



Applied Coursework

Strategic Budgeting and Planning for Homeland Security
Course Paper

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Officer Safety: A Strategy for Local Law Enforcement Encountering the Sovereign Citizen Movement

The 9/11 Commission's Report observed that "imagination is not a gift usually associated with bureaucracies, yet, imagination is precisely what is needed to address emerging threats".¹ The Sovereign Citizen Movement is an example of an emerging threat within the broader framework of homeland security strategies. We must consistently revisit our priorities and ensure our domestic approach can address multiple types of violent extremism. Addressing this emerging threat can create a preventive strategic plan built upon existing federal, state, and local partnerships and regional collaboration. This threat "requires the expertise and resources from all relevant agencies"², including, the Federal Bureau of Investigations, the Joint Counterterrorism Task Force, the Fusion Centers, the State Police, and local law enforcement. We must be vigilant in identifying, predicting, and preempting emerging threats; we must work together supporting local capabilities and programs on the frontlines to address problems of national concern.³

Emerging Threat

The Sovereign Citizen Movement is an emerging threat to Homeland Security. According to a report by the Anti-Defamation League, "the resurgence of anti-government extremist groups and movements, including the Sovereign Citizen Movement, has grown from 50 groups in 2008 to nearly 200 in 2010".⁴ The Sovereign Citizen Movement is categorized as right-wing extremism, a broader category, defined as "individuals and/or groups suspicious of centralized federal authority, reverent of individual liberty, free of taxes, believe in conspiracy theories that involve great threat to personal liberty and a belief one's life is under attack."⁵ The purpose of the Sovereign Citizens Movement is to influence or affect the conduct of government by intimidation or coercion, or to retaliate against government authority. Illustrating the trend of right-wing extremism in the United States, a study by Homeland Security Science and Technology found a total of "1,674 terrorist attacks occurring in the United States between 1970

[1] United States Senate, Committee on Homeland Security and Government Affairs, *The Future of Homeland Security: Evolving and Emerging Threats*, Washington, D.C., July 11, 2012, p. 6

[2] *Empowering Local Partners to Prevent Violent Extremism in the United States*, August 2011

www.whitehouse.gov/sites/default/files/empowering_local_partners.pdf

[3] *Ibid.*, p.8

[4] Anti-Defamation League, *The Lawless Ones: The Resurgence of the Sovereign Citizen Movement*, August 9, 2010 p. 2

[5] Homeland Security Science and Technology, Human Factors/Behavior Sciences Division, *Hotspots of Terrorism and Other Crime in the United States, 1970 to 2008*, January 31, 2012, p. 10

and 2008; also, a total of 88 out of 475 counties in the United States experiencing [extreme right-wing terrorism attacks]”.⁶ Robert Mueller, Director of the Federal Bureau of Investigations, states that “the militia/sovereign citizen movement continues to present a threat to law enforcement and members of the judiciary”.⁷ The growth of the Sovereign Citizen Movement increases the threat of potential violence.

Ideology of the Sovereign Citizen Movement

Individuals are attracted to the ideology of Sovereign Citizens during an economic downturn. According to the National Bureau of Economic Research, the United States faced the “longest and deepest recession of the Post War World II Era”⁸ between December 2007 and June 2009; the recession had resulted in higher unemployment rates and higher oil prices. As a result of economic hardships, for instance, foreclosures, these dispossessed individuals, generally honest and hardworking, believed their government was no longer committed to represent them. Further, these individuals see their hard times being caused by government actions and by minorities taking what they believe should be theirs. Furthermore, individual interpretations of social and economic situations result in an “us versus them” mindset with the United States Government...a political challenge of government authority and power.

The sovereign citizen ideology is spread by individuals and groups via the internet and seminars. The Guru teaches the sovereign and injects their individualized sovereign citizen ideology of anti-government, anti-Semitic, anti-taxes, and conspiracy theories. Another conspiracy theory defines their individual social identity as a Sovereign Citizen. Sovereign Citizens do not recognize the amendments following the Bill of Rights. As a result, Sovereign Citizens see themselves as the in-group, organic citizens; in contrast, the out-group, 14th Amendment Citizens, is subject to federal and state governments with fewer rights than whites...the common thread of their social identity. Conspiracy theories “allow people to identify a culprit and have someone to blame”.⁹ In this case, this conspiracy theory contributes toward individual hatred of government and minorities.¹⁰

[6] Homeland Security Science and Technology, Human Factors/Behavior Sciences Division, *Hotspots of Terrorism and Other Crime in the United States, 1970 to 2008*, January 31, 2012, p. 2

[7] Anti-Defamation League, *The Lawless Ones: The Resurgence of the Sovereign Citizen Movement*, August 9, 2010 p. 2

[8] Congressional Research Service, *The 2007 – 2009 Recession: Similarities to and Differences from the Past*, Mark Labonte, October 2010

[9] Marks, Kathy, *Faces Right Wing Extremism* p. 84

[10] Brannan, David W. and Strindberg, N.T. Anders, *Critical Analysis of Terrorism and Terrorist Groups*, p. 27

Problem

There has been a significant increase in criminal ideological extremist activity throughout the United States. One of the most vocal and potentially violent increases is the Sovereign Citizen Movement.¹¹ The Sovereign Citizen Movement engages the government in battle. In their minds, judges, lawyers, prosecutors, and police are to blame for their grievances. The instrumental approach assumes that individuals faced with grievances or problems choose terrorism deliberately as a mean to achieve their political end.¹² Terrorism, in contemporary usage, is fundamentally and inherently about politics and power.¹³ In his book, *The Global Sovereign's Handbook*, the author, Johnny Liberty, describes the Sovereign Citizen challenge to government authority – “Power is the Name of the Game”.¹⁴ The literature contains strategic choices for adherents of Sovereign Citizen ideology to challenge government authority. First, as explained by the Social Identity Theory, the challenge/response model is a process that begins with a challenge consisting of an action or statement.¹⁵

Strategic choices of Sovereign Citizens include the use of intimidation, coercion, and frivolous liens to challenge government authority. In addition, some Sovereign Citizens lash out in rage, frustration, and in extreme cases, commit acts of deadly violence against government officials. On May 20, 2010, the potential of violence of the Sovereign Citizen Movement was exemplified by the horrific murder of two West Memphis, Arkansas Police Officers. During a traffic stop, Jerry Kane and son, Joseph, both Sovereign Citizens, opened fire with an AK-47 assault rifle killing the unsuspecting officers.¹⁶ Leading up to the deadly murders, Jerry Kane and his son, Joseph, conducted seminars teaching how to keep the county sheriff from foreclosing on

[11] Bureau of Justice Assistance, U.S. Department of Justice, State and Local Anti-Terrorism Training, *Threats to Law Enforcement Officers and Communities from Ideological Extremists*, September 14, 2010, p. 3

[12] Tucker, David, *Instrumental or Organizational Approaches to Terrorism*, Naval Postgraduate School Tucker, David, *Instrumental or Organizational Approaches to Terrorism*, Naval Postgraduate School

[13] Class Lecture, Introduction: Homeland Security and Unconventional Threat

[14] Liberty, Johnny, *The Global Sovereign's Handbook*, 2004, p. 31

“Power is the Name of the Game – If you aren't making the rules, then somebody else is. If you don't have the freedom and presence of mind to make the rules over your life, then you aren't free. If you aren't Sovereign, then somebody else is. If you do not take responsibility for governing yourself, you will be governed. Guaranteed!”

[15] Brannan, David W. and Strindberg, N.T. Anders, *Critical Analysis of Terrorism and Terrorist Group*, p. 35

[16] Anti-Defamation League, *The Lawless Ones: The Resurgence of the Sovereign Citizen Movement*, August 9, 2010 p. 3

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property. During a seminar on August 3, 2009, Jerry Kane stated, “They [judges, lawyers, prosecutors, and police] are criminals. I’m advocating conquering, not violence...I don’t want to kill anyone, but if they keep messing with me I will kill. If I kill, I will not stop”.¹⁷ Jerry Kane’s individual beliefs as a Sovereign Citizen were directly related to his fear of failure/capture while trying to conquer his perceived enemy. Jerry Kane and his son became martyrs after being shot and killed by law enforcement officers. He justified the use of violence through his perceived reality. The commitment, anger, and determination of these individuals should not be underestimated.¹⁸ Ideological extremists tend to have a “fugitive mindset,” even if they are not wanted by law enforcement.¹⁹ This is why officers must be alert to extremist indicators and the potential for violence. This is particularly true since most attacks on officers by extremists have been in situational individual encounters.²⁰ Violent extremism activity in the United States poses a threat to law enforcement officers whose responsibility is to stop these attacks from occurring.²¹

The Sovereign Citizen Movement has become an increasing concern for law enforcement. According to Bureau of Justice Assistance, between 2000 and 2011, “29 state or local law enforcement officers were killed in violent encounters with individuals who had a link to a domestic criminal extremist group”.²² Robert Harris, a research associate with the Institute for Intergovernmental Research, states “domestic criminal extremists are similar to other offenders in that they often exhibit behavioral indicators that could represent possible officer safety concerns”.²³ Illustrating this assertion, the typical behaviors among the Sovereign Citizen Movement include:

- Expressing antigovernment sentiments toward officers.
- Questioning the officer’s legal authority.
- Displaying an unusual or homemade license plate on a vehicle.
- Posting unusual signs at the entrance to their property.

[17] Arkansas Cop Killers were “Sovereign Citizens”

<http://thinkprogress.org/2010/07/06/cops-killers-sovereign-citizens> (accessed August 25, 2012)

[18] Bureau of Justice Assistance, U.S. Department of Justice, State and Local Anti-Terrorism Training, *Threats to Law Enforcement Officers and Communities from Ideological Extremists*, September 14, 2010, p. 3

[19] Ibid., p.7

[20] Ibid., p. 2

[21] Ibid., p. 2

[22] Ibid., p. 1

[23] Ibid., p. 1

Law enforcement officers performing their daily routine duties of serving warrants, responding to domestic disturbances, and conducting traffic stops have led to these violent encounters. Law enforcement officers become the focus of the Sovereign Citizens' hatred towards the government or social policy.

Strategic Framework

The strategic framework for addressing the threat of ideological extremism is contained in the National Strategy for Homeland Security. The Quadrennial Homeland Security Review (QHSR) of the Department of Homeland Security is the nation's first comprehensive review enhancing the mission of the National Strategy for Homeland Security to prevent terrorist attacks within the United States. The QHSR describes "the Nation's homeland security interests, identifies the critical homeland security missions, and defines a strategic approach to those missions by laying out the principle goals, essential objectives, and key strategic outcomes necessary for the strategic approach to succeed".²⁴ An analysis highlights the following pro and con:

- **Pro:** A strategic framework – vision, mission, goals, and objectives – prioritizes the prevention of terrorist attacks by extremist Muslim groups and/or individuals within the United States.
- **Con:** The strategic framework does not focus on the problem of domestic violent criminal extremist ideology, specifically the ideology demonstrated by the Sovereign Citizen Movement.

Purpose, Scope, and Methodology

The purpose of this strategy memorandum is to provide a strategic framework that builds upon the national strategies and state strategies for state and local law enforcement to identify and address threats posed to law enforcement officers by the Sovereign Citizen Movement. Our nation, including North Carolina, should continue to build our capabilities to address all terrorism threats, including domestic criminal ideological extremists. This strategy memorandum has analyzed the emerging threat of the Sovereign Citizen Movement, its criminal extremist ideology, and the potential of deadly encounters by local law enforcement officers in North Carolina. Now, by employing an "all-threats"²⁵ approach, this strategy provides recommendations to enhance and to strengthen information and intelligence sharing between

[24] Homeland Security, *Quadrennial Homeland Security Review: Bottom-Up Review Report*, July 2010, p.1

[25] Zuckerman, Jessica, Issue Brief, *foiled Anarchist Plot Shows Why All-Threats Approach is Needed*, No. 3587, May 1, 2012

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federal, state, local, and tribal law enforcement agencies. Also, this strategy recommends initiatives that can be taken to identify and to prevent the safety risks posed to local law enforcement officers during encounters with individuals of the Sovereign Citizen Movement.

The strategies I suggest to promote law enforcement officer safety during encounters with the Sovereign Citizen Movement focus on expanding the Field Liaison Officer Program (FLO) and implementing anti-terrorism training regionally across North Carolina (Refer to Appendix B: Strategic Goals, Objectives, and Tasks):

- **Goal#1** To provide a strategic framework that builds upon the national strategies and state strategies for state and local law enforcement to identify and address threats from encounters with the Sovereign Citizen Movement.
- **Task:** To establish a committee representing federal, state, local, and tribal law enforcement agencies across North Carolina.
- **Objective#1** To provide training to state, local, and tribal law enforcement officers to identify and prevent threats in their communities.
- **Task:** Awareness briefings for all law enforcement executives should be provided to ensure that they are adequately informed about these types of threats.
- **Task:** Law enforcement agencies should review officer safety procedures in light of the threats by criminal extremists that are unique to the jurisdiction.
- **Objective#2** To provide training to state, local, and tribal law enforcement officers to increase officer safety and to protect them from violent attacks by criminal ideological extremists.
- **Task:** To network with ISAAC, N.C. Justice Academy, N.C. Sheriff's Association, N.C. Police Chief's Association, State Bureau of Investigations, N.C. Department of Public Safety, and the N.C. Justice Academy, to network with the DPRC in each county to implement train-the-trainer programs following the example of Raleigh Police Department to ensure training of law enforcement officers throughout the state regions in partnership with N.C. Homeland Security Branch.
- **Goal#2** To support expanding the Field Liaison Officer Program, in partnership with the North Carolina Fusion Centers, to share tactical, operational, and strategic intelligence bridging the gap between local, state, and federal agencies.
- **Objective#1:** To establish at least one Field Liaison Officer (FLO) for each Domestic Preparedness Region (DPR) through partnerships between Sheriff's Offices and Municipal Police Departments.
- **Task:** To establish a working group to address this emerging threat.
- **Task:** To present this Strategic Memo to the working group, led by ISAAC, and to the North Carolina Sheriff's Association.
- **Objective#2** To provide computerized crime mapping allowing law enforcement agencies to plot crime data against a digitized map of a community, city, or region. Crime related data can then be compared and analyzed with other external data sources.

- **Task:** To gather information from law enforcement agencies across North Carolina experiencing criminal investigations with persons displaying the ideology of the Sovereign Citizen Movement.
- **Objective#3** To identify criminal extremists in law enforcement databases along with appropriate or unique indicator and criminal threat information known about individuals.
- **Task:** Training must be provided to officers, investigators, and analysts on the use of Suspicious Activity Reporting and information sharing with fusion centers as related to these extremists groups.

The Sovereign Citizen Movement is only a part of the picture of threats facing Homeland Security (federal, state, local, and tribal); however, it requires specialized, regional responses to ensure officer safety. I suggest that the success of implementing this strategy is dependent upon existing collaborations and partnerships within the Homeland Security community including:

- Information Sharing and Analysis Center (ISAAC)
- Charlotte Regional Information and Analysis Center (CCRIAC)
- Eastern Regional Information Center (ERIC) Information
- Federal Bureau of Investigations
- Joint Terrorism Task Force
- North Carolina State Bureau of Investigations
- North Carolina Department of Public Safety
- North Carolina Sheriff's Association
- North Carolina Association of Chiefs of Police
- North Carolina Emergency Management – Homeland Security Branch
- North Carolina Emergency Managers Association
- North Carolina Domestic Preparedness Committees
- North Carolina Justice Academy
- North Carolina Attorney General
- North Carolina Secretary of State

Also, the North Carolina Homeland Security Strategy includes developing an overarching state-wide preparedness and participation program. In 2007, North Carolina established nine Domestic Preparedness Regions (DPR's) reinforcing the national priority for regional collaboration and partnerships for preparedness (Refer to Appendix A: DPR Map of North Carolina). The Domestic Preparedness Regions Standard Operating Guidelines requires that the 100 North Carolina counties have a ten discipline-focused sub-committee [one representative per discipline] for each county.²⁶ Disciplines include Public Health, **Sheriff's Office**, Rescue,

[26] Domestic Preparedness Region Standard Operating Guidelines (SOG) May 1, 2009
<https://secure.nccrimecontrol.org/hsb/dprs/Pages/default.aspx>, Accessed August 29, 2012, p.3

Hospitals, Municipal Fire, **Municipal Police**, Public Works, Emergency Management, Emergency Medical Services, and Rural Fire.²⁷ A Domestic Preparedness Region is defined as designated geographical areas that invite preparedness activities including planning, training, and prevention.²⁸ The Domestic Preparedness Regions serve as a structure to build upon to implement the strategies of this memorandum. Each DPRC will be presented this strategic memo and an adopted resolution of endorsement by the North Carolina Sheriff's Association promoting officer safety within each DPR. These regions across North Carolina are a foundation of networking, collaboration, and communication to expand the FLO program and to implement train-the-trainer programs in each region set up through collaboration and partnerships with the DPRC's.

Fusion centers foment information sharing and collaboration as the two essential approaches to prevention.²⁹ First, fusion centers integrate various streams of information and intelligence from federal, state, local, and tribal governments, as well as, the private sector; thus, this integrative [fusion] process turns information and intelligence into actionable knowledge.³⁰ Second, fusion centers use a team approach to analysis working jointly with members from Joint Terrorism Task Forces, field intelligence groups, state police agencies, local law enforcement departments, fire departments, public health departments, and the National Guard.

The North Carolina Fusion Centers, including, the Information Sharing and Analysis Center (ISAAC), the Charlotte Regional Information and Analysis Center (CCRIAC), and the Eastern Regional Information Center (ERIC) support the implementation of risk-based information driven prevention strategies.³¹ ISAAC has taken the lead role by supporting this strategic planning process to address the emerging threat of the Sovereign Citizen Movement within North Carolina. The North Carolina Sheriff's Association also plays a critical role and will be asked to support the establishment of a state-wide committee including the partners mentioned earlier. ISAAC has formed a working group consisting of members from each fusion center and the Caswell County Sheriff's Office. The working group has held its first planning

[27] Ibid., p.3

[28] Ibid., p.2

[29] Naval Postgraduate School, *Advances in Interdisciplinary Studies of Work Teams*, Elsevier Series, *Building Collaborative Capacity: An Innovative Strategy for Homeland Security Preparedness*, forthcoming 2006, p.5

[30] Rollins, John, Specialist in Terrorism and International Crime, CRS Report for Congress, *Fusion Centers: Issues and Options for Congress*, Updated January 18, 2008

[31] <https://secure.nccrimecontrol.org/hsb/Pages/FusionCenters.aspx>, Accessed August 29, 2012

session. Promoting officer safety is the primary concern of the working group. The next task is to present this strategic memo to the Executive Committee of the North Carolina Sheriff's Association. Fusion Centers taking the lead will enable local law enforcement to harness information and intelligence to better identify, assess, and manage the emerging threat of the Sovereign Citizen Movement.

The North Carolina Sheriff's Offices are represented on each of the 100 county Domestic Preparedness Region Committees (DPRC). The North Carolina Sheriff's Association is a national leader in training.³¹ The North Carolina Sheriff's Association training committee, in partnership with the N.C. Justice Academy, will be asked to plan and to implement a train-the-trainer program within each DPRC enhancing the capabilities of law enforcement to recognize indicators of potential terrorists planning activities. Furthermore, this training for state, local, and tribal law enforcement officers increases officer safety and protects them from violent attacks by criminal ideological extremists.³² Lastly, providing this training to state, local, and tribal law enforcement officers increases the chance to identify and prevent threats in their communities.³³ I recommend that each DPRC, under a Mutual Agreement of Understanding (MOU), has a designee (analyst) from law enforcement agencies participate in the FLO program to focus on domestic terrorism prevention and sharing information and intelligence between departmental analysts. This approach fills the gap for actionable intelligence between federal, state, and local law enforcement. Including the training of local level law enforcement officers and connecting the locals with the fusion centers, the information will flow vertically and horizontally. Lastly, this strategy promotes officer safety throughout the state during encounters with Sovereign Citizen Movement.

Expanding the Field Liaison Officer Program, in partnership with the North Carolina Fusion Centers, enhances the sharing of tactical, operational, and strategic intelligence to fill the gaps regionally between federal, state, local, and tribal law enforcement agencies. For example, in preparation for this strategic memo, I worked with an analyst who gathered information from law enforcement agencies across North Carolina experiencing criminal investigations involving individuals who have displayed the ideology of the Sovereign Citizen Movement. Secondly, the encounters were illustrated via computerized crime mapping. A computerized crime map was developed to illustrate the number of criminal encounters with Sovereign Citizens state-wide (Refer to Appendix C: Crime Map of Encounters with Sovereign Citizens in North Carolina). Crime mapping allows law enforcement agencies to plot crime data against a digitized map of a community, city, or region. Crime related data can then be compared and analyzed with other

[32] http://www.ncsheriffs.org/about_us.htm, Accessed August 28, 2012

[33] U.S. Department of Justice, Bureau of Justice Assistance State and Local Anti-Terrorism Training Program (SLATT) SLATT.org Website <http://www.slatt.org/>

external data sources. Ultimately, the FLO program creates a network which is visible not only to agencies at the federal level, but as important if not more important visible to each of us working in our communities so we can leverage all information gathered across the country to help us carry out our very important objectives.³⁴

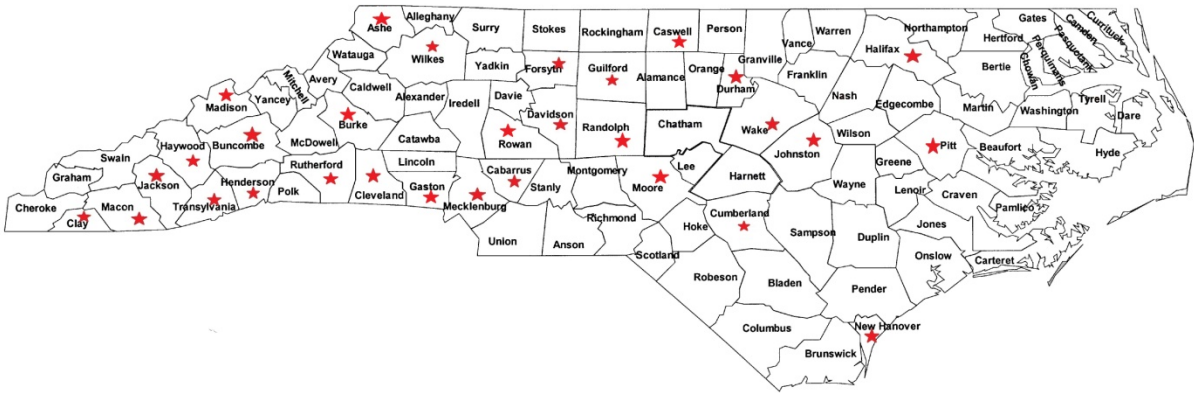
I have recognized some of the barriers and possible successes of this strategy:

- **Barrier:** Funding to implement the Field Liaison Officer program within each Domestic Preparedness Region.
- **Possible Success:** Training existing personnel is the problem and not the hiring of additional personnel. The costs associated with the training existing personnel are an allowable expense under Federal Asset Forfeiture. The analysts assigned to each DPR will bridge the gap in sharing information and intelligence.
- **Barrier:** Answering the question of “Why should the Sovereign Citizen Movement be the focus of concern?”
- **Possible Success:** Training the front line of law enforcement officers to identify the indicators of the ideology of the Sovereign Citizen Movement will protect them against violent encounters. This is a common theme for success in collaboration and communication. Furthermore, this is an incremental change toward an “All Threat” approach for the mission of Homeland Security. Lessons learned can be applied to other emerging threats.
- **Barrier:** Focusing only on law enforcement strategies as part of the mission of Homeland Security.
- **Possible Success:** Expanding the FLO program information sharing and training regionally throughout North Carolina builds upon the successes of the fusion center and the partnerships on all levels – federal, state, local and tribal. If the implementation of this strategic plan is successful, it presents a model for duplication across state lines addressing all forms of extremism, domestic and international, and expanding the FLO program among other disciplines of the DPRC’s.

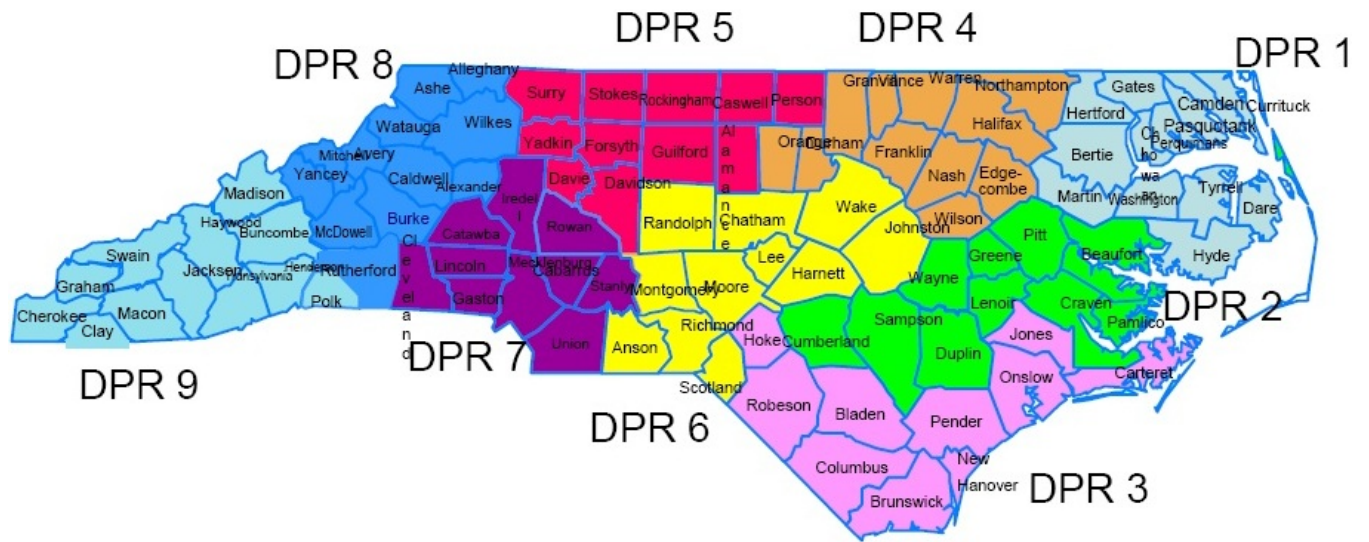
Conclusion

I have been very pleased by the professionalism and reception by the members of the working group led by ISAAC. Furthermore, the leadership of the North Carolina Sheriff’s Association recognizes the need to address the emerging threat of the Sovereign Citizen Movement. Expanding the Field Liaison Officer Program (FLO) and implementing anti-terrorism training regionally across North Carolina will strengthen our collaboration and communication between our partners – federal, state, local, and tribal. I will be presenting an overview of this strategy at my next in residence period at the Naval Post Graduate School. I look forward to presenting this strategy in person to the North Carolina Sheriff’s Association.

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Appendix C: Crime Map of Encounters with Sovereign Citizens in North Carolina (Source: N.C. ISAAC)



Appendix A: Domestic Preparedness Regions (DPR) Map of North Carolina

Appendix B: Goals, Objectives, and Tasks

N.C. Homeland Security Strategy 2009	Strategic Memo: Goals, Objectives, and Tasks	Tasks	Advantage/Disadvantage
<p><u>Goal # 4</u> Develop an overarching state-wide preparedness and participation program.</p>	<p><u>Goal#1</u> To provide a strategic framework that builds upon the national strategies and state strategies for state and local law enforcement to identify and address threats from the Sovereign Citizen Movement.</p>	<p><u>Task:</u> To establish a committee with representation from federal, state, local, and tribal law enforcement agencies.</p>	<p><u>Advantage:</u> DPRC’s provide the structure to implement the strategies. <u>Disadvantage:</u> Funding to implement these strategies statewide.</p>
<p><u>Objective #3</u> Enhance the capabilities of law enforcement to recognize indicators of potential terrorists planning attacks.</p>	<p><u>Objective#1</u> To provide training to state, local, and tribal law enforcement officers to identify and prevent threats in their communities.⁶</p> <p><u>Objective#2</u> To provide training to state, local, and tribal law enforcement officers to increase officer safety and to protect them from violent attacks by criminal ideological extremists.⁷</p>	<p><u>Task:</u> Awareness briefings for all law enforcement executives should be provided to ensure that they are adequately informed about these types of threats.</p> <p><u>Task:</u> To network with ISAAC, NC Justice Academy, NC Sheriff’s Association, NC Police Chief’s Association, State Bureau of Investigations, N.C. Department of Public Safety, and the N.C. Justice Academy, to network with the DPRC in each county to implement train-the – trainer programs, to follow the example of Raleigh Police Department to ensure training of law enforcement officers throughout the state regions in partnership with NC Homeland Security Branch.</p> <p><u>Task:</u> Law enforcement agencies</p>	<p><u>Advantages:</u> There is existing collaboration and partnerships between agencies. Criminal ideological extremism is a common threat, specifically the Sovereign Citizen Movement. Strengthening information and intelligence sharing is a common goal. Most importantly, promoting officer safety while encountering the Sovereign Citizen Movement is a common goal.</p> <p><u>Disadvantages:</u> Funding to implement a state-wide regional training initiative for local law enforcement officers.</p>

		should review officer safety procedures in light of the threats by criminal extremists that are unique to the jurisdiction.	
<u>Goal#9</u> Facilitate the sharing of timely, reliable, and pertinent homeland security intelligence and information across many jurisdictions and disciplines through the development of a secure information system.	<u>Goal#2</u> To support expanding the Field Liaison Officer Program, in partnership with the North Carolina Fusion Centers, to share tactical, operational, and strategic intelligence to bridge the gap between local, state, and federal agencies.		<u>Advantages:</u> DPRC's provide the structure to implement the strategies. Information and intelligence can be shared regionally and across state lines, as well as, local to national. Provides a model for other disciplines to follow to strengthen information sharing and collaboration. <u>Disadvantage:</u> Funding to implement these strategies statewide.
<u>Objective#1</u> Enhance the Information Sharing and Analysis Center (ISAAC)	<u>Objective#1:</u> To establish one FLO to each DPR through a MOU between Sheriff's Offices and Municipal Police Departments.	<u>Task:</u> To establish a working group to address this emerging threat. <u>Task:</u> To present this Strategic Memo to the working group, led by ISAAC and the North Carolina Sheriff's Association.	<u>Advantages:</u> There is existing collaboration and partnerships between agencies. Criminal ideological extremism is a common threat, specifically the Sovereign Citizen Movement. Strengthening information and intelligence sharing is a common goal. Most importantly, promoting officer safety while encountering the Sovereign Citizen Movement is a common goal. <u>Disadvantages:</u> Funding to implement a state-wide regional training initiative for local law enforcement officers.
	<u>Objective#2</u> To provide computerized crime	<u>Task:</u> To gather information from law	

	mapping that allows law enforcement agencies to plot crime data against a digitized map of a community, city, or region. Crime related data can then be compared and analyzed with other external data sources.	enforcement agencies across North Carolina experiencing criminal investigations with persons displaying the ideology of the Sovereign Citizen Movement.	
	<u>Objective#3</u> To identify criminal extremists in law enforcement databases along with appropriate or unique indicator and criminal threat information known about individuals.	<u>Task:</u> Training must be provided to officers, investigators, and analysts on the use of Suspicious Activity Reporting and information sharing with fusion centers as related to these extremists groups.	