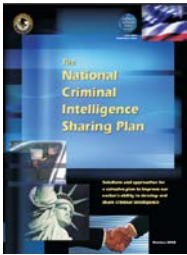


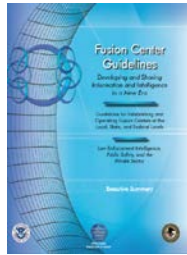
Compilation of Guidance on the Privacy, Civil Rights, and Civil Liberties (P/CRCL) Function within Fusion Centers (July 2013 Draft)

This informal training document is a compilation of the relevant excerpts from eight key sources of federal guidance on managing the P/CRCL function within state and major urban area fusion centers. It has been compiled by the Department of Homeland Security Office for Civil Rights and Civil Liberties' CRCL Institute as a job aid for fusion center staff, especially the P/CRCL Officers.

Where the guidance specifically mentions the P/CRCL Officer, the **recommendations for the Officer are noted below in blue**. As the guidance in this area has evolved, the term "privacy" has come to encompass civil rights and civil liberties issues as well. For ease of reading, we have converted all "privacy" references to "P/CRCL."



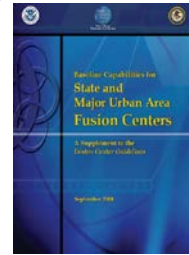
National Criminal Intelligence Sharing Plan
Oct. 2003



Fusion Center Guidelines
Aug. 2006



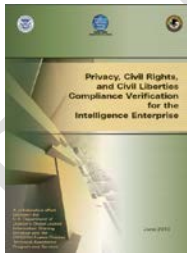
ISE Privacy Guidelines
Dec. 2006



Baseline Capabilities for State and Major Urban Area Fusion Center
Sept. 2008



Privacy, Civil Rights, and Civil Liberties Policy Template
Apr. 2010



Privacy, Civil Rights, and Civil Liberties Compliance Verification for the Intelligence Enterprise
June 2010



Homeland Security Grant Program Guidance 2012



Establishing a Privacy Officer Function Within a Justice Entity
2013 (Draft)

1 Policy Development

- **P/CRCL Policy** - Draft a P/CRCL policy¹ at least as comprehensive as the Information Sharing Environment (ISE) Privacy Guidelines.²
- **Governance Board** - Utilize the fusion center's governance board to develop and approve P/CRCL related policies³ and coordinate with a FC P/CRCL Oversight Committee to annually review and update P/CRCL policy, as necessary.⁴

Find tips and tools for each of these ten (10) areas of responsibility
at www.it.ojp.gov/PrivacyLiberty under "P/CRCL Officer's Role"

- **Create New P/CRCL Policies and Guidance**
 - Perform gap analyses to determine if new policies are needed.⁵
 - Develop new P/CRCL policies as needed⁶ to ensure compliance with laws⁷ or to address any issue that possess a significant risk to information privacy or other legal protections.⁸
 - Establish criteria for types of information that partners can submit to the fusion center,⁹ and ensure that the fusion center information-gathering and reporting strategy is consistent with the center's P/CRCL policy.¹⁰
 - Establish provisions for use of privately held data systems.¹¹

The P/CRCL Officer:

- Monitors changes in the privacy field and laws that may warrant updates to the P/CRCL policy, and periodically reviews the P/CRCL policy to ensure that it is comprehensive and up to date.¹²
- Guides the development, implementation, and update of the fusion center's P/CRCL policy in coordination with legal counsel and a P/CRCL committee, if available.¹³
- Works with relevant personnel and offices in the consideration, adoption, and implementation of other fusion center policies and procedures to ensure consistency with the privacy policy.¹⁴
- Ensures appropriate feedback from justice practitioners and community stakeholders in the development and implementation of the privacy policy.¹⁵

2 Policy Implementation

- **P/CRCL Policy Implementation** - The fusion center shall:
 - assign an individual with primary responsibility for enforcing the P/CRCL policy,¹⁶
 - set up mechanisms to ensure that fusion center personnel adhere to the P/CRCL policy,¹⁷ and
- **Information Sharing and Dissemination** - The fusion center shall:
 - develop mechanisms to handle personally identifiable information (PII) appropriately under the law,¹⁸
 - develop mechanisms to enable partners to determine the nature of protected information the center is sharing,¹⁹
 - ensure PII is reviewed prior to entrance into the ISE,²⁰
 - ensure that information disseminated to the federal government is in compliance with the fusion center P/CRCL policy,²¹
 - consider using memoranda of understanding and non-disclosure agreements to enhance information sharing partnerships.²²
- **Information Sources and Labeling** - The fusion center will maintain a record of all sources of information sought or collected,²³ and label information in compliance with ISE Privacy Guidelines and P/CRCL laws.²⁴
- **Information Security** - The fusion center will develop appropriate security mechanisms for protected information,²⁵ and will ensure that information can only be accessed or disclosed to individuals with an appropriate reason.²⁶
- **Information Acquisition and Retention** – The center will:
 - comply with information gathering and investigative technique laws and guidance, including privacy laws and fusion center policies,²⁷

- periodically review and purge information no longer needed,²⁸ and
- expunge information that violates an individual’s civil rights or civil liberties.²⁹

The P/CRCL Officer:

- Reviews new or enhanced programs for privacy issues before implementation.³⁰
- Shapes policies, directives, and agreements for information systems,³¹ and participates in the decision to release sensitive information.³²
- Ensures that privacy protections are implemented through training, business process changes, and system designs that incorporate privacy-enhancing technologies.³³
- Oversees the implementation of privacy protections in personnel procedures and information systems processes.³⁴

3 Operations

- **Business Operations and Acquisitions** - The fusion center shall ensure that p/crcl issues are considered in fusion center:
 - operations,³⁵
 - database choices,³⁶ and
 - contracts with outside entities.³⁷
- **Capacity to Manage P/CRCL Issues** - Ensure P/CRCL Officer is granted authority, ability (i.e. have appropriate clearance), and resources to identify, review, and address all aspects of fusion center activities, including new or modified programs prior to deployment, that may impact P/CRCL issues.³⁸
- **Information Analysis** - Review the quality of information received and advise if problematic.³⁹
- **“Least Intrusive Means”** - Ensure information gathering and investigative techniques are the least intrusive means to gather or retain authorized information.⁴⁰

The P/CRCL Officer:

- Reviews and approves analytical products for P/CRCL protections prior to dissemination.⁴¹
- Mitigates any risk related to the release of sensitive information determined to be necessary to protect the public.⁴²
- Ensures that information sharing and technologies comply with the law and address privacy concerns.⁴³

4 Compliance

- **Compliance Review** - Conduct annual compliance verification as prescribed in *Privacy, Civil Rights and Civil Liberties Compliance Verification for the Intelligence Enterprise*⁴⁴ and analyze information flow to determine any privacy gaps.⁴⁵
- **P/CRCL Officer, Legal Compliance, and Privacy Protections** - Appoint a P/CRCL Officer,⁴⁶ coordinate the development, implementation, maintenance, and oversight of privacy protections,⁴⁷ ensuring that all policies are compliant with federal, state, and local laws⁴⁸ and ISE Privacy Guidelines (through your P/CRCL policy),⁴⁹ and incorporate relevant portions on accountability, enforcement, and redress of the ISE Privacy Guidelines and LEIU Audit Checklist into protocols.⁵⁰

Find tips and tools for each of these ten (10) areas of responsibility at www.it.ojp.gov/PrivacyLiberty under “P/CRCL Officer’s Role”

- **Policy Enforcement** - Implement procedures for reporting and resolving violations of the policy.⁵¹
- **Security** - Ensure appropriate security measures are in place,⁵² including reviewing security policy to ensure adequate P/CRCL protections.⁵³
- **Data Quality, Security, and Labels** - Periodically review data quality and labels⁵⁴ for accuracy, ensure that data security issues are addressed,⁵⁵ errors are purged,⁵⁶ and data, including shared information,⁵⁷ are labeled in compliance with p/crcl protections.⁵⁸
- **PII Breach Process** - Ensure appropriate safeguards for PII,⁵⁹ develop system to notify individuals of a potential breach of personal information,⁶⁰ and ensure that P/CRCL breaches are addressed.⁶¹

The P/CRCL Officer:

- **Ongoing monitoring for changes** - Annually reviews P/CRCL policy to ensure incorporation of “data privacy landscape”⁶² and periodically review all fusion center policies and procedures to ensure compliance with the P/CRCL policy.⁶³
- **Internal Systems Oversight** - Ensures that policies, processes, and mechanisms comply with the privacy policy (especially data retention, purging, and redress)⁶⁴ and privacy protections in the personnel process and information system processes.⁶⁵
- **Record keeping** - Receives and maintains⁶⁶ reports of errors, information-related deficiencies, suspected or confirmed violations of the fusion center’s P/CRCL policy.⁶⁷
- **Data breach** - Ensure that data breach notification policies and procedures are adequate and followed in the event of a data security breach.⁶⁸
- **Manage Enforcement and Sanctions** - Manages compliance and enforcement systems (for example, through enforcement sanctions⁶⁹ and periodic system audits).⁷⁰

5 Oversight

- **P/CRCL Policy Audit** - Periodically conduct an audit on the implementation of the P/CRCL policy to determine if there is a gap between policy and practice.⁷¹
- **Report on Audit Violations** - Develop procedure and require reporting for violations.⁷²

The P/CRCL Officer:

- Manage periodic audit specified in the P/CRCL policy and maintain the audit record,⁷³ to evaluate and verify that the personnel, systems, and fusion center are in compliance with the policy and applicable law.⁷⁴

6 Redress

- **Policy and Process** - Develop and implement a redress process⁷⁵ and internal policy to handle public privacy complaints⁷⁶ whereby an individual may request information the fusion center has gathered on him.⁷⁷
- **Corrections** - Investigate complaints and, if necessary, correct the information.⁷⁸

The P/CRCL Officer:

- **Responds to redress requests** -Receive and respond to inquiries, complaints and requests for correction⁷⁹ about P/CRCL protections in the information system(s) maintained or accessed by the center.⁸⁰
- **Responds to other public records requests.**⁸¹
- **Provide notice on redress procedure** - Inform individuals of the procedure for requesting and considering requested corrections, including appeal rights if requests are denied in whole or in part.⁸² Maintain a record of all requests and outcomes.⁸³

7 Outreach

- **Facilitate and Ensure Public Awareness of the P/CRCL Policy and General P/CRCL Protections**⁸⁴ by publishing the P/CRCL policy⁸⁵ and encouraging transparency.⁸⁶
- **Conduct Outreach to the Public** - Encourage a policy of openness to foster public trust⁸⁷ by conducting outreach to the general public on fusion center information collection practices and P/CRCL policy.⁸⁸
- **Conduct Outreach to the Law Enforcement Community** to ensure that the public's P/CRCL rights are protected in the intelligence process.⁸⁹
- **Conduct Stakeholder Outreach** on the center's P/CRCL policy to leaders, policymakers, public and private sector, media, and citizens (in coordination with outreach personnel).⁹⁰
- **Conduct Outreach to Fusion Center Personnel on P/CRCL protections.**⁹¹

The P/CRCL Officer:

- Using existing government mechanisms, the **P/CRCL Officer facilitates engagement** with the community and advocacy organizations about the fusion center's privacy policy and practices⁹²

8 Coordination

- Obtain formal adoption of privacy policy, as necessary,⁹³ solicit input internally and externally in the development of privacy policy and any changes,⁹⁴ and develop annual P/CRCL report for the governance body.⁹⁵
- Ensure the fusion center's compliance with ISE Privacy Guidelines.⁹⁶

The P/CRCL Officer:

- Develops interagency agreements or memoranda of understanding between the fusion center and other agencies to ensure that all privacy concerns, requirements, and responsibilities are addressed.⁹⁷
- Serve as the liaison to the Information Sharing Environment.⁹⁸

9 Subject Matter Experts (SME)

- Maintain knowledge of existing laws related to p/crcl⁹⁹ and monitor new laws and regulations regarding p/crcl and information sharing.¹⁰⁰
- Monitor and review technology to enhance privacy protections.¹⁰¹

10 Training

- Ensure that P/CRCL protections are implemented through training.¹⁰² One way may be to advocate for the inclusion of P/CRCL training in an analyst's Training and Professional Development Plan.¹⁰³
- **Provide Training** - Provide periodic P/CRCL training to analysts¹⁰⁴ and law enforcement.¹⁰⁵ Provide specialized training, as appropriate,¹⁰⁶ to various audiences such as:
 - *General P/CRCL issues* – fusion center personnel, information technology services, host agencies, contractors, and others,¹⁰⁷
 - *ISE-training* - personnel authorized to share protected information in the ISE receive specialized ISE training, including P/CRCL issues,¹⁰⁸
 - *Fusion Center P/CRCL policy* - all fusion center personnel must be trained on the center's P/CRCL policy,¹⁰⁹
 - *PII handling* - fusion center personnel on the proper handling of PII¹¹⁰ and awareness of privacy issues associated with information collection, storage, and dissemination,¹¹¹
 - *SARs process* - appropriate fusion center personnel on suspicious activity reporting (SARs),¹¹² and
 - *28 C.F.R. Part 23* - all personnel receive annual 28 C.F.R. Part 23 training.¹¹³

APPENDIX: P/CRCL Officer Affiliations, Experience, and Credentials

Affiliations

- Participate in professional criminal intelligence organizations that support intelligence training for all local, state, tribal, and federal law enforcement.¹¹⁴

Experience

- Familiarity with the agency's activities as they relate to the ISE.¹¹⁵
- Knowledge of p/crcl, and intelligence laws and regulations, including 28 C.F.R. Part 23, data security, and public records laws.¹¹⁶
- General understanding of technology, particularly those areas that are related to privacy, such as authentication and credential role-based access.¹¹⁷
- Understanding of the entity's information management practices.¹¹⁸
- Project management skills related to privacy policy, compliance, enforcement, and training.¹¹⁹

Credentials

- J.D., or access to legal counsel.¹²⁰
- Possession of all necessary security clearances.¹²¹

¹GLOBAL JUSTICE INFO. SHARING INITIATIVE, DEP'T OF JUSTICE & DEP'T OF HOMELAND SEC., BASELINE CAPABILITIES FOR STATE AND MAJOR URBAN AREA FUSION CENTERS 27 (2008) [hereinafter BASELINE CAPABILITIES];GLOBAL JUSTICE INFO. SHARING INITIATIVE, DEP'T OF JUSTICE & DEP'T OF HOMELAND SEC., FUSION CENTER GUIDELINES: DEVELOPING AND SHARING INFORMATION AND INTELLIGENCE IN A NEW ERA 6 (2006) [hereinafter FUSION CENTER GUIDELINES].

²FED. EMERGENCY MGMT. AGENCY, FY 2012 HOMELAND SEC. GRANT PROGRAM 32 (2012).

³BASELINE CAPABILITIES, *supra* note 1, at 23-24.

⁴DHS/DOJ FUSION PROCESS TECHNICAL ASSISTANCE PROGRAM AND SERVICES & GLOBAL JUSTICE INFO. SHARING INITIATIVE, PRIVACY, CIVIL RIGHTS, AND CIVIL LIBERTIES POLICY TEMPLATE 9 (2010) [hereinafter TEMPLATE].

⁵BASELINE CAPABILITIES, *supra* note 1, at 28.

⁶BASELINE CAPABILITIES, *supra* note 1, at 28.

⁷PROGRAM MANAGER FOR THE INFO. SHARING ENVIRONMENT, GUIDELINES TO ENSURE THAT THE INFORMATION PRIVACY AND OTHER LEGAL RIGHTS OF AMERICANS ARE PROTECTED IN THE DEVELOPMENT AND USE OF THE INFORMATION SHARING ENVIRONMENT 1 (2006) [hereinafter ISE PRIVACY GUIDELINES].

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- ⁸ ISE PRIVACY GUIDELINES, *supra* note 7, at 2.
- ⁹ BASELINE CAPABILITIES, *supra* note 1, at 28.
- ¹⁰ BASELINE CAPABILITIES, *supra* note 1, at 16.
- ¹¹ BASELINE CAPABILITIES, *supra* note 1, at 28.
- ¹² TEMPLATE, *supra* note 4, at 35.
- ¹³ GLOBAL JUSTICE INFO. SHARING INITIATIVE, DEP'T OF JUSTICE & DEP'T OF HOMELAND SEC., ESTABLISHING A PRIVACY OFFICER FUNCTION WITHIN A JUSTICE ENTITY 4 (forthcoming 2013) [hereinafter ESTABLISHING A PRIVACY OFFICER]. See also TEMPLATE, *supra* note 4, at 21; BASELINE CAPABILITIES, *supra* note 1, at 27; ISE PRIVACY GUIDELINES, *supra* note 7, at 6.
- ¹⁴ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5; BASELINE CAPABILITIES, *supra* note 1, at 27; ISE PRIVACY GUIDELINES, *supra* note 7, at 6.
- ¹⁵ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 4; BASELINE CAPABILITIES, *supra* note 1, at 27.
- ¹⁶ TEMPLATE, *supra* note 4, at 9.
- ¹⁷ FUSION CENTER GUIDELINES, *supra* note 1, at 6.
- ¹⁸ BASELINE CAPABILITIES, *supra* note 1, at 28.
- ¹⁹ ISE PRIVACY GUIDELINES, *supra* note 7, at 3.
- ²⁰ BASELINE CAPABILITIES, *supra* note 1, at 28.
- ²¹ BASELINE CAPABILITIES, *supra* note 1, at 20.
- ²² FUSION CENTER GUIDELINES, *supra* note 1, at 5.
- ²³ TEMPLATE, *supra* note 4, at 16.
- ²⁴ TEMPLATE, *supra* note 4, at 12-15.
- ²⁵ TEMPLATE, *supra* note 4, at 30-31.
- ²⁶ TEMPLATE, *supra* note 4, at 24-25.
- ²⁷ TEMPLATE, *supra* note 4, at 17.
- ²⁸ TEMPLATE, *supra* note 4, at 32-33. See also, 28 C.F.R. § 23.
- ²⁹ TEMPLATE, *supra* note 4, at 11.
- ³⁰ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 4.
- ³¹ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 4.
- ³² ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5.
- ³³ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5; TEMPLATE, *supra* note 4, at 9; ISE PRIVACY GUIDELINES, *supra* note 7, at 5.
- ³⁴ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5.
- ³⁵ BASELINE CAPABILITIES, *supra* note 1, at 28.
- ³⁶ FUSION CENTER GUIDELINES, *supra* note 1, at 6.
- ³⁷ TEMPLATE, *supra* note 4, at 18.
- ³⁸ ISE PRIVACY GUIDELINES, *supra* note 7, at 6.
- ³⁹ TEMPLATE, *supra* note 4, at 20.
- ⁴⁰ TEMPLATE, *supra* note 4, at 18.
- ⁴¹ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5.
- ⁴² ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5.
- ⁴³ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 4.
- ⁴⁴ FED. EMERGENCY MGMT. AGENCY, FY 2012 HOMELAND SEC. GRANT PROGRAM 32 (2012); GLOBAL JUSTICE INFO. SHARING INITIATIVE, DEP'T OF JUSTICE & DEP'T OF HOMELAND SEC., PRIVACY, CIVIL RIGHTS, AND CIVIL LIBERTIES COMPLIANCE VERIFICATION FOR THE INTELLIGENCE ENTERPRISE 4 (2010).
- ⁴⁵ BASELINE CAPABILITIES, *supra* note 1, at 27-28.
- ⁴⁶ TEMPLATE, *supra* note 4, at 9.
- ⁴⁷ BASELINE CAPABILITIES, *supra* note 1, at 27.
- ⁴⁸ BASELINE CAPABILITIES, *supra* note 1, at 28.
- ⁴⁹ ISE PRIVACY GUIDELINES, *supra* note 7, at 6.
- ⁵⁰ BASELINE CAPABILITIES, *supra* note 1, at 29-30.
- ⁵¹ ISE PRIVACY GUIDELINES, *supra* note 7, at 4.
- ⁵² FUSION CENTER GUIDELINES, *supra* note 1, at 6.
- ⁵³ BASELINE CAPABILITIES, *supra* note 1, at 28-29.
- ⁵⁴ TEMPLATE, *supra* note 4, at 11-12.
- ⁵⁵ TEMPLATE, *supra* note 4, at 14-15.
- ⁵⁶ TEMPLATE, *supra* note 4, at 19; ISE PRIVACY GUIDELINES, *supra* note 7, at 4.
- ⁵⁷ TEMPLATE, *supra* note 4, at 16.
- ⁵⁸ TEMPLATE, *supra* note 4, at 12-15.
- ⁵⁹ ISE PRIVACY GUIDELINES, *supra* note 7, at 4.
- ⁶⁰ TEMPLATE, *supra* note 4, at 31.
- ⁶¹ TEMPLATE, *supra* note 4, at 36.
- ⁶² ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 4.
- ⁶³ BASELINE CAPABILITIES, *supra* note 1, at 27.
- ⁶⁴ BASELINE CAPABILITIES, *supra* note 1, at 16.

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- ⁶⁵ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5.
- ⁶⁶ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5; TEMPLATE, *supra* note 4, at 9, 35; BASELINE CAPABILITIES, *supra* note 1, at 29; ISE PRIVACY GUIDELINES, *supra* note 7, at 4-5.
- ⁶⁷ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5; TEMPLATE, *supra* note 4, at 9, 35; BASELINE CAPABILITIES, *supra* note 1, at 29; ISE PRIVACY GUIDELINES, *supra* note 7, at 4-5.
- ⁶⁸ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5; TEMPLATE, *supra* note 4, at 31.
- ⁶⁹ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5; TEMPLATE, *supra* note 4, at 9.
- ⁷⁰ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5.
- ⁷¹ FUSION CENTER GUIDELINES, *supra* note 1, at 21; GLOBAL JUSTICE INFO. SHARING INITIATIVE INTELLIGENCE WORKING GROUP (GIWG), DEP'T OF JUSTICE, NATIONAL CRIMINAL INTELLIGENCE SHARING PLAN 32 (2003) [hereinafter NCISP].
- ⁷² BASELINE CAPABILITIES, *supra* note 1, at 29.
- ⁷³ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5; TEMPLATE, *supra* note 4, at 34; ISE PRIVACY GUIDELINES, *supra* note 7, at 5.
- ⁷⁴ TEMPLATE, *supra* note 4, at 34; ISE PRIVACY GUIDELINES, *supra* note 7, at 5.
- ⁷⁵ TEMPLATE, *supra* note 4, at 27-29.
- ⁷⁶ BASELINE CAPABILITIES, *supra* note 1, at 29. ISE PRIVACY GUIDELINES, *supra* note 7, at 5.
- ⁷⁷ TEMPLATE, *supra* note 4, at 27.
- ⁷⁸ TEMPLATE, *supra* note 4, at 19.
- ⁷⁹ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5; TEMPLATE, *supra* note 4, at 28-29.
- ⁸⁰ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5; TEMPLATE, *supra* note 4, at 9, 28, 34.
- ⁸¹ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5; TEMPLATE, *supra* note 4, at 25-26, 28, 34.
- ⁸² TEMPLATE, *supra* note 4, at 28-29.
- ⁸³ TEMPLATE, *supra* note 4, at 29.
- ⁸⁴ BASELINE CAPABILITIES, *supra* note 1, at 29. ISE PRIVACY GUIDELINES, *supra* note 7, at 5.
- ⁸⁵ TEMPLATE, *supra* note 4, at 34.
- ⁸⁶ FUSION CENTER GUIDELINES, *supra* note 1, at 41.
- ⁸⁷ FUSION CENTER GUIDELINES, *supra* note 1, at 41; NCISP, *supra* note 71, at 31-32.
- ⁸⁸ BASELINE CAPABILITIES, *supra* note 1, at 26, 29.
- ⁸⁹ FUSION CENTER GUIDELINES, *supra* note 2, at 29; NCISP, *supra* note 71, at 27.
- ⁹⁰ BASELINE CAPABILITIES, *supra* note 1, at 40.
- ⁹¹ BASELINE CAPABILITIES, *supra* note 1, at 29.
- ⁹² ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5; BASELINE CAPABILITIES, *supra* note 1, at 27.
- ⁹³ BASELINE CAPABILITIES, *supra* note 1, at 28.
- ⁹⁴ BASELINE CAPABILITIES, *supra* note 1, at 28.
- ⁹⁵ BASELINE CAPABILITIES, *supra* note 1, at 24.
- ⁹⁶ ISE PRIVACY GUIDELINES, *supra* note 7, at 6; FED. EMERGENCY MGMT. AGENCY, FY 2012 HOMELAND SEC. GRANT PROGRAM 32 (2012).
- ⁹⁷ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 5.
- ⁹⁸ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 4; TEMPLATE, *supra* note 4, at 9.
- ⁹⁹ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 4.
- ¹⁰⁰ ISE PRIVACY GUIDELINES, *supra* note 7, at 1.
- ¹⁰¹ BASELINE CAPABILITIES, *supra* note 1, at 29.
- ¹⁰² BASELINE CAPABILITIES, *supra* note 1, at 29.
- ¹⁰³ BASELINE CAPABILITIES, *supra* note 1, at 29.
- ¹⁰⁴ BASELINE CAPABILITIES, *supra* note 1, at 29.
- ¹⁰⁵ FUSION CENTER GUIDELINES, *supra* note 1, at 54; NCISP, *supra* note 71, at 35.
- ¹⁰⁶ FUSION CENTER GUIDELINES, *supra* note 1, at 7.
- ¹⁰⁷ TEMPLATE, *supra* note 4, at 37.
- ¹⁰⁸ TEMPLATE, *supra* note 4, at 37.
- ¹⁰⁹ FED. EMERGENCY MGMT. AGENCY, FY 2012 HOMELAND SEC. GRANT PROGRAM 32 (2012); ISE PRIVACY GUIDELINES, *supra* note 7, at 4.
- ¹¹⁰ ISE PRIVACY GUIDELINES, *supra* note 7, at 4.
- ¹¹¹ FUSION CENTER GUIDELINES, *supra* note 1, at 7.
- ¹¹² TEMPLATE, *supra* note 4, at 17.
- ¹¹³ FED. EMERGENCY MGMT. AGENCY, FY 2012 HOMELAND SEC. GRANT PROGRAM 32 (2012).
- ¹¹⁴ NCISP, *supra* note 71, at 30.
- ¹¹⁵ ISE PRIVACY GUIDELINES, *supra* note 7, at 6.
- ¹¹⁶ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 4.
- ¹¹⁷ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 4.
- ¹¹⁸ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 4; TEMPLATE, *supra* note 4, at 9.
- ¹¹⁹ ESTABLISHING A PRIVACY OFFICER, *supra* note 13, at 4.
- ¹²⁰ BASELINE CAPABILITIES, *supra* note 1, at 27.
- ¹²¹ ISE PRIVACY GUIDELINES, *supra* note 7, at 6.