

International Criminal Police Organization (INTERPOL)

INTERPOL WASHINGTON

U.S. NATIONAL CENTRAL BUREAU

U.S. DEPARTMENT OF JUSTICE



FY 2024 Performance Budget
Congressional 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. It's vital and unique role in facilitating international law enforcement cooperation between the United States and 194 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 annually for purposes that include terrorist watch listing 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 tens of thousands of requests for international law enforcement and humanitarian assistance received each month through its INTERPOL Operations and Command Center (IOCC).¹ The USNCB is also exclusively responsible for obtaining the publication of INTERPOL Notices and Diffusions on behalf of U.S. law enforcement authorities and for ensuring that Notices and Diffusions originating from foreign partner countries are entered and maintained in U.S. law enforcement, immigration, and border security indices. Of immediate concern, as the number of these Notices and Diffusions 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 an IOCC analyst must resolve.

¹ In the one year period immediately prior to the onset of the COVID-19 pandemic, the IOCC responded to an average of more than 64,500 requests for assistance each month.

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 2024, INTERPOL Washington, the U.S. National Central Bureau, is requesting \$61,355,000 (\$37,023,000 for agency operating expenses plus mandatory DOJ shared services, and \$24,332,000 for payment of the United States' annual statutory dues obligation to INTERPOL) 82 FTE and 84 direct positions to sustain mission needs that directly support the Administration's priorities.

Full Program Costs

The USNCB is one decision unit staffed by a multi-sector workforce consisting of 84 permanent DOJ analysts, lawyers, and administrative personnel; approximately 28 law enforcement officers and analysts detailed to it from across the interagency; and a cadre of contractors that assist in areas that include agency communications, criminal analysis, IT, and administrative support further augments the staff. 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 DHS or the more than a 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 Fiscal Year (FY) 2024 (Figure 1):

1. U.S. statutory dues contributions to INTERPOL's General Secretariat (approximately 39 percent);
2. Mandatory DOJ Share Services costs (approximately 13 percent);
3. Support and maintenance of the agency's amalgamated law enforcement communications and information sharing architecture (approximately 26 percent); and
4. USNCB operational costs (approximately 22 percent).

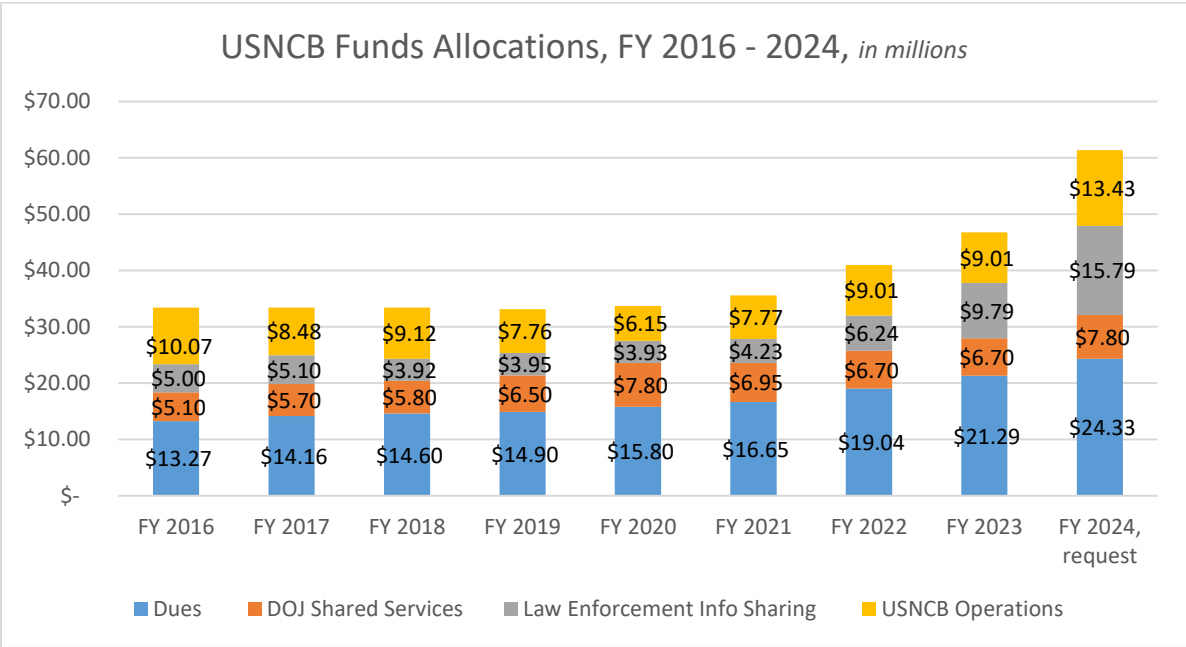


Figure 1

Funding U.S. Dues to the INTERPOL Organization

Each INTERPOL member country pays an annual dues obligation to the organization in Euros (€). Consequently, fluctuations 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 in accordance with the relative strength or weakness of the USD to the Euro at the time of the payment. In FY 2015, 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 the 213rd INTERPOL Executive Committee session, the organization approved a new scale for assessing the annual statutory dues contributions for 2023-2025. This scale ties member countries' dues obligation to the UN scale, and includes a ceiling of 22 percent for any country’s obligation. If the scale is approved at the 90th General Assembly session, the United States may see a potential increase of 10%. Despite the proposed set U.S. percentage of the INTERPOL Statutory Contributions budget, the Statutory Contributions budget itself increases annually, such that the U.S. has been paying an increasingly larger amount over the last several years. It is estimated that in 2024, the United States contribution will rise to the 22 percent ceiling. (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.

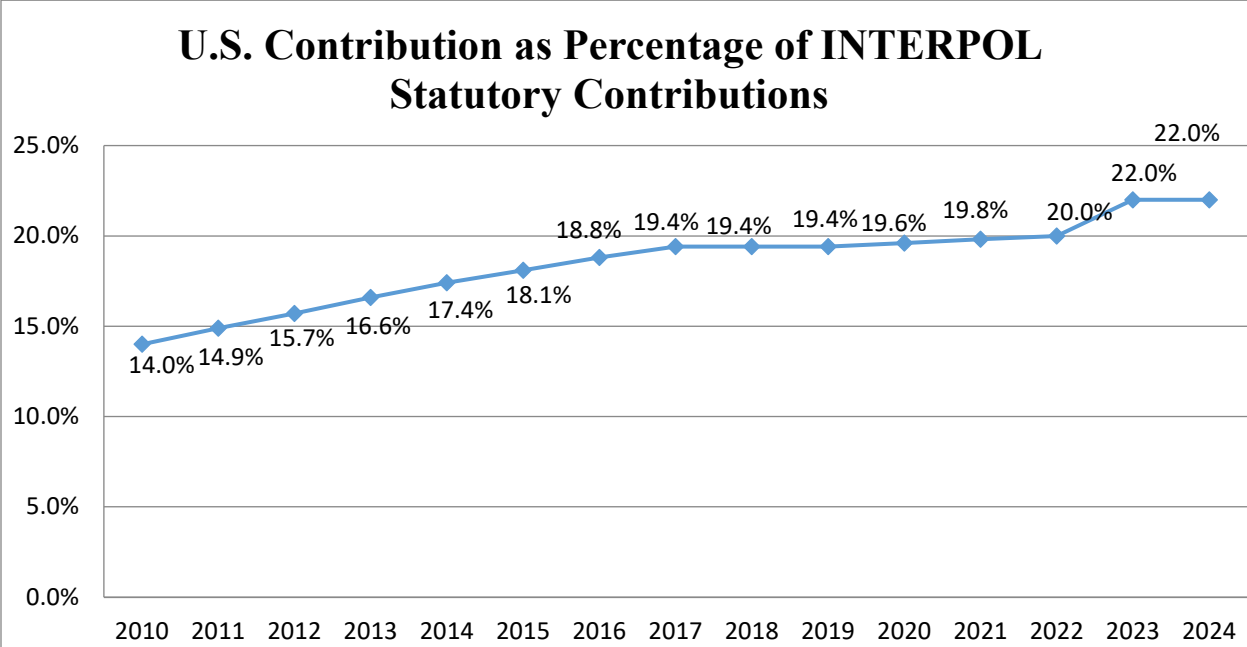


Figure 2

Law Enforcement Communication and Information Sharing Architecture

Today, law enforcement information sharing is a dynamic enterprise driven by the use of increasingly advanced and diverse forms of Information Technology. 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. By statute, the participation of the United States in the International Criminal Police Organization requires a National Central Bureau to act as the central point of contact and liaison between the General Assembly and headquarters in Lyon, France.

In order to help offset the growing disparity between the demand for its information sharing services and its available resources, the USNCB had implemented a variety of measures designed to maximize data processing efficiencies while minimizing the number of required human interventions. The USNCB Chief Information Officer has evaluated the agency IT systems and has concluded that notwithstanding these efforts, the sustained increase in numbers of INTERPOL queries and case-related communications, along with newly-emerging operational and technical support requirements, has pushed 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 service life, and the USNCB finds itself suffering from systems outages that will only continue in frequency and duration. These systems cannot be repaired with an upgrade to their software or hardware. They must instead be replaced.

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 \$11 million for payroll and benefits for the 84 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.

B. Challenges

The USNCB's most critical internal challenge is the need to modernize our IT infrastructure and replace the case management system that is backbone of the INTERPOL Washington integrated information sharing program.

The USNCB now faces the challenge of responding to a rapidly escalating demand for its services. The USNCB's queries, messages, Notices, Diffusions, and lookout records have consistently increased as well as the requests for investigative support in areas that include humanitarian assistance and threatened acts of mass violence such as school shootings. The system used to communicate and exchange this information has deteriorated. If left unaddressed, the INTERPOL mission of information and data sharing in the United States will likely fail which can result in international ramifications, from allowing terrorists and fugitives to enter our airports and borders undetected, to undeliverable INTERPOL Notices alerting the Department of Homeland Security, FBI, and the US Marshals vital information on wanted international criminals. The FY 2023 enacted budget includes \$5.0 million and the FY 2024 request includes a \$10.0 million increase for a total of \$15.0 million in FY 2024 to address this challenge.

The USNCB is committed to supporting the Administration's efforts to cut waste and identify opportunities to promote efficient spending. Recently, the USNCB implemented a number of improvements to its procedures and has automated a number of functions. Despite these measures, 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 budgeted costs associated with INTERPOL Dues and DOJ Mandatory shared services have risen from a combined \$19.86 million in FY 2017 to an estimated \$32.13 million in FY 2024. (Figure 3)

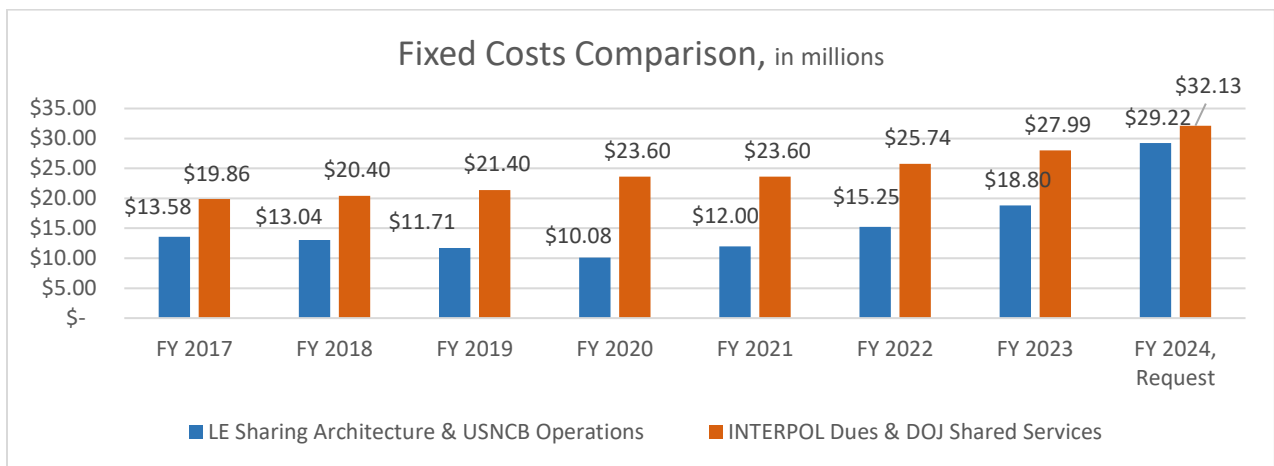


Figure 3

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 requires resolution by investigative analysts. 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 both upwards and 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) that include suicidal threats and expressions of intent to commit acts of mass violence communicated through social media platforms.

Overall, the following facts and statistics reflect the increase in demand for USNCB support and assistance:

- Between FY 2016 and FY 2019, the number of U.S. queries of INTERPOL indices increased by 16 percent, from 464 million queries to more than 540 million – the highest number of any member country.² It should be noted that FY 2020 and FY 2021 saw a decrease in message traffic due to the COVID-19 Pandemic. However, FY 2022 exceeded 486 million U.S. Law Enforcement queries against INTERPOL.

² Prior to the onset of the COVID-19 pandemic, the USNCB was projected to reach an annual total of 700 million supported queries within 2-3 years.

- Between FY 2016 and FY 2021, the number of messages received in the rose by 34 percent – from over 388,000 to more than 521,000. This number is growing to new levels due to the increased collection, processing, and sharing of terrorism-related data. FY 2020 and FY 2021 saw a decrease in message traffic due to the COVID-19 Pandemic. However, in FY 2022 there were 709,259 messages received, an increase of 36 percent.
- The USNCB is currently maintaining over 246,500 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 39,100 U.S. Notices and Diffusions in INTERPOL indices, along with just under 6.1 million records of U.S. travel documents reported lost or stolen.
- Humanitarian assistance communications for FY 2021 showed a 321 percent increase in cases involving humanitarian requests (i.e. death notifications, suicide threats, self-harm threats and health and welfare requests), and a greater than 744 percent increase in cases involving threats to others (i.e. school shootings and attacks on public institutions) over FY 2016.

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 and temporary fixes to the USNCB case management system, and a restructuring and consolidation of operational divisions and functions in accordance with a comprehensive Business Process Review. In spite of these efforts, the continuing escalation in absolute numbers of INTERPOL queries and case-related communications that was occurring prior to the COVID-19 pandemic, coupled with inadequate network infrastructure, has 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.

The reliance on these workarounds has also produced a system that is incompatible with new IT security tools, making it vulnerable to cyber-attack, including potential breaches of the more than 1 million unencrypted records and case files containing biometric data and Personally Identifiable Information (PII) housed within the system.

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)	
Technology 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).	4	2	10,000	21

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
2022 Enacted	69	69	38,359
2023 Enacted	80	75	46,796
Adjustments to Base and Technical Adjustments	0	5	4,559
2024 Current Services	80	80	51,355
2024 Program Increases	4	2	10,000
2024 Program Offsets	0	0	0
2024 Request	84	82	61,355
Total Change 2023-2024	4	2	14,559

<i>INTERPOL Washington, USNCB-Information Technology Breakout (of Decision Unit Total)</i>	Direct Pos.	Estimate FTE	Amount
2022 Enacted	5	5	4,228
2023 Enacted	5	5	9,228
Adjustments to Base and Technical Adjustments	0	0	0
2024 Current Services	0	0	0
2024 Program Increases	4	2	10,000
2024 Program Offsets	0	0	0
2024 Request	9	7	19,228
Total Change 2023-2024	4	2	10,000

1. Program Description

INTERPOL, the world’s largest international police organization, provides an intergovernmental platform upon which law enforcement authorities in 195 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 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 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023		FY 2024	FY 2025
			Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
1.1, 2.3, 2.5	Performance Measure	Number of lookouts within 48 hours	34,236	34,484	31,082	30,064	29,350	31,690		32,007	32,327
1.1, 2.3, 2.5, 4.2	Performance Measure	New Cases Initiated	44,630	46,332	44,884	37,105	48,044	37,641		39,572	39,968
1.1, 2.3, 2.5, 2.6	Performance Measure	Number of TECS/NCIC "lookouts" entered/updated	44,708	40,722	35,291	35,607	34,273	37,414		38,162	38,910
1.1, 2.3, 2.5, 4.2	OUTCOME Measure	Arrests, extraditions, and deportations on INTERPOL Notices/Diffusions with a US nexus	170	244	173	198	157	185		189	189

PERFORMANCE AND RESOURCES TABLE

Decision Unit: INTERPOL Washington

RESOURCES										Target		Actual		Target		Changes		Requested (Total)	
										FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2024 Program Changes		FY 2024 Request	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)										FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
										69	40,993	52	40,993	75	46,796		14,559	82	61,355
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2022		FY 2022		FY 2023		Current Services Adjustments and FY 2023 Program Changes		FY 2024 Request								
Program Activity			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000							
	1.2, 2.2, 2.3, 2.4, 4.2	Exchange of International investigative Information/Assistance	69	40,993	52	40,993	75	46,796		14,559	82	61,355							
Performance Measure: Output	1.1, 2.3, 2.5, 2.6	Number of TECS/NCIC "Lookouts" entered/updated	36,681		35,894		37,414			748	38,162								
Performance Measure: Output	1.1, 2.3, 2.5, 4.2	New Cases Initiated	39,572		41,824		37,641			1,931	39,572								
Performance Measure: Efficiency	1.1, 2.3, 2.5	Number of "lookouts" issued to domestic and foreign law enforcement agencies on Interpol wanted/missing persons and suspects within 48 hours	31,069		30,323		31,690			317	32,007								
Performance Measure: Outcome	1.1, 2.3, 2.5, 4.2	Arrests, extraditions, and deportations on INTERPOL Notices/Diffusions with a U.S. nexus	185		183		185			4	189								

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 195 member countries.

In order to 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) 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 and community safety by helping prevent the inadvertent release of a wanted and potentially dangerous transnational offender encountered by law enforcement authorities. 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 15 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 will help 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 (DoS), 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.

The USNCB established the Office of Partnership and Engagement (OPE) in February 2022. OPE implements initiatives and strategies, which support engagement, communication, coordination, and cooperation efforts with federal, state, local, tribal, and territorial (SLTT) law enforcement, and criminal intelligence information sharing in a continuous effort to enhance the USNCB's capabilities to provide improvement to countering international and domestic terrorism, violent crimes, gun violence, cybercrime and discrimination and hate crimes. The OPE accomplishes this mission by establishing and maintaining key partner relationships, methods, and practices to enhance engagement, coordination, and information sharing with the International LE community and over 18,000 U.S. SLTT law enforcement agencies and state fusion centers. In addition to OPE, 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 194 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*". 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 strategic goals and priorities:

1. **Keeping Our Country Safe**

The USNCB actively promotes and advances virtually every objective in the Department's goal of keeping our country safe, as well as objectives in the goals of upholding the rule of law and protecting civil rights through dynamic collaboration with our over 18k domestic Federal, state, local, Tribal and territorial law enforcement and other agencies, in addition to our vibrant partnerships with the INTERPOL General Secretariat its other 194 member countries.

The USNCB coordinates 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 and countering foreign and domestic terrorism.**

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 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:

- **Project TERMINUS:** The USNCB has compiled a team of technical and operational experts in order to provide assistance to partner countries in Southeast Asia, Africa, the Western Hemisphere and Eastern Europe. This project implements its integrated border screening and detection model and tools as a means of interdicting the illicit international travel of FTFs and other threat actors seeking to enter or transit their respective regions.
- **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 address the Department's objective of **enhancing cybersecurity and combat cybercrime**, 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;
- Provides the conduit to EUROPOL for USG to facilitate the relationship between EU and US law enforcement. In addition, USNCB coordinates and hosts training for US partners on how to use EUROPOL tools.
- 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.

The USNCB is also actively engaged with the domestic stakeholders, the INTERPOL General Secretariat, and INTERPOL's 194 other member countries in **combatting drug trafficking and preventing overdose deaths; protecting the environment** with our US representative leading INTERPOL's pollution crime working group and involved in other environmental working groups; **fighting corporate crime** through participation in the financial crime and other working groups; and, providing participation and leadership in many other areas.

Fight violent crime and gun violence

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 expressed online, resulting in the identification, location and arrest of offenders who pose a significant threat to persons and/or the public.

Protecting vulnerable populations

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 were identified using ICSE, and numerous offenders prosecuted.
- Collaborated 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 36 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 for investigative assistance 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.

2. Upholding the Rule of Law

The USNCB also provides support to U.S. and international law enforcement efforts to combat transnational crimes. Among these offenses are financial crimes such as fraud, insider trading and tax violations, counterfeit documents and currency, credit card fraud, healthcare fraud, wire fraud, and money laundering.

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.

V. Program Increases by Item

Item Name:	Technology Modernization
AG Priority Areas:	Uphold the Rule of Law Keeping Our Country Safe
Budget Decision Unit(s):	INTERPOL Washington, USNCB
Organizational Program:	INTERPOL Washington OA/Envoy

Program Increase: Positions: 4 Agt/Atty 0 FTE 2 Dollars \$ 10,000,000

The USNCB requests **\$10,000,000 and 4 positions / 2 FTE** for two initiatives to modernize information technology and infrastructure to expand INTEPOL access and information sharing.

Initiative #1 OA Envoy

The OA/Envoy initiative request is for **\$9,686,000**. The 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 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.

In FY23, USNCB received \$5 million to begin the modernization of OA Envoy. With these funds, USNCB will increase use of Cloud capabilities to improve the storage of OA/Envoy data. In addition, the funds will be used to procurement the first stage of the CMS replacement.

The INTERPOL Washington Information Technology infrastructure is failing. The OA/Envoy is currently running on hardware and software is that is beyond the end of its service life. Consequently, the security patches and software updates needed to maintain secure operations are no longer available. Given the range of functions it supports – both domestically and internationally – failure in the system's performance will have an immediate and highly adverse impact on the ability of U.S. law enforcement authorities to protect the United States. Failure will have significant international ramifications, from allowing terrorists and fugitives to enter our airports and borders undetected, to undeliverable INTERPOL Notices alerting the Department of Homeland Security, FBI, and the US Marshals on wanted international criminals. Notwithstanding the extensive measures put in place to increase efficiency and reduce costs, the USNCB lacks the financial resources needed to modernize its IT system. In its current state, INTERPOL experiences multiple outages per week and has users who are unable to work on INTERPOL mission-critical data for hours each day.

The USNCB's Law Enforcement Information Sharing Strategy

Pursuant to 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 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 was 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 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 prior to the COVID-19 pandemic (more than 773,000 messages in FY 2019), approximately 3,900 resulted 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.³ In addition, IOCC staff dispatch an average of 13,000 messages each month to existing cases.

³ 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.

- ***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, 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 Diffusions – 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.
- ***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 children that 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.⁴ 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 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.⁵ 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,

⁴ The USNCB has to date disseminated more than 19.6 million investigative leads to INTERPOL member countries under the CyberTipline program.

⁵ Federated queries search against the entire set of INTERPOL records, only a limited number of which are available through NCIC alone.

help deny transnational threat actors the mobility, anonymity, and safe haven they require in order to operate undetected by law enforcement.⁶

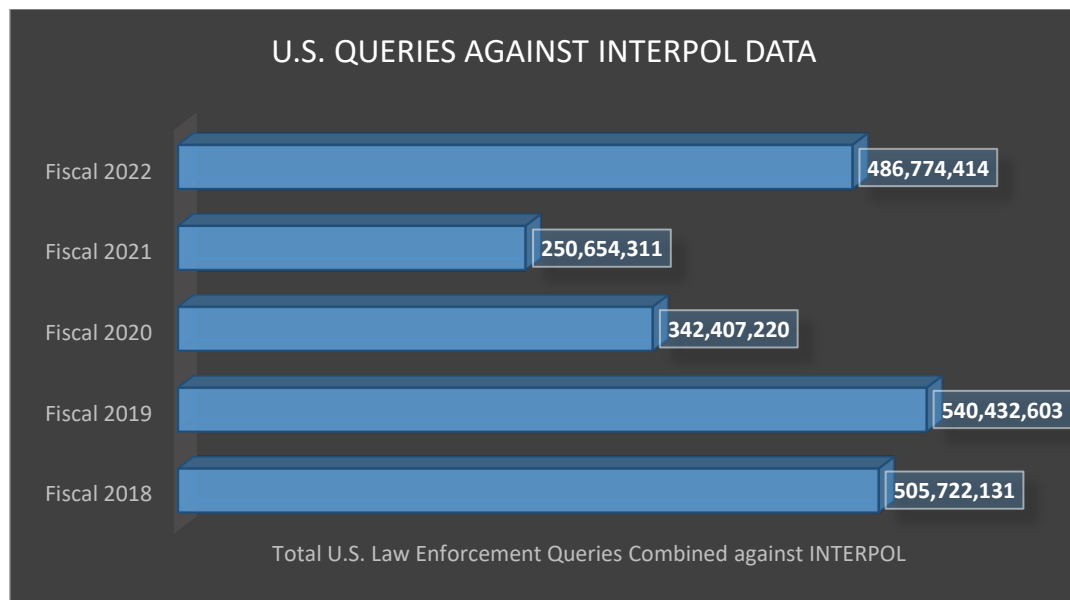


Figure 5

- **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 to submit INTERPOL content 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 disseminated to subscribers. Push notification is now processing the biometric content of every INTERPOL Notice as INTERPOL publishes them 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

⁶ 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.

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 has assisted authorities on five continents – North America, Europe, Asia, Africa, and South America – in responding to matters arising from the COVID-19 pandemic.

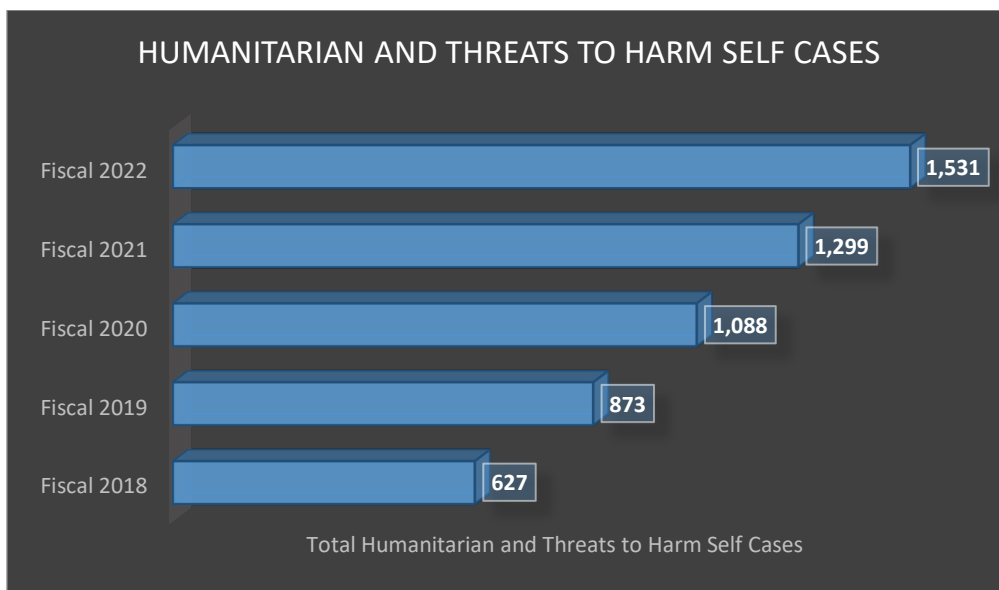


Figure 6

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 now at 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. 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 OCIO Priority Initiatives for 2023*. 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.

Efforts to Sustain Operations

The USNCB cannot extend the life of its existing system. After two years of close work with Microsoft, USNCB determined that the current MS Dynamics 2011 cannot be upgraded. The 2011 system is now showing signs of a full system shutdown with outages and server reboots required daily culminating in hours of user downtime, and hours of technical repairs. The users are mitigating the risk of inaccessible case files by creating backup copies of everything. However, even those redundancies are failing. For example, a recent outage resulted in the entire day's staff losing nine (9) hours of work each (approximately 900-work hours total) plus 50 IT hours in repairs and testing. In addition, a routine maintenance evolution of the Case Management System frequently consumes 50 work hours per cycle above the regular O&M. Furthermore, users employ multiple manual tasks to perform workarounds, manual integrations, and case file backups, which are estimated at \$1.7M annually.

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 more than a decade ago with a tool that reached the end of its service life in July 2021. Not only is the system not secure, but also the required security patches and sources of technical support are no longer available to sustain its operation. While the USNCB continues to identify and implement the necessary stopgap measures and interim solutions in FY23, it is imperative that an immediate, dedicated effort be made to replace the system and its infrastructure. Additional funds are necessary to implement fundamental user capabilities, and improve data storage, sharing and analytics.

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 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.

Initiative #2 Expand Capacity Building

The USNCB requests **\$314,000** to fund **4 new positions/2 FTE** to address the Department's priority of Upholding the Rule of Law and Keeping Our Country Safe. This directly supports the Border Security Division's Capacity Building projects. This initiative provides the USNCB with the resources to assist National Central Bureau's (NCB) with building and modernizing their information technology and infrastructure to extend INTERPOL access to their local and national law enforcement agencies and border security points of entry.

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. This searchable repository contains more than 103 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 FY 2019 by U.S. Customs and Border Protection 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.⁷

The USNCB has worked diligently to extend INTERPOL's I-24/7 secure global police communications system in high-risk areas and select host nations globally. Due to challenges with technology and expertise, many countries lack access to INTERPOL's Stolen and Lost Travel Document Database (SLTD) containing records related to more than 100 million travel documents. This USNCB-led portfolio utilizes U.S. Department of State funding and assistance focusing on information technology (IT) or communications infrastructure enhancements. This currently includes select countries in Southeast Asia, the Middle East, Africa, and, most recently, Central America where the USNCB recently provided SLTD access to Panama. This project is operational within the ASEAN, and African region. Current Partner Nations (PN) assistance include Indonesia, Malaysia, Nigeria and the Maldives and future planned PN's support includes The Philippines, Vietnam, Singapore, Thailand, Myanmar and Cambodia, Mali, Cameroon, Kenya, Iraq, Afghanistan, and Uzbekistan.

Combatting terrorism, and the identification and prevention of Foreign Terrorist Fighters (FTF) travel, is predicated on access to technology that, when lacking, prohibits the critical need by countries to identify and interdict FTF's and other transnational criminals using stolen, lost, or revoked documents such as passports, visas, and identity documents. By ensuring that law enforcement officers have access to INTERPOL's I-24/7 system, front line authorities can search and cross check traveler data in a matter of seconds and share sensitive or urgent police information with their counterparts around the globe in real time, 24 hours a day, 7 days a week.

⁷ 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.

Twinning Project (External working group – IPSG)

“Twinning” is an INTERPOL driven project that provides a mechanism for capitalizing on existing resources, abilities, and skillsets. INTERPOL launched a program permitting NCBs to draw on each other’s assets to operate more efficiently and with enhanced capabilities irrespective of, financial capacity, or degree of development. The Twinning concept arguably arose from the successes achieved by the USNCB in our bi-lateral International Capacity Building Programs. These positions would increase INTERPOL Washington’s level of efficacy, efficiency, and customer service to our law enforcement partners.

Impact on Performance

This initiative fully supports the *Department of Justice Attorney General’s strategic priorities*; specifically:

- Upholding Rule of Law by Promoting Good Government through the implementation of Department-wide Data and Technology Modernization (Goal 1.2 Strategy 3)
- Keeping Our Country Safe by Protecting National Security, Countering Foreign and Domestic Terrorism, and Combating Violent Crime and Gun Violence (Goal 2.1-2.3)
- Ensuring Economic Opportunity and Fairness for all by Combating Corruption, Financial Crime, and Fraud (Goal 4.2 Strategy 3)

This initiative also supports and aligns with the *DOJ IT Strategic Plan 2022 - 20224*, 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: “Enhance Service Delivery”
- Strategic Goal 2: “Elevate Cybersecurity”
- Strategic Goal 3: “Embrace Innovation”
- Strategic Goal 4: “Expand the Workforce”

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.⁸

1. Base Funding

II. FY 2022 Enacted				III. FY 2023 Enacted				IV. FY 2024 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
5	0	5	4,228	5	0	5	9,228	5		5	9,228

2. Personnel Increase Cost Summary

Type of Position/Series	FY 2024 Request (\$000)	Positions Requested	Full Year Modular Cost per Position (\$000)	Annualizations (\$000)			
				1st Year	2nd Year	FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
General Investigative (1800-1899)	314	4	153	341	332	27	0
Total Personnel	314	4	153	341	332	27	0

3. Non-Personnel Increase/ Summary Reduction Cost

The non-personnel funds are intended for IT Modernization efforts. More specifically advisory and acquisitions contractor support for remaining acquisitions (i.e., data analytics, ML, AI, RPA, cloud optimization); Case Mgt Software cost and supporting tools, cybersecurity tools and risk assessments, connectivity and data source identification and assessments, enhanced data integrations .

⁸ 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.”

Non-Personnel Item	FY 2024 Request (\$000)	Unit Cost (\$000)	Quantity	Annualizations (\$000)	
				FY 2025 (net change from 2024)	FY 2026 (net change from 2025)
Advisory and Acquisition support	\$3,800	\$3,800	1	\$0	\$0
Software Expenses	\$2,386	\$2,386	1	\$0	\$0
Hardware, Infrastructure and Network	\$3,500	\$3,500	1	\$0	\$0
Total Non-Personnel	\$9,686	\$9,686	3	\$0	\$0

4. Justification for Non-Personnel Annualizations

5. Total Request for this Item

Category	Positions			Amount Requested (\$000)			Annualizations (\$000)	
	Count	Agt/ Atty	FTE	Personnel	Non-Personnel	Total	FY 2024 (net change from 2023)	FY 2025 (net change from 2024)
Current Services	5	0	5	0	9,228	9,228	0	0
Increases	4	0	2	314	9,686	10,000	10,000	0
Grand Total	9	0	7	314	18,914	19,228	10,000	0

6. Affected Crosscuts

- Counterterrorism
- Crimes Against Children
- Cyber-Crime and Child Exploitation
- Cyber Crimes – Cyber Security
- Drugs
- Economic Fraud
- Gangs
- Immigration

Intellectual Property
Intelligence and Information Sharing
National Security
Opioids
Transactional Crime

VI. Program Offsets by Item

Not applicable.

VII. Exhibits