



United States
Department of Justice



DHS/DOJ

Fusion Process



Technical
Assistance
Program
and Services



6th Edition
Revised October 2011

Highlight

Agency Partnerships Overview

The DHS/DOJ Fusion Process Program has partnered with several agencies and organizations in order to provide additional training and technical assistance services to fusion centers. Partners include:

- ◆ **Federal Law Enforcement Training Center (FLETC)**
- ◆ **Office of the Director of National Intelligence (ODNI)**
- ◆ **Federal Emergency Management Agency (FEMA) National Preparedness Directorate (NPD), National Training and Education**
- ◆ **Naval Postgraduate School**

For more information on the training and technical assistance opportunities available, please visit:

www.ncirc.gov

This project was supported by Grant No. 2010-MU-BX-K019 awarded by the Bureau of Justice Assistance, Office of Justice Programs, in collaboration with the U.S. Department of Justice's Global Justice Information Sharing Initiative and the U.S. Department of Homeland Security. The opinions, findings, and conclusions or recommendations expressed in this publication are those of the author(s) and do not necessarily reflect the views of the U.S. Department of Justice or the U.S. Department of Homeland Security.

DHS/DOJ

Fusion Process



**Technical
Assistance
Program and
Services**





Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)

For Your Information

The Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI) is a collaborative effort among local, state, tribal, and federal agencies and organizations with counterterrorism responsibilities. The main goal of the NSI is to assist participating agencies in adopting compatible processes, policies, and standards that foster broader sharing of SARs, while ensuring that privacy and civil liberties are protected in accordance with local, state, and federal laws and regulations.

Many fusion centers across the country are currently connected to or in the process of being connected to the NSI. These fusion centers have received the NSI SAR Line Officer Training CD along with supporting training materials. Since fusion centers are the point of contact, they should be prepared for local agencies to reach out to them regarding the NSI SAR Line Officer Training CD along with supporting training materials. As a reminder, line officer training information can be obtained from the following sources:

- ◆ The Nationwide SAR Initiative Web site at <http://nsi.ncirc.gov/sarlot>.
- ◆ LEAPS.TV at http://www.leaps.tv/programdetail.php?program_code=201008031500. LEAPS.TV is the Law Enforcement And Public Safety channel for law enforcement and public safety officers, serving police, sheriffs, constables, fire/rescue, emergency medical services, emergency management, homeland and border security, corrections, and related areas.
- ◆ The Memorial Institute for the Prevention of Terrorism (MIPT) at <http://www.mipt.org/SARTraining.aspx>. MIPT is a U.S. Department of Homeland Security training partner serving the nation's uniformed officers and law enforcement leadership to enhance public safety through training, professional development, and education.

The NSI Program Management Office (PMO) is required to track the number of officers nationwide who receive the SAR Line Officer Training. Agencies that show the CD, as opposed to viewing it from LEAPS.TV or MIPT, are required to provide follow-up information via a form on the NSI Web site: <http://nsi.ncirc.gov/sartraining>. SAR Line Officer Training metrics should be submitted once a month, but the names of the officers are not needed. Technical assistance with this reporting form may be obtained by sending an e-mail to nsiinformation@ncirc.gov.

Each fusion center should coordinate training efforts with agencies within the jurisdiction that the center services to ensure a streamlined process both for receiving suspicious activity reports from agencies and moving them to federal entities and for reporting on officers who receive SAR training.

<http://nsi.ncirc.gov>

DHS/DOJ Fusion Process Technical Assistance Program and Services



Effective prevention efforts depend on the ability of all levels and sectors of government, as well as private industry, to collect, analyze, disseminate, and use homeland security- and crime-related information and intelligence. Accordingly, the establishment of a network of fusion centers to facilitate effective nationwide information sharing is a top priority.

To assist in the development of this capability, the U.S. Department of Homeland Security (DHS) and the U.S. Department of Justice (DOJ) partnered in 2007 to offer a series of fusion center technical assistance services. These services have been developed based on the input and guidance from the DHS Office of Intelligence and Analysis (I&A); the Office of the Director of National Intelligence (ODNI); the Office of the Program Manager, Information Sharing Environment (PM-ISE); the Federal Bureau of Investigation (FBI); and experts from the state and local community—including the Global Justice Information Sharing Initiative (Global), the Criminal Intelligence Coordinating Council (CICC), and the Global Intelligence Working Group (GIWG)—and will be delivered by subject-matter experts with experience in the development and operation of fusion centers. The following services support the implementation of the *Fusion Center Guidelines*, the *Information Sharing Environment (ISE) Implementation Plan*, and the *Baseline Capabilities for State and Major Urban Area Fusion Centers* to facilitate the nationwide development and/or enhancement of the fusion process.

Fusion Center Services

- ◆ **Fusion Process Orientation and Development Services:** Provides assistance to states and urban areas in the early stages of fusion center development, as well as to more mature centers seeking to review, refine, and enhance their operations. A series of three services are offered, focusing on Orientation, Concept of Operations development, and/or Governance Structure and Authority. Each delivery is tailored to the requesting center's needs.
- ◆ **Fusion Center Technology Technical Assistance:** Provides nationwide technology assistance to support effective fusion center implementation, including knowledge and advice pertaining to available technology, best practices, and general support for the implementation of cutting-edge technologies to enable fusion center operations.
- ◆ **Fusion Center Security:** Facilitates support to effectively achieve and implement security-related baseline capabilities, ensuring that security plans and policies are coordinated with privacy policies and that fusion center personnel are aware of and trained on the security plans and policies.
- ◆ **Fusion Liaison Officer (FLO) Program:** Supports the development and institutionalization of multidisciplinary fusion center participation via the replication of the Fusion Liaison Officer Program. Advanced support institutionalizes the foundational plans and policies developed during the FLO Program Development technical assistance service.
- ◆ **Fusion Center and Fire Service Information Sharing and Coordination:** Provides support for jurisdictions as they consider coordination with and/or integration of the fire service into existing information sharing initiatives and assists fire service personnel to engage in existing fusion center information sharing processes.
- ◆ **Fusion Center and Emergency Operations Center (EOC) Information Sharing and Coordination:** Provides support for jurisdictions as they consider coordination with and/or integration of EOC functions into existing information sharing initiatives and assists emergency management personnel with existing fusion center information sharing processes.
- ◆ **Fusion Center Communications and Outreach:** Provides support for fusion centers to communicate effectively with a unified voice, build advocates at all levels of government, and inform internal and external stakeholders of their mission, vision, and value and assists fusion centers with designing, developing, and implementing a Communications Plan.

- ◆ **Fusion Center and Health Security Information Sharing and Coordination:** Provides support for jurisdictions as they consider coordination with and/or integration of public health and health care partners into existing information sharing initiatives and assists public health and health care partner personnel with existing fusion center information sharing processes.
- ◆ **Fusion Center and Critical Infrastructure and Key Resources (CIKR) Protection Information Sharing and Coordination:** Provides support to a fusion center as it considers coordination with and/or integration of CIKR protection and information sharing efforts. Current state and local CIKR protection efforts will be assisted with identifying how to engage in existing fusion center information sharing processes.
- ◆ **Fusion Center Exchange:** Provides subject-matter expertise in facilitating the exchange of best practices and lessons learned between fusion centers across the country and assists in the development of a national network of fusion centers.

Information Sharing and Intelligence Services

- ◆ **Privacy Training and Technical Assistance:** Provides an overview to law enforcement agencies on enhancing information sharing by examining the federal guideline (28 CFR Part 23) governing the operation of federally funded criminal intelligence systems, presenting effective information sharing tools, and addressing the importance of privacy and civil liberties within these areas.
- ◆ **State and Local Anti-Terrorism Training (SLATT®):** Provides specialized awareness orientation regarding terrorism interdiction, investigation, and prevention for law enforcement executives, command personnel, intelligence officers, investigators, analytical personnel, training directors, and prosecutors.
- ◆ **National Information Exchange Model (NIEM) Training:** Provides information regarding the development and implementation of NIEM.

Fusion Process Orientation and Development Services



The Fusion Process Orientation and Development Services consist of a comprehensive, on-site strategic planning session that provides jurisdictions with an overview of the fusion process and facilitates the development of a fusion process/center implementation plan. The technical assistance service module is designed to be tailored to deliver any or all of the following specific services, which include:

- ◆ Fusion Process Orientation
- ◆ Fusion Center Governance Structure and Authority
- ◆ Fusion Center Concept of Operations (CONOPS) Development

Technical Assistance Service Module

This technical assistance service module is designed to provide flexible assistance. Based on the services detailed below, each delivery is tailored for the individual needs of the requesting jurisdiction:

- ◆ An orientation program for fusion center leaders and operational agencies that explains the mission of fusion centers or facilitates the development of a strategic plan to enhance existing fusion centers.
- ◆ Facilitates the strategic planning for and development of a comprehensive fusion center governance structure, including legal foundation (statutory authority, executive order, charter/bylaws, and formal partnership agreements) and executive steering committee or subcommittee structure and authorities.
- ◆ Facilitates the development of a viable, strategic CONOPS or tailoring as necessary to target the development and/or review of specific portions of

an existing CONOPS by providing subject-matter expertise, templates, and samples to assist in the drafting process.

Target Audience

This service is designed to assist states and urban areas in the early stages of fusion center development, as well as more mature centers seeking to review, refine, and enhance their operations.

Associated Fusion Center Guidelines

1. Adhere to the tenets contained in the *National Criminal Intelligence Sharing Plan* (NCISP) and other sector-specific information sharing plans, and perform all steps of the intelligence and fusion processes.
2. Develop and embrace a mission statement, and identify goals for the fusion center.
3. Create a representative governance structure that includes law enforcement, public safety, and the private sector.
4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety, and the private sector.
5. Utilize Memorandums of Understanding (MOUs), Non-Disclosure Agreements (NDAs), or other types of agency agreements, as appropriate.
9. Ensure the appropriate security measures are in place for the facility, data, and personnel.
10. Integrate technology, systems, and people.
11. Achieve a diversified representation of personnel based on the needs and functions of the center.
12. Ensure personnel are properly trained.
13. Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.
15. Develop, publish, and adhere to a policies and procedures manual.
16. Define expectations, measure performance, and determine effectiveness.
17. Establish and maintain the center based on funding availability and sustainability.

Associated Baseline Capabilities

- I.A. Planning and Requirements Development
- II.A. Management/Governance

Fusion Center Technology Technical Assistance



The Fusion Center Technology Technical Assistance assists agencies technologically to support fusion center implementation. The program equips appropriate fusion center staff with knowledge of cutting-edge technologies and provides advice on available technology, best practices for utilizing that technology, and general support of center operations.

Technical Assistance Service Module

This technical assistance service module is designed to provide short-term, on-site working sessions with follow-up telephone conferences and Webinars, as needed. It also includes presentations at fusion center conferences and related meetings. Requesting fusion centers can expect to receive the following from this service:

- ◆ Understanding of the current technology landscape and identification of specific solutions to identified requirements.
- ◆ Technical architecture, particularly in establishing connectivity to other fusion centers and local agencies.
- ◆ Implementation of national standards to facilitate the secure processing of information, protection of privacy, and advanced user management solutions, such as federated identity and privilege management.
- ◆ Requirements definition for commercial software and technology in support of fusion center operations.
- ◆ Data conversion and integration approaches.
- ◆ Resolution of technical issues specific to individual fusion center problems.

Target Audience

This service is designed to assist state and Urban Areas Security Initiative (UASI) fusion center directors, analysts, and technology managers.

Associated Fusion Center Guidelines

6. Leverage the databases, systems, and networks available via participating entities to maximize information sharing.
7. Create an environment in which participants seamlessly communicate by leveraging existing systems and those currently under development, and allow for future connectivity to other local, state, tribal, and federal systems.
9. Ensure the appropriate security measures are in place for the facility, data, and personnel.
10. Integrate technology, systems, and people.

Associated Baseline Capability

- II.E. Information Technology/Communications Infrastructure, Systems, Equipment, Facility, and Physical Infrastructure

Fusion Center Security



The Fusion Center Security technical assistance is designed to facilitate fusion center efforts to develop and implement appropriate security measures, policies, and procedures associated with the center's facility, including administrative, physical, information, systems, and personnel security. The service is also designed to support the fusion center's ability to collect, store, and share classified, controlled unclassified, and unclassified information to address homeland security and criminal investigations, while ensuring that all security plans and policies are coordinated with all privacy policies.

Technical Assistance Service Module

This service facilitates the interaction between fusion centers and appropriate federal (i.e., DHS or FBI) or peer subject-matter experts on a variety of security-related issues, based upon and tailored to unique issues, concerns, or areas of responsibility. Potential topics that can be addressed include, but are not limited to:

- ◆ Administrative Security
- ◆ Personnel Security
- ◆ Physical Security
- ◆ Security Education, Training, and Awareness
- ◆ Counterintelligence and Operations Security (OPSEC)
- ◆ Security Compliance Review Programs and Assessments

- ◆ Information Designations and Protections
 - Controlled Unclassified Information (CUI)
 - Chemical-terrorism Vulnerability Information (CVI)
 - Protected Critical Infrastructure Information (PCII)
 - Safeguards Information (SGI)
 - Sensitive Security Information (SSI)
- ◆ Classified and Unclassified Information Systems and Associated Requirements
- ◆ Communications Security (COMSEC)
- ◆ Cyber Security
- ◆ State and Local Classified Contracting

Target Audience

This service is designed to assist states and urban areas in the early stages of fusion center development, as well as more mature centers seeking to refine their policies and procedures.

Associated Fusion Center Guidelines

5. Utilize Memorandums of Understanding (MOUs), Non-Disclosure Agreements (NDAs), or other types of agency agreements, as appropriate.
9. Ensure the appropriate security measures are in place for the facility, data, and personnel.

Associated Baseline Capability

II.C. Security

Fusion Liaison Officer (FLO) Program



The Fusion Liaison Officer (FLO) Program technical assistance service facilitates the coordination of a network of FLOs. FLO Programs provide a scalable way for fusion centers to engage with law enforcement, fire services, public health, emergency management, corrections, other public agencies, and private entities. FLOs become the liaisons between their agency and the fusion center to facilitate regional information exchange.

The network of FLOs ensures that vital disciplines participate in the fusion process and serve as the conduit through which homeland security- and crime-related information flows to the fusion center for assessment and analysis. The network also serves as the vehicle to carry actionable intelligence from the national level and the fusion center to field personnel.

Workshop Structure

Fusion centers can receive **tailored support multiple times** throughout their development. Workshops are designed to be scalable, based on the needs of the specific fusion center.

This technical assistance service offering is designed to bring together management and subject-matter experts from centers for a **one- to two-day** working session. A series of briefings and related exercises will be used to help address the needs of the fusion center's FLO planning group. The focus of all workshops will be on providing a venue to discuss issues and foster decision making. The program is designed to provide modular support from program inception through advanced service development.

The *Establishing a Fusion Liaison Officer Program: A Guidebook and Workbook of Planning and Development Considerations* (Guidebook) serves as background material for workshops and should be reviewed prior to any workshop. The topic

areas covered in the Guidebook provide a solid foundation for program development and additional considerations for more mature program development. Subject-matter experts are an integral part of the workshop to provide lessons learned and professional anecdotes to help inform the discussion and decision-making process.

Basic Development Programmatic Support

- ◆ Executives Interested in FLO Program Capabilities
- ◆ Beginning to Develop a FLO Program
- ◆ About to Implement a FLO Program
- ◆ Existing Operational Program

Intermediate and Advanced Follow-On Programmatic Support

- ◆ Program Overview, Benefits, and Development
- ◆ FLO Concept of Operations and Process Development
- ◆ Operational Planning
- ◆ Refining and Expanding Capabilities

Target Audience

This service is designed to assist state and urban area fusion centers at any stage of developing, implementing, or operating a FLO Program. Attendees should be empowered and equipped to discuss and decide program elements:

- ◆ Fusion Center Commanders and Supervisors
- ◆ Proposed FLO Coordinator
- ◆ Executives From Participating Agencies
- ◆ FLO Steering Committee Members
- ◆ Fusion Center Executive Management Board Members

Associated Fusion Center Guidelines

4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety, and the private sector.
11. Achieve a diversified representation of personnel based on the needs and functions of the center.

Associated Baseline Capabilities

- I.A. Planning and Requirements Development
- I.B. Information Gathering/Collection and Recognition of Indicators and Warnings
- I.C. Processing and Collation of Information
- II.A. Management/Governance
- II.D. Personnel and Training

Fusion Center and Fire Service Information Sharing and Coordination



The Fusion Center and Fire Service Information Sharing and Coordination workshop is an introductory service designed to facilitate discussion between fire service personnel and their respective fusion center. The objective of this workshop is to provide support for jurisdictions as they consider coordination with and/or integration of the fire service into existing fusion center information sharing initiatives. The workshop also assists executive-level fire service personnel in learning how to engage in existing fusion center information sharing processes. It is built on the foundation that the fire services are an integral component in the nation's effort to prevent, protect against, and respond to incidents. Integrating the fire services into the

fusion center information sharing processes provides the following key benefits:

- ◆ Fire services observe information in the course of their daily duties that can increase situational awareness and support prevention, protection, and response activities.
- ◆ All-threat and all-hazard operational information shared with fire services can help prevent incidents, enhance force protection, improve consequence management, and safeguard the nation's citizens.
- ◆ Command officers have more complete, easily accessible, and timely information to improve routine and crisis decision making.

Service Module

With the intention of maximizing understanding of the information sharing processes, the workshop is structured to provide an overview of applicable information sharing doctrine and potential partnership opportunities between the fire services and fusion centers. This service offers executive fire service officers and the fusion center leadership an opportunity to enhance fire departments' and fusion centers' operational information sharing abilities. Ultimately, the Fusion Center and

Fire Service Information Sharing and Coordination workshop will strengthen the fire service mission of protecting life, safety, and property. The workshop includes the following components:

- ◆ Introduction to national doctrine that guides information sharing processes, with consideration given to privacy issues and protecting citizens' civil rights and civil liberties.
- ◆ Overview of intelligence processes, as well as information sharing activities related to daily operations of the fire service.
- ◆ Discussion of partnership opportunities available to all fire departments and fusion centers and the resources gained by networking with each other.
- ◆ Discussion of information sharing and reporting activities, with attention paid to legal authorities and privacy policies that govern fire service activities.
- ◆ Overview of current fusion center activities within the jurisdiction, presented by the host fusion center.
- ◆ Facilitated discussion of respective roles in receiving and transmitting critical operational information and next steps to appropriately coordinate and/or integrate information sharing activities, based upon local needs.
- ◆ Examples of other fusion center success stories and how the fire service has a direct impact on the collection of suspicious activity reports.
- ◆ Subject-matter experts delivering the workshop and facilitating discussion who are well versed in fusion center needs and the role of the fire service.

Additional follow-up consultation can be provided to the jurisdiction as needed.

Target Audience

This workshop is designed to assist state and regional fusion centers that are considering integration and/or coordination with multidisciplinary partners, such as the fire service, into their information sharing activities.

Associated Fusion Center Guidelines

4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety, and the private sector.
11. Achieve a diversified representation of personnel based on the needs and functions of the center.

Associated Baseline Capabilities

- I.A. Planning and Requirements Development
- I.B. Information Gathering/Collection and Recognition of Indicators and Warnings
- II.A. Management/Governance

Fusion Center and Emergency Operations Center (EOC) Information Sharing and Coordination



The Fusion Center and Emergency Operations Center Information Sharing and Coordination workshop is designed to facilitate discussion between state and/or local Emergency Operations Centers (EOCs) and their respective fusion center. The objective of this workshop is to provide support for jurisdictions as they consider coordination with and/or integration of emergency management functions into existing information sharing initiatives. The workshop also assists

emergency management and EOC personnel in learning how to engage in existing fusion center information sharing processes.

The workshop builds upon the concepts outlined in *Comprehensive Preparedness Guide (CPG) 502: Considerations for Fusion Center and Emergency Operations Center Coordination*, which provides state and major urban area fusion center and EOC officials with guidance for coordination between fusion centers and EOCs. Both CPG 502 and the workshop are built on the foundation that a fusion center is a valuable asset to support an EOC prior to, during, or after an incident and that all-threat and all-hazard information shared with the EOC can help mitigate incidents and enhance response and recovery efforts. Ultimately, establishing a two-way communication node within information sharing processes ensures that all appropriate information is in the hands of the responders who need it.

Service Module

Maximizing the understanding of the information sharing processes, the workshop is structured to provide an overview of applicable information sharing doctrine and potential partnership opportunities between a fusion center and an EOC. This will assist members of a fusion center in becoming familiar with the roles, duties, capabilities, and functions of management, analysts, and planners within an EOC and under the Incident Command Structure. This service also assists members of an EOC in becoming familiar with the mission, scope, and capabilities of the fusion center as well as the available intelligence products and services. Ultimately, the

workshop will facilitate an understanding of how fusion centers can share situational awareness and/or operational information to support the EOC prior to, during, or after an incident. The workshop includes facilitated discussion of the following topics:

- ◆ Overview of the fusion process, related national doctrine that guides information sharing processes, and CPG-502.
- ◆ Overview of the fusion center's role and current fusion center activities within the jurisdiction, presented by the host fusion center.
- ◆ Overview of the EOC's role and current EOC activities within the jurisdiction.
- ◆ Best-practice examples from fusion centers and EOCs with existing, defined relationships.
- ◆ Facilitated discussion of respective roles in receiving and transmitting critical operational information and next steps to appropriately coordinate and/or integrate information sharing activities, based upon local needs, including, but not limited to:
 - Discussion of partnership opportunities available to EOCs and the resources gained by networking with fusion centers.
 - Exchange, coordination, colocation, or cross-training of personnel.
 - Available resources, such as geographic information system (GIS) capabilities, critical infrastructure and key resources (CIKR) databases, information technology systems/tools, unclassified and classified systems, and other communication tools.
 - Memorandums of Understanding (MOUs) and Standard Operating Procedures (SOPs) formalizing relationships and defining the roles and responsibilities prior to, during, and after an incident.

Additional follow-up consultation can be provided to the jurisdiction as needed.

Target Audience

This service is designed to assist state and major urban area fusion centers that are considering integration and/or coordination with multidisciplinary partners, such as emergency management, into their information sharing activities.

Associated Fusion Center Guidelines

4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety, and the private sector.
11. Achieve a diversified representation of personnel based on the needs and functions of the center.

Associated Baseline Capabilities

- I.A. Planning and Requirements Development
- II.A. Management/Governance

Fusion Center Communications and Outreach



The Fusion Center Communications and Outreach technical assistance service supports fusion centers to communicate effectively with a unified voice, build advocates at all levels of government, and inform internal and external stakeholders of their mission, vision, and value. This workshop builds upon the concepts outlined in the *Communications and Outreach Guidebook: Considerations for State and Major Urban Area Fusion Centers*.

Successful communications and outreach activities enable fusion centers to engage law enforcement as well as multidisciplinary partners—fire service, public health, emergency management, and the private sector—in fusion center activities. By establishing and enhancing these collaborative relationships, a fusion center can expand its customer base and enhance information flow with these partners.

This service module supports the following objectives:

- ◆ Educate oversight and advisory bodies.
- ◆ Communicate a long-term vision.
- ◆ Build a broader customer base.
- ◆ Enhance public perception.
- ◆ Sustain long-term support and funding.
- ◆ Support the development and maturation of the national network of fusion centers.

Service Module

The workshop is intended to assist a fusion center with designing, developing, and implementing a Communications Plan. Ultimately, building a Communications Plan enables fusion centers to create a long-term approach for enhancing their relationships with customers, partners, and the public, thereby enhancing fusion center capabilities and strengthening relationships with key customers.

The workshop will assist with:

- ◆ Identification of key outreach and communications objectives for the fusion center.
- ◆ Development of a fusion center-specific approach to communications.
- ◆ Identification of internal and external audiences.
- ◆ Development of fusion center communications materials.
- ◆ Recommendations for tailored communications and outreach.

Target Audience

This service is designed to assist fusion center executives and public information personnel.

Associated Fusion Center Guidelines

3. Create a representative governance structure that includes law enforcement, public safety, and the private sector.
4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety, and the private sector.
8. Develop, publish, and adhere to a privacy and civil liberties policy.
11. Achieve a diversified representation of personnel based on the needs and functions of the center.
13. Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.
16. Define expectations, measure performance, and determine effectiveness.
17. Establish and maintain the center based on funding availability and sustainability.

Associated Baseline Capabilities

- I.A. Planning and Requirements Development
- II.B. Information Privacy Protections

Fusion Center and Health Security Information Sharing and Coordination



The Fusion Center and Health Security Information Sharing and Coordination workshop is an introductory service designed to help fusion centers and public health agencies and departments understand the advantages of a mutually beneficial relationship to prevent terrorism, protect critical infrastructure and key resources, mitigate crime, and address all-hazard incidents. The workshop builds upon the

concepts outlined in the *Integrating Health Security Capabilities Into Fusion Centers: Planning & Development Consideration Guidebook*.

Fusion centers stand to gain a great deal by partnering with public health/health care (PH/HC) communities, which are critical to homeland security and national preparedness. It is vital to the protection of the nation that information about systems that protect health, animal, food, agricultural, and environmental health be shared. PH/HC agencies also benefit from partnership and exchange of information with fusion centers that assist with the identification of trends on the international, national, state, regional, and local levels.

Service Module

The Fusion Center and Health Security Information Sharing and Coordination workshop is designed to help fusion centers and public health agencies:

- ◆ Gain a basic understanding of PH/HC programs, capabilities, and resources important to a fusion center.
- ◆ Examine the mutually beneficial relationship between fusion centers and PH/HC agencies to prevent terrorism, protect critical infrastructure and key resources, mitigate crime, and address all-hazard incidents.

- ◆ Support the integration of health security protection efforts and relationships with associated partners and stakeholders.
- ◆ Identify how fusion centers can incorporate health security components throughout the fusion process.

Additional follow-up consultation can be provided to the jurisdiction as needed.

Target Audience

This workshop is designed to assist fusion centers considering integration and/or coordination with multidisciplinary partners, such as public health/health care, into their information sharing activities.

Associated Fusion Center Guidelines

3. Create a representative governance structure that includes law enforcement, public safety, and the private sector.
4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety, and the private sector.
11. Achieve a diversified representation of personnel based on the needs and functions of the center.

Associated Baseline Capabilities

- I.A. Planning and Requirements Development
- II.A. Management/Governance

Fusion Center and Critical Infrastructure and Key Resources (CIKR) Protection Information Sharing and Coordination



The Fusion Center and Critical Infrastructure and Key Resources (CIKR) Protection Information Sharing and Coordination workshop is designed to provide support to a fusion center as it considers coordination with and/or integration of CIKR protection and information sharing efforts. The workshop builds upon the concepts outlined in the *Integrating Critical Infrastructure and Key Resources Protection Capabilities Into Fusion*

Centers: Development and Implementation Considerations Guidebook.

The workshop assists current state and local CIKR protection efforts with identifying how to engage in existing fusion center information sharing processes. Collaboration between the fusion center and state and local CIKR protection efforts can ultimately result in an increased understanding of a jurisdiction's risk and how to best mitigate that risk.

Service Module

While many jurisdictions have established CIKR protection capabilities, a fusion center may be well suited to manage such an effort or can complement those existing efforts in a way that avoids duplication of effort. The workshop helps to define the intended scope of the fusion center's role in CIKR protection activities and to implement a strategic plan through:

- ◆ Identification of existing and new CIKR partners/critical infrastructure protection (CIP) efforts and available capabilities.
- ◆ Integration of CIKR capabilities into the fusion center's policies and operations.

- ◆ Discussion of mutually beneficial relationships with CIKR partners while ensuring that the appropriate privacy protections and civil rights and civil liberties safeguards are in place.
- ◆ Assessment of the needs and requirements of the fusion center and CIKR partners.
- ◆ Identification of resources to assist the fusion center's CIKR protection role, such as informing the implementation of protective measures.

Additional follow-up consultation can be provided to the jurisdiction as needed.

Target Audience

The workshop is designed to assist state and major urban area fusion centers considering integration and/or coordination with state and local CIKR protection efforts.

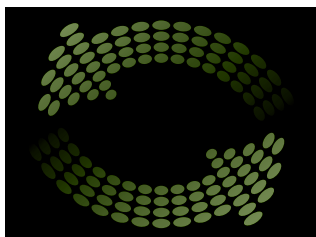
Associated Fusion Center Guidelines

3. Create a representative governance structure that includes law enforcement, public safety, and the private sector.
4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety, and the private sector.
18. Develop and implement a communications plan among fusion center personnel; all law enforcement, public safety, and private sector agencies and entities involved; and the general public.

Associated Baseline Capabilities

- I.A. Planning and Requirements Development
- II.A. Management/Governance

Fusion Center Exchange Program



Fusion centers face new and changing requirements as they mature. Recognizing that the best assistance comes from within the fusion center community, the Fusion Center Exchange Program facilitates the exchanges of operational best practices and lessons learned between fusion center personnel—including analysts, managers, and directors—in an effort to strengthen the national network of fusion centers.

Technical Assistance Service Module

The Fusion Center Exchange Program facilitates the exchange of fusion center personnel at state and major urban area fusion centers. Visiting personnel work with the host center on a variety of issues, such as but not limited to the following:

- ◆ Exploring common operational or analytical issues, such as assessing threats to critical infrastructure and key resources (CIKR), exploring border or maritime issues, or integrating non-law enforcement partners.
- ◆ Developing a joint intelligence product focused on a regional issue or threat.
- ◆ Using the *Privacy, Civil Rights, and Civil Liberties Compliance Verification for the Intelligence Enterprise* resource.
- ◆ Exploring fusion center organization or management structures.
- ◆ Developing regional connectivity between fusion centers.

Exchanges also have the ability to connect fusion centers in need of operational support with subject-matter experts (SMEs) from experienced fusion centers to help address specific operational topics in a workshop setting. These exchanges are tailored to meet the needs of the requesting center. Examples of operationally focused exchanges include:

- ◆ **Support for special events:** Identifying ways to support local, regional, and national events.
- ◆ **Integration of CIKR protection programs:** Providing examples of how fusion centers can develop and integrate mutually supportive CIKR protection and information sharing efforts (in coordination with the DHS Office of Infrastructure Protection).
- ◆ **Multidisciplinary participation:** Developing collaborative relationships with multidisciplinary partners, such as fire, public health, emergency management, and corrections.
- ◆ **Fusion Liaison Officer Program management:** Implementing program management and operational components to strengthen fusion center liaison efforts or stakeholder engagement/outreach.
- ◆ **Management strategies:** Implementing an all-crimes approach or assisting with the development of an analyst training strategy.

Target Audience and Application Process

All state and major urban area fusion centers are eligible to participate in the Fusion Center Exchange Program. Exchanges can be tailored to meet new and emerging issues based on applicant requests. In each case, the joint DHS/DOJ Fusion Process Technical Assistance Program will assist in identifying experts in the field and providing on-site assistance. Fusion centers requesting a Fusion Center Exchange must complete the Technical Assistance Request Form and answer the additional questions for Fusion Center Exchanges on page 38.

Associated Fusion Center Guidelines

1. Adhere to the tenets contained in the *National Criminal Intelligence Sharing Plan* (NCISP) and other sector-specific information sharing plans, and perform all steps of the intelligence and fusion processes.
4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety, and the private sector.
10. Integrate technology, systems, and people.
13. Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.

Associated Baseline Capabilities

- I. Fusion Center Capability Areas: Fusion Process Capabilities
- II. Fusion Center Capability Areas: Management and Administrative Capabilities

Privacy Training and Technical Assistance

The importance of information sharing among the nation's law enforcement agencies has come to the forefront, particularly regarding criminal intelligence. As a result, the significance of privacy, civil rights, and civil liberties has become more evident. The requirements of 28 CFR Part 23, which is the guideline for the operation of federally funded multijurisdictional criminal intelligence systems, play an important role in privacy and information sharing as well.



- ◆ The **28 CFR Part 23 online training** is an introductory-level course on the regulation's core principles, which offer an understanding of privacy and civil liberties concerns related to criminal intelligence information collection and sharing.



- ◆ The **Criminal Intelligence Sharing: Protecting Privacy, Civil Rights, and Civil Liberties (Privacy 101)** training presents various information sharing tools and trends, examines the principles of 28 CFR Part 23, and addresses the importance of privacy and civil liberties in the framework of information collection and sharing.



- ◆ **Privacy Policy Technical Assistance** provides guidance and support as fusion centers review and revise their privacy policies to ensure that each policy continues to be deemed "at least as comprehensive" as the ISE Privacy Guidelines.



- ◆ **Reviews and audits** support the *Privacy, Civil Rights, and Civil Liberties Compliance Verification for the Intelligence Enterprise* resource.

Technical Assistance Service Module

This service is designed to provide flexible support using several formats:

- ◆ On-site review of the criminal intelligence system.
- ◆ Review of related operating policies and procedures.
- ◆ Recommendations or suggestions for system modifications based on comprehensive review.
- ◆ Delivery of specialized problem resolution.

Target Audience

This service is designed to help support fusion centers in meeting the privacy and civil rights/civil liberties protection requirements of the Homeland Security Grant Program (HSGP). The joint DHS/DOJ Fusion Process Technical Assistance Program will assist in identifying experts in the field and providing on-site assistance as needed.

Associated Fusion Center Guidelines

5. Utilize Memorandums of Understanding (MOUs), Non-Disclosure Agreements (NDAs), or other types of agency agreements, as appropriate.
8. Develop, publish, and adhere to a privacy and civil liberties policy.
9. Ensure appropriate security measures are in place for the facility, data, and personnel.

Associated Baseline Capabilities

- I.B. Information Gathering/Collection and Recognition of Indicators and Warnings
- II.B. Information Privacy Protections

State and Local Anti-Terrorism Training



The U.S. Department of Justice, Bureau of Justice Assistance, State and Local Anti-Terrorism Training (SLATT) Program's primary objective is the delivery of specialized terrorism/violent criminal extremism orientation, interdiction, investigation, and prevention training to law enforcement executives, command personnel, intelligence officers, investigators, analytical personnel, training directors, and prosecutors. Each course is specifically designed to meet the needs of the target audience, from the street-level officer to the executive.

Service Module

This service module is designed to provide flexible support using several formats:

◆ Anti-Terrorism Workshop for Campus Law

Enforcement: A one- to two-day workshop designed to provide terrorism awareness training to campus law enforcement personnel. Course topics are tailored to the specific concerns of college and university campuses and include terrorism indicators, domestic and international terrorist/extremist groups, and officer safety issues.

- ◆ **Executive Briefing:** A one-day briefing designed to provide chiefs, sheriffs, and other executive-level law enforcement officials with current information regarding the global terrorist threat. Information sharing and terrorist indicators are emphasized in this course. This briefing is conducted in conjunction with the local FBI office.
- ◆ **Investigative/Intelligence Workshop:** A four-day course for law enforcement investigators, intelligence officers, and analytical personnel,

including topics inherent in the investigation and prosecution of terrorism and criminal extremism. Another option is a one- to two-day workshop called the **Advanced Investigative/Intelligence Workshop** that provides instruction concentrated on a specific subject, such as intelligence or interviewing, related to the investigation and prosecution of terrorists and criminal extremists.

- ◆ **Specialized Training Event:** A workshop designed to provide an effective, flexible response to law enforcement training needs. Workshop length (four hours to two days) and topics are tailored to the specific needs of the requesting agency.
- ◆ **Sovereign Citizens Workshop:** This one-day workshop is designed to provide law enforcement officers with current information regarding the sovereign citizen movement. The basic beliefs of sovereign citizens, along with their historical antecedents, will be discussed. The threats that sovereign citizens present to law enforcement officers will be explored. Extensive coverage will be afforded to indicators that law enforcement officers can observe and hear to better enable them to recognize sovereign citizens and to determine the level of threat that they present. Emphasis will be given to the problems that sovereign citizens present in court and other legal situations. The various financial frauds employed by sovereign citizens will also be discussed.
- ◆ **Train-the-Trainer Workshop:** A course designed for qualified law enforcement trainers, intended to assist agencies in developing in-house anti-terrorism training capabilities by providing quality instruction and a take-home instructor guide to be used for further training.
- ◆ **SLATT.org Web Site:** The Program Web site (<http://www.slatt.org/>) provides law enforcement professionals restricted access to up-to-date resources, including online training, registration for SLATT workshops, and a vast collection of terrorism/violent criminal extremist-related materials.

Target Audience

This service is designed to assist local, state, and tribal law enforcement and prosecution authorities.

Associated Fusion Center Guidelines

12. Ensure personnel are properly trained.
13. Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.

Associated Baseline Capability

- I.B. Information Gathering/Collection and Recognition of Indicators and Warnings

National Information Exchange Model NIEM Training



The National Information Exchange Model (NIEM) mission is to provide a commonly understood way to connect data that improves government decision making for the greater good. NIEM connects

communities of people who share a common need to exchange information in order to advance their missions. By eliminating debate around data standards, NIEM allows different systems to share, exchange, accept, and translate information efficiently.

Instead of seeking nationwide integration of all local, state, tribal, and federal information systems, NIEM focuses on the development of shared services using cross-boundary information exchange across multiple levels of government. In this way, NIEM breaks down agency stovepipes and creates the opportunity for agencies to share information quickly and effectively without rebuilding systems.

NIEM is not a standard, a database, software, or the actual exchange of information. Rather, NIEM provides the community of users with tools, common terminology, governance, methodologies, and support that enable the creation of standards. As a result, organizations can “speak the same language” to quickly and efficiently exchange meaningful data.

For more information, please visit www.NIEM.gov.

Service Module

This service module is offered in four formats—Executive, Project Manager, Architect, and Technical Implementer.

- ◆ **NIEM Executive Briefing:** This briefing provides information regarding the key and foundational concepts regarding the use of NIEM. It provides

the basic definitions and information needed to enable effective decision making for building applications using NIEM.

- ◆ **NIEM for Project Managers:** This training educates project and program managers on the best practices for successful implementation of NIEM to make certain that their projects are conformant to NIEM standards, while promoting the adoption of NIEM throughout their organizations.
- ◆ **NIEM for Architects:** This training educates architects on the technical foundations of NIEM in order to design and develop NIEM-conformant information exchanges with their organizations.
- ◆ **NIEM Technical Training Course:** This course focuses on an overview of NIEM and practical implementation techniques and includes hands-on exercises reinforcing key NIEM concepts. Lessons will guide participants through the XML terminology and concepts specifically used by NIEM, as well as the process of building Information Exchange Package Documentation (IEPD) through instructor-led exercises.

Target Audience

- ◆ The Executive Briefing is designed for executives, managers, information technologists, and policymakers.
- ◆ The Project Managers Training is designed for project managers and program managers.
- ◆ The Architect Training is designed for business architects and technical architects.
- ◆ The Technical Training Course is designed for implementers, developers, and practitioners in the field. Prior XML experience is recommended.

Associated Fusion Center Guidelines

6. Leverage the databases, systems, and networks available via participating entities to maximize information sharing.
7. Create an environment in which participants seamlessly communicate by leveraging existing systems and those currently under development, and allow for future connectivity to other local, state, tribal, and federal systems.

Associated Baseline Capability

- II.E. Information Technology/Communications Infrastructure, Systems, Equipment, Facility, and Physical Infrastructure

How to Request Fusion Process TA Services

All of these services are available at no cost to requesting jurisdictions, and there is no limit on how many services can be accessed.

Two Ways to Request Technical Assistance

1. **Complete a Technical Assistance Request Form** (page 37), and
 - a. Scan and e-mail it to FusionProcessProgram@ncirc.gov
or
 - b. Fax the completed form to (850) 422-3529.
2. **Process request online** at the secure National Criminal Intelligence Resource Center (NCIRC) Web site, which can be accessed only through the Regional Information Sharing Systems® (RISS) Secure Intranet (RISSNET™), the FBI's Law Enforcement Online (LEO), or the Homeland Security Information Network (HSIN).

Additional Information

Additional information about NCIRC and the DHS/DOJ Fusion Process Technical Assistance Program and Services is available via e-mail at FusionProcessProgram@ncirc.gov or by calling the NCIRC Program Manager at (850) 385-0600, extension 325.

Technical Assistance (TA) Request Form

To request Technical Assistance services, please complete this request form. For any service requested, please obtain the fusion center director's signature.

Print this completed form, obtain the required signature, and send the form by e-mail to FusionProcessProgram@ncirc.gov or by fax to (850) 422-3529.

TA Requestor: _____ **Date:** _____
(State or local jurisdiction requesting TA)

Fusion Center Director's Approval _____

Please describe the nature and extent of the issue or problem you are experiencing:

Services Requested¹ (check all that apply)

- Customized Trifold Pamphlets for Distribution by Fusion Centers
- Fusion Center Technology Technical Assistance
- Fusion Center Security
- Fusion Center Exchange Program (See Exchange requirements, page 38)
- Privacy Training and Technical Assistance
- National Information Exchange Model (NIEM) Training
- State and Local Anti-Terrorism Training

SAA and UAWG, if applicable,² authorized signatures are REQUIRED when requesting the following services:

Service	SAA Authorized Signature	UAWG Authorized Signature
<input type="checkbox"/> Fusion Center and Emergency Operations Center Information Sharing and Coordination	_____	_____
<input type="checkbox"/> Fusion Center and Fire Service Information Sharing and Coordination	_____	_____
<input type="checkbox"/> Fusion Liaison Officer Program	_____	_____
<input type="checkbox"/> Fusion Process Orientation and Development Services	_____	_____
<input type="checkbox"/> Fusion Center Communications and Outreach	_____	_____
<input type="checkbox"/> Fusion Center and CIKR Protection Information Sharing and Coordination	_____	_____
<input type="checkbox"/> Fusion Center and Health Security Information Sharing and Coordination	_____	_____

- 1 Approval should be requested for DHS/DOJ Fusion Process Technical Assistance Program services through the primary fusion center or the Homeland Security Advisor.
- 2 Both SAA and UAWG signatures are required for fusion centers located within a UASI.

Fusion Center Exchange Program Requirements

Name of Participating Centers: _____

Personnel Contact Information: _____

Potential Dates: _____

A clearly defined description of the exchange focus, mission, and objectives:

Jurisdiction Level to Receive TA: State Local Both Regional

Additional Information: _____

Is the request consistent with the technical assistance goals, projected needs, and priorities addressed in the statewide strategy?

- Yes. If "yes," please list the strategy goal/objective:

- No. If "no," please attach an explanation or strategy update justifying this need for technical assistance or redefining goals, objectives, and priorities.

Desired Delivery Dates/Timeline: _____

Anticipated Number of TA Participants: _____

Additional Information on Specific Needs: _____

TA Requestor Point-of-Contact Information:

Name: _____

Title: _____

Phone Number: _____

E-mail Address: _____

