negotiating with other agencies via an intergovernmental agreement (IGA) to connect each agency’s E Team system for enhanced information sharing and real-time data links

13. Why is the program a new and creative approach or method?

After 9/11, agencies became aware of the importance of real-time communication. Previously, agencies rarely worked together, and the ability to purchase commercial off-the-shelf emergency management software was not readily available. AcTIC recognized the need to centralize disparate information, the importance of obtaining information from the field in real time, and the advantage to analyzing patterns and events. AcTIC looked for an innovative solution uninhibited by jurisdictional restrictions that incorporated personnel actions (in the form of TLOs) and technology purchases (in the form of situational awareness tools) that, for the first time, allowed all public safety agencies throughout the state to come together as one unit combating terrorism and protecting citizens.

14. What were the program’s start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)

➤ Upgrade to E Team 6.4 and Site License:	\$26,500
➤ Annual Site License:	\$12,872
➤ Annual Global ESA (8 Licenses):	\$18,300
➤ Annual E Team Maintenance:	\$17,447
➤ ARE Enterprise Licensing:	\$19,048
➤ Annual ARE:	\$1,853
➤ ESRI E Team Programming:	\$56,000

15. What are the program’s annual operational costs?

The initiative’s annual operating costs are \$76,000.

16. How is the program funded?

A Department of Homeland Security (DHS) grant funded the initial start-up costs for the site license upgrade, ESA, ARE, and third-party programming. Currently, DHS and Arizona Department of Public Safety funds cover the annual operational costs.

17. Did this program require the passage of legislation, executive order or regulations?

No.

18. What equipment, technology and software are used to operate and administer this program?

- ESA (NC4) – Incident monitoring centers provide real-time, global, 24x7 proactive incident information and alerts to advise organizations when an incident might impact life and safety, physical assets, and continuity of operations
- E Team (NC4) – Enables emergency managers across multiple organizations to effectively process the massive amounts of information generated during a major event, crisis, or disaster from a single common view and coordination point
- ARE (NC4) – Extracts collective sets of data from E Team reports and synthesizes the information in a meaningful display to facilitate quick decision making
- ArcGIS Server (ESRI) – Complete and integrated server-based geographic information system (GIS) for spatial data management, visualization, and analysis

19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address.

In order to create the components of its Situational Awareness program, AcTIC incorporated many techniques from other agencies, such as the geospatial link between TIPs and GIS mapping. For several key functions, the Center adopted initiatives from other areas:

- Initial TLO program originated in Los Angeles, California. AcTIC expanded the initial program to what it is today
- Enhancements to the TLO program, including situational awareness and TVA, originated from the ArcAngel Program in California
- Personalization of TIPs forms originated in Georgia by the Georgia Bureau of Investigations – originally named The Georgia Terrorism Intelligence Project (GTIP)

While all of these initiatives did not originate in Arizona, the combination and continuous upgrades to the program as a whole, is unique to the Arizona Fusion Center. Arizona combined best practices from several existing initiatives to create the Situational Awareness initiative. The innovators responsible for the initiative include: Phoenix Fire Captain Rick Salyers (TLO Coordinator), AZDPS GIS Coordinator Sharon Nicholson, AZDPS Sergeant Jon Dover (Watch Center Supervisor), AZDPS IT Gregg Hayes (Systems Engineer), and AZDPS Lieutenant Lori Norris (Watch Center Commander).

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?

Fusion Centers and agencies in other states are implementing similar program components to manage crime and terrorism-related intelligence; however the Arizona Fusion Center Situational Awareness initiative is the only fully implemented program that incorporates emergency management and pattern tracking capabilities in one application as well as the focused personnel to carry the program throughout the state.

21. Has the program been fully implemented? If NO, what actions remain to be taken?

AcTIC has fully implemented the initial vision for the Situational Awareness program. That said, the Center continues to strive to enhance the program by adopting new techniques and technologies, as well as promoting the use of the system by other agencies within the state. Specifically, AcTIC is currently moving forward to add a TIPs reporting function to ARE in order to link like information and help analysts to find patterns quickly and easily.

In an effort to promote the use of E Team on a daily basis, rather than just during an emergency event, AcTIC recently developed a guide of standard operating procedures that illustrates how agencies can use the Center's E Team configuration as well as the benefits of linking into the system.

22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.

AcTIC considers the Situational Awareness program a success, as the Center has achieved the original goals set out for the program – improving information sharing throughout the state. The implementation of new technologies and personnel initiatives spurred AcTIC to set additional goals to further enhance the state's ability to collect data and provide real-time information to management, allowing for faster and more accurate decision-making. AcTIC continues to enhance the program in the state by adding additional TLOs to the system and conducting more TLO and EOC trainings in the area to ensure that they are well equipped to handle a natural or man-made disaster.

Specific tangible examples of success are as follows:

- With more than 40 different agencies housed at the Arizona Fusion Center, the TIPs program has provided a means for de-conflicting and avoiding duplication of resources. The Center can now follow up on and validate more information than before the system was in place
- With real-time situational awareness alpha alerts, decision makers are provided with informative and valid information without having to ask or demand for such
- Leads are mapped in real time, resulting in immediate trends and/or concerns requiring deployment of resources
- Field personnel are able to input a quick incident report with minimal information, allowing multiple resources (analysts, Watch Center, Investigators, Management) to access raw data immediately
- Geospatial arm aids in effective decision making by enabling immediate visual representation of incidents

23. How has the program grown and/or changed since its inception?

Since the Situational Awareness initiative's inception, AcTIC has furthered the TLO's role in the organization. Originally considered points of contact, TLOs soon became an integral part of the initiative. As TLOs are not located within the Fusion Center, they are able to provide and receive information at the scene of events across Arizona. AcTIC continues to add TLOs and enhance TLO courses in order to have access to more information from events that occur throughout the state. From the informative and consistent alpha notifications and positive response from various jurisdictions, participating agency management recognizes the value

and importance of the initiative as well as the resources required to produce an effective program.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?

States planning to adopt the Situational Awareness program may find obstacles in overall basic training, as each agency uses the technology differently, as well as in efforts to ensure agencies invest in the program. Specifically, AcTIC uses the technology proactively, on a daily basis, to prevent terrorism and crime-related incidents – while law enforcement agencies and EOCs operate in a more reactive stance – providing assistance during and after an incident. Agencies will have to train accordingly, as the kind of information each agency is collecting is different. These challenges are avoidable – states and agencies can tailor the program and technologies to their specific needs and requirements.