

*The National Network of Fusion Center: Where We
Have Been and Where We are Going*

Purpose of the Brief

- Evolving Threat Environment
- Progress Made in Support of the National Network of Fusion Centers
- Fusion Center Partner Engagement
- Fusion Center Assessment Process
- Next Steps



Evolving Threat Environment

- The events of 9/11 emphasized the need for the Federal Government to build the capacity of the Intelligence Community (IC) and the ability to share information across all levels of government
- More recent events have demonstrated that our nation faces an evolving threat environment, in which threats not only emanate from outside our borders, but also from within our communities
- Recognizing the evolving nature of terrorist threats, increased emphasis must be placed on enhancing SLTT capacity to receive, analyze, disseminate, and gather threat information to ensure that front-line operators can identify and mitigate potential threats and gather additional information as appropriate

“Perhaps most crucially, we face a threat environment where violent extremism is not defined or contained by international borders. Today, we must address threats that are homegrown as well as those that originate abroad”

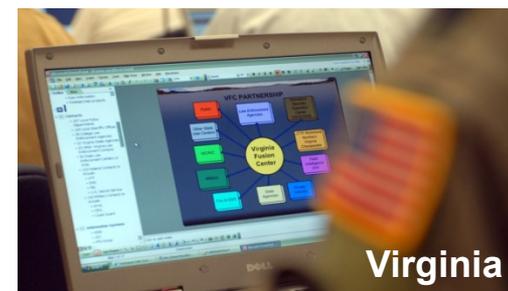
— *Homeland Security Secretary Janet Napolitano, March 15, 2011*



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Fusion Center Overview

- Focal Points:** State and major urban area fusion centers (fusion centers) serve as the focal points within the state, local, tribal, and territorial (SLTT) environment for the receipt, analysis, gathering, and sharing of threat-related information
- Diversity of Expertise:** Fusion center staff provide subject matter expertise, integrating specialized experience across law enforcement, intelligence, critical infrastructure and key resources, fire, health, and emergency operations disciplines
- Collaborative:** Fusion centers are uniquely situated to empower front-line law enforcement, public safety, emergency response, and private sector security personnel to understand local implications of national intelligence, thus enabling local officials to better protect their communities



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Fusion Center Definition

What a Fusion Center IS

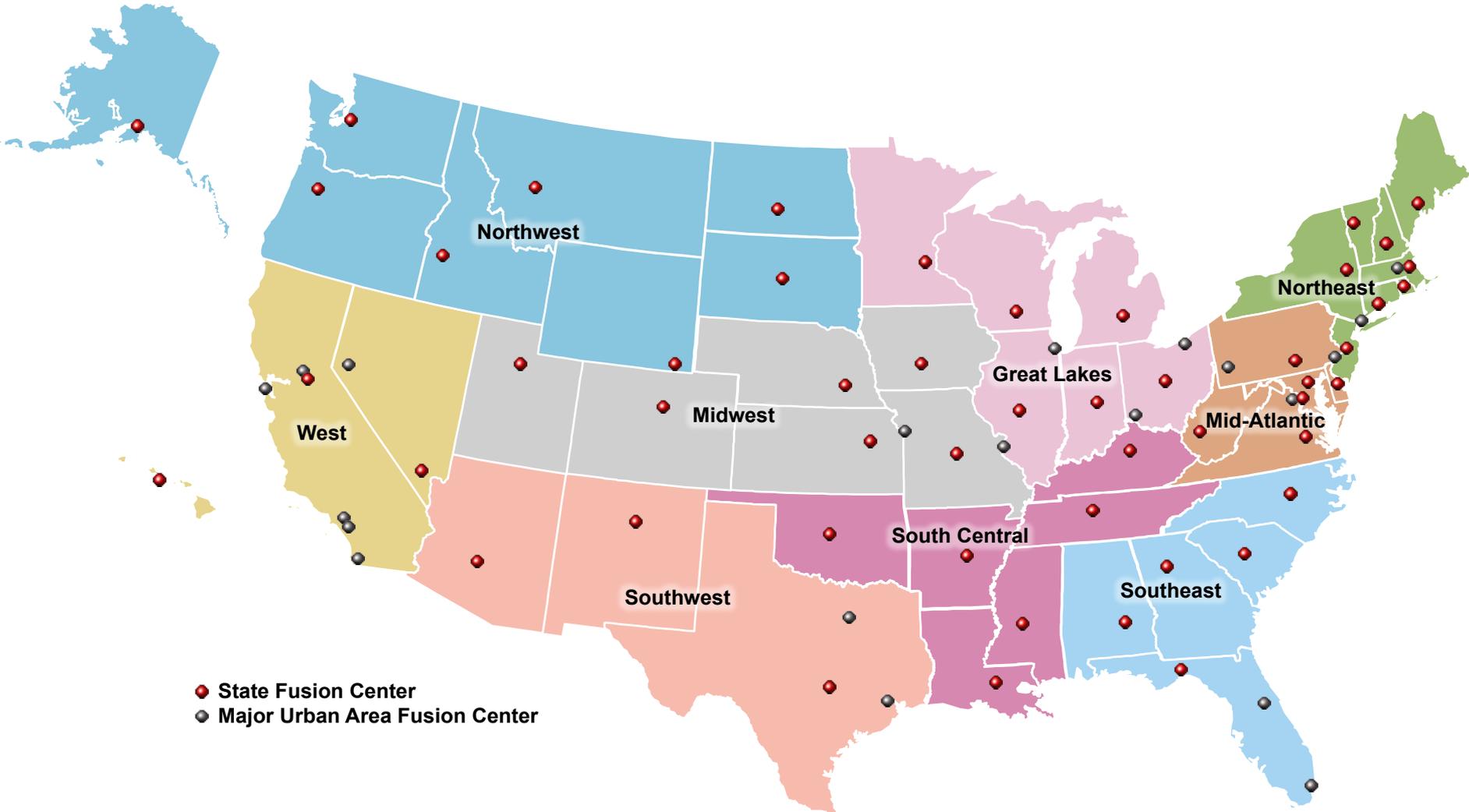
- **Focused on the Fusion Process:** Fusion centers receive, analyze, disseminate, and gather threat-related information, in coordination with law enforcement and multi-disciplinary partners
- **Positioned to Provide Local Context:** Fusion centers blend intelligence and information from federal and SLTT partners to provide state and local context to help enhance the national threat picture
- **Flexible:** Fusion center missions vary based on the environment in which the center operates; most have adopted an "all-crimes" approach, whereas others have also included an "all-hazards" approach

What a Fusion Center is NOT

- **Focused on Terrorism:** Fusion centers have broader capabilities to assist in counterterrorism as well as all-crimes and all-hazards missions
- **Owned by the Federal Government:** Fusion centers are owned and operated by state and local entities with support from federal partners
- **A Base for Domestic Spies:** Fusion centers are committed to protecting the privacy, civil rights, and civil liberties of Americans



The National Network



- ◆ State Fusion Center
- ◆ Major Urban Area Fusion Center



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Responsibilities of Deployed I&A Intelligence Officers

1

Provide Support to SLTT Partners Related to the Fusion Process

- Provide consistent, reliable support to meet the fusion center needs and partner with fusion center directors to facilitate achievement of the *Baseline Capabilities for State and Major Urban Area Fusion Centers*

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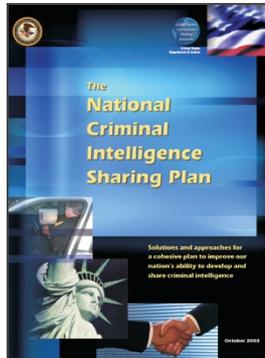
Conduct Activities in Support of the Intelligence Cycle

- Support the intelligence cycle in their area of responsibility and serve as the primary interface between fusion centers and the Intelligence Community

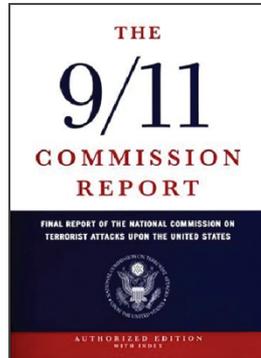


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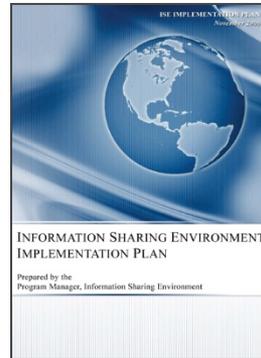
Evolution of Fusion Centers



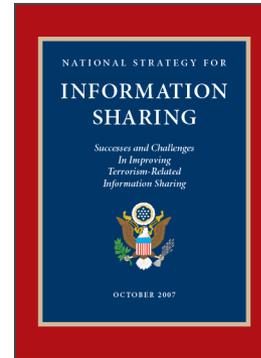
Recognition of the need to share criminal intelligence among Federal, State, and local



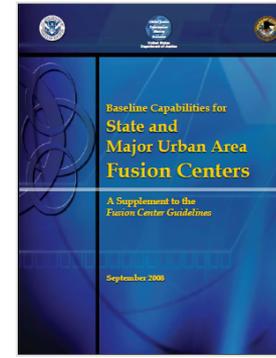
Consensus on operational, administrative, and management guidelines



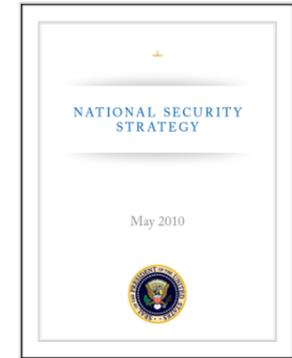
Calls for a National Network of Fusion Centers



Legislative and Executive guidance/ requirements for interaction with fusion centers



Detailed standards supplementing the Fusion Center Guidelines



Calls for the integration of the National Network of Fusion Centers as a mechanism to help prevent acts of terrorism

“State and major urban area fusion centers will be the focus...within the state and local environment for the receipt and sharing of terrorism information, homeland security information, and law enforcement information related to terrorism.”

— *National Strategy for Information Sharing, 2007*



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Federal Commitment to Fusion Centers

- DHS, with its federal partners, continues to unify and coordinate both Departmental and interagency support to the National Network of Fusion Centers
- This effort is intended to support the nation in addressing the rapidly evolving threat environment
- Through this awareness state, local, and tribal law enforcement officers are most likely to notice the first signs of terrorist activity
- Fusion centers empower these law enforcement and homeland security partners to address criminal and terrorist-related activities

“This new homeland security enterprise is a strong foundation to protect the communities we all serve and represent...fusion centers will continue to be a focal point for engaging state and local partners in our information sharing efforts”

- Secretary Janet Napolitano, National Fusion Center Conference, March 15, 2011



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I&A Support to the National Network of Fusion Centers

Enterprise and Mission Support

- Reports Officers
- Training
- Exercises
- Technology

Chief of Staff

- Clearances
- Budget
- Acquisitions
- Travel
- Human Capital

Analysis

- Analytic Collaboration
- Tailored Products for SLTT partners
- Regional Analytic Advisor Program
- Joint Sealed Products

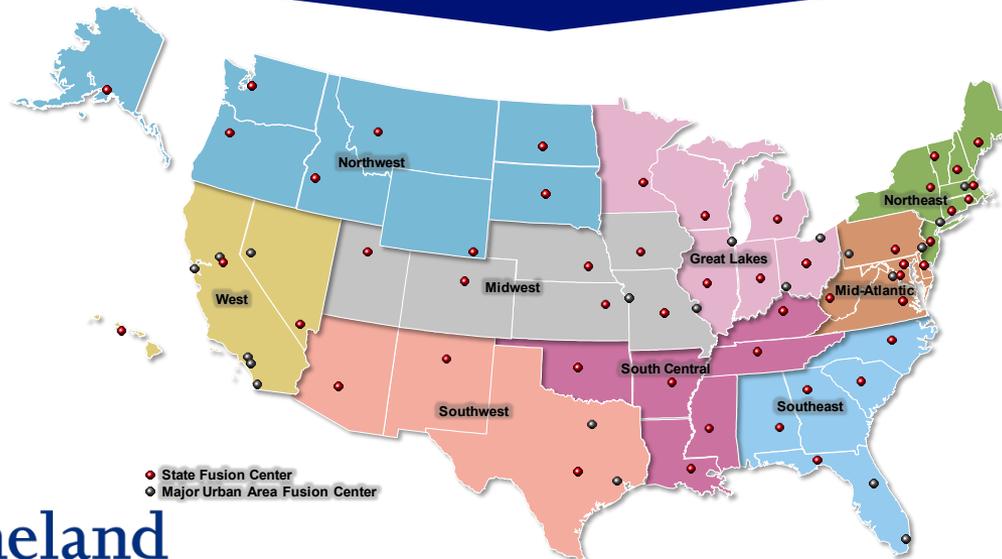
Plans, Policy and Performance Management

- Performance Metrics
- Strategies and Plans
- Policy Planning
- Coordination with HSIE

State and Local Program Office

- Field Support
- Departmental Integration
- Federal Policy Coordination
- Requirements and Evaluation

I&A Support to Fusion Centers



- State Fusion Center
- Major Urban Area Fusion Center



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Progress in Supporting the National Network of Fusion Centers

Key DHS Activities Supporting Fusion Centers	2010	2011
Deployed DHS I&A Personnel	60 	76
Deployed Homeland Secure Data Networks	33 	56
Approved Fusion Center Privacy Policies	5 	71
Granted SLTT Security Clearances/ Executive Order	3,831	
Published the <i>COC Gap Mitigation Strategy</i>		✓
Released the <i>Short-Term Gap Mitigation Strategy Guidebook: Templates and Best Practice Examples</i>		✓
Published <i>Short-Term COC Gap Mitigation Progress Report</i>		✓
Conducted the COC Gap Mitigation Workshop		✓
Sponsored the Introduction to Risk Analysis Training Workshop		✓
Conducted the CIKR Protection Capabilities for Fusion Centers Workshop		✓
Provided SME On-site Expertise and Fusion Center Exchanges		✓
Provided Privacy/CRCL “Train the Trainer”		✓
Conducted Monthly Fusion Center Directors Teleconferences		✓
Increased Analytic Collaboration (RAAP Program) and Product Development		✓
Enhanced Fusion Center Partnerships - EOCs, HIDTAs, Major City Chiefs		✓
Integrated Interagency Partners – FBI - IC		✓
Integrated DHS Component Partners – ICE, OPS, CBP, OHA, RMA, USSS		✓



Partner Engagement in Fusion Centers

	<p>Intelligence Community</p>	<ul style="list-style-type: none"> • Briefed the Deputies Committee, currently conducting IC “road show,” and leveraging the ITACG to educate the IC about needs of SLTT partners
	<p>Federal Interagency</p>	<ul style="list-style-type: none"> • Coordinate federal support to fusion centers through the Fusion Center Sub-Committee of the Information Sharing and Access Interagency Policy Committee (ISA IPC)
	<p>Major Cities Chiefs Intelligence Commanders Group</p>	<ul style="list-style-type: none"> • Host meetings with the Major Cities Chiefs Intelligence Commanders Group to engage law enforcement leaders in fusion centers
	<p>Criminal Intelligence Coordinating Council</p>	<ul style="list-style-type: none"> • Coordinate regularly with the CICC on key federal interagency products to ensure SLTT input
	<p>National Governors Association</p>	<ul style="list-style-type: none"> • Regularly engage with Homeland Security Advisors and Governors to ensure they leverage the capabilities of fusion centers in their jurisdictions
	<p>Law Enforcement and Homeland Security Associations</p>	<ul style="list-style-type: none"> • Worked with IACP to develop a SLT 101 training program • Hosted Southwest Border Conference with partners from all levels of government • Hosted meetings with ONDCP to coordinate fusion centers and HDTAs

Fusion Center Engagement

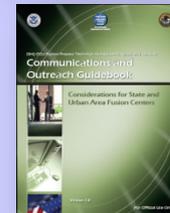
Launched the new **DHS Web Page on Fusion Centers**



Conducted **significant Congressional outreach** to share fusion center successes



Developed and deployed the **Fusion Process Technical Assistance Communications and Outreach Guidebook**



Created a series of **Fusion Center Fact Sheets**



Continued to strengthen **partnerships with law enforcement and homeland security organizations**



Baseline Capabilities Assessment

- The 2010 Baseline Capabilities Assessment (BCA) evaluated fusion center capabilities and helped to establish strategic priorities for Federal Government support to fusion centers
- Secretary Napolitano challenged I&A and all fusion centers to achieve an enhanced level of capability in each of the four COCs and in privacy, civil rights, and civil liberties protections by December 31, 2010
- DHS developed short- and long-term gap mitigation strategies to address capability gaps identified during the BCA

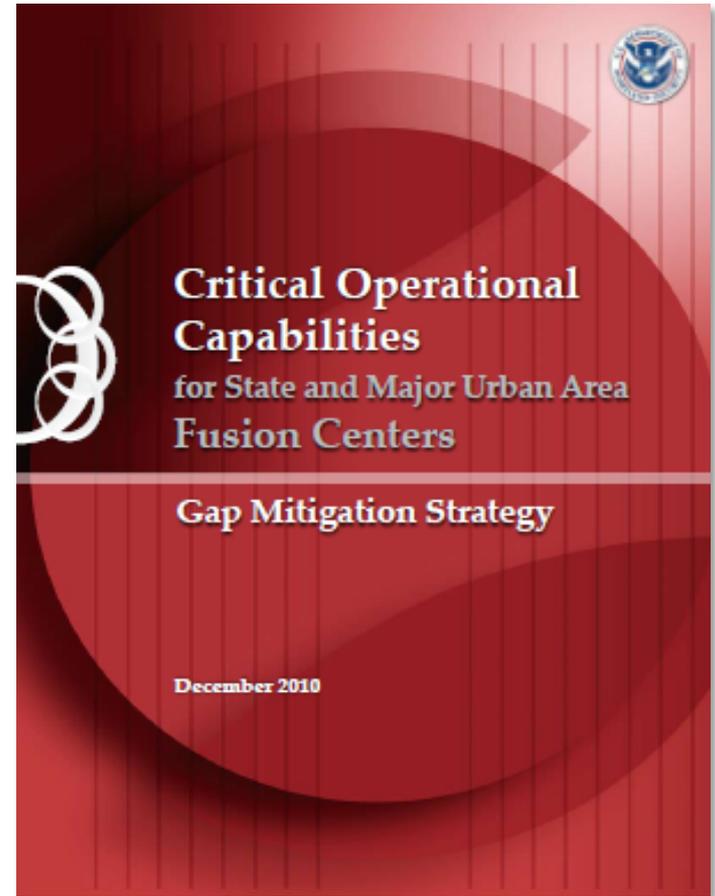
The BCA primarily focused on the four Critical Operational Capabilities (COCs) identified as National Network priorities:

- 1. Receive:** Ability to receive classified and unclassified information from federal partners
- 2. Analyze:** Ability to assess local implications of threat information through the use of a formal risk assessment process
- 3. Disseminate:** Ability to further disseminate threat information to other state, local, tribal, territorial and private sector entities within their jurisdiction
- 4. Gather:** Ability to gather locally-generated information, aggregate it, analyze it, and share it with federal partners as appropriate



Targeted Efforts to Support Short-Term COC Gap Mitigation

- ✓ Released the Short-Term Gap Mitigation Strategy Guidebook: Templates and Best Practice Examples
- ✓ Conducted the COC Gap Mitigation Workshop
- ✓ Sponsored the Introduction to Risk Analysis Training Course
- ✓ Conducted the CIKR Protection Capabilities for Fusion Centers Workshop
- ✓ Hosted Security Liaison Workshop
- ✓ Developed a Federal Resource Inventory for Fusion Centers
- ✓ Provided SME On-site Expertise and Fusion Center Exchanges
- ✓ Mentored Fusion Centers



National Fusion Center Conference Outcomes

National Fusion Center Conference participants reached consensus on a series of next steps for the National Network of Fusion Centers:

1. **Define National Network Strategy:** Solidify the National Network Strategy to define the mission, vision and goals for the National Network
2. **Continue to Engage in Performance Management Efforts:** Implement a robust performance management framework to demonstrate the value of the National Network
3. **Engage in Statewide Fusion Process Activities:** Continue to strengthen relationships among fusion centers and intelligence units within the state to enhance the statewide fusion process
4. **Share the Sustainment Responsibility:** Continue to collaborate on fusion center sustainment at all levels of government in order to build a long-term sustainment strategy for the National Network
5. **Long-Term Gap Mitigation Strategy:** Fully achieve and sustain each of the four COCs and implement privacy, civil rights, and civil liberties protections



2011 DHS Fusion Center Initiatives

- **Analytic Coordination:** The Department intends to continue to deploy personnel to enhance analytic capabilities of fusion centers including:
 - Deployed Intelligence Officers
 - Reports Officers
 - Analysts
 - Product Coordination
 - Product Review
 - HS-SLIC
- **Component Engagement:** We will continue to engage the DHS Components (e.g., ICE, CBP, TSA) in order to meet the needs of the National Network. This builds on existing outreach efforts to DHS Component leadership
 - We also anticipate launching a survey to Fusion Center Directors to understand their needs from the broader Department to develop a definable and defendable footprint
- **Interagency Threat Assessment and Coordination Group:** We will continue to bolster the efforts of the Interagency Threat Assessment and Coordination Group (ITACG) in order to share the needs and requirements of SLTT partners with the Intelligence Community



Nationwide Suspicious Activity Reporting Initiative

- DHS has partnered with the Department of Justice to engage DHS Components, as well as fusion centers, in the Nationwide Suspicious Activity Reporting Initiative (NSI)
- The Department has used a “One DHS” approach to leverage the unique capabilities and resources of each DHS Component in support of the NSI
 - **DHS Suspicious Activity Reporting (SAR) Management Group:** DHS Component leadership meets on a regular basis to coordinate implementation of the NSI within DHS (e.g., CIO provision of servers, Privacy Office development of the Privacy Impact Assessment)
 - **Training:** The NSI has implemented three levels of training, including: (1) Line Officer; (2) Analyst; and (3) Executive
 - **Analysis:** I&A has incorporated regular review of relevant SAR data into their analytic practices



“If You See Something, Say Something™” Campaign

- DHS launched the “If You See Something, Say Something” campaign for fusion centers on September 1, 2010, in conjunction with the roll out of the NSI
- The campaign raises public awareness of indicators of terrorism, crime, and other threats and encourages reporting suspicious activity to local authorities
- DHS will continue to roll out the campaign to numerous states and partners in the private sector
- Both the “If You See Something, Say Something” campaign and the NSI emphasize the importance of public vigilance



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Privacy, Civil Rights, and Civil Liberties Training Program

- The protection of privacy, civil rights, and civil liberties (P/CRCL) is an important enabling capability that ensures fusion centers protect the privacy and other legal rights of Americans while supporting homeland security efforts
- The SLPO coordinates with the DHS Privacy Office and Office of Civil Rights and Civil Liberties to provide P/CRCL training opportunities to fusion centers
- DHS Intelligence Officers receive individual training before they are deployed to fusion centers and provided with regular refresher training
- SLTT partners can access P/CRCL training in three ways:
 1. **On-site Training:** 16 fusion centers across 9 states have hosted on-site training workshops
 2. **Website Resources Toolkit:** An online portal provides training material and video resources
 3. **Training of Trainers:** DHS trained P/CRCL officials from 66 fusion centers to conduct training sessions at their own centers





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