DHS/DOJ Fusion Process Technical Assistance Program and Services

Global Justice
Information
Sharing
Initiative

United States
Department of Justice

Analytic Skills & Knowledge Review

Pilot Service

FOR OFFICIAL USE ONLY

State and Local Fusion Center
Analytic Skills & Knowledge Review Framework

To facilitate the development of a nationwide, integrated, inter-connected fusion center capability, the U.S. Department of Homeland Security's (DHS) National Preparedness Directorate (NPD) and the Office of Intelligence & Analysis (I&A) and the U.S. Department of Justice's (DOJ) Bureau of Justice Assistance (BJA) have partnered to develop and deploy the *Fusion Process Technical Assistance Program.* This program has been developed in coordination with 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).

Background

DHS, through the Office of Intelligence & Analysis, has assisted States and urban areas as they begin to integrate into a nationwide network of fusion centers and enhance their ability to share information and intelligence among myriad State, local, Territorial, Tribal and Federal partners. DHS has provided funding, personnel, hardware systems, training and technical assistance to fusion centers in maturing their procedures, processes and information sharing capabilities.

Purpose

The **Analytic Skills & Knowledge Review** is designed to assist fusion centers in developing an indigenous capability to analyze both tactical and strategic information and intelligence, in accordance with the *Baseline Capabilities for State and Major Urban Area Fusion Centers,* understand the trends derived from this analysis and ensure the dissemination of the resulting analysis in a timely fashion to the center's customers and stakeholders. The emphasis will be placed on analyzing information and intelligence relating to "all hazards/all threats" and not just on information and intelligence having a terrorist threat nexus.

The **Analytic Skills & Knowledge Review**, conducted on site at the request of SLFC management, is the primary mechanism through which the Analysis and Production (AP) divisions within I&A support SLFCs in partnership with the *Fusion Process Technical Assistance Program*. This optional review of a SLFC's analytic capability, as defined by the *Baseline Capabilities for State and Major Urban Area Fusion Centers*, provides fusion center management the opportunity for a collaborative review with subject matter experts of their center's current analytic capabilities, as well as recommended options for follow-on support through the *Fusion Process Technical Assistance Program*.

Approach

Under the *Fusion Process Technical Assistance Program,* the proposed **Analytic Skills & Knowledge Review** will leverage substantive experts from AP and the state/local community, including subject matter experts (SMEs) with both intelligence community (IC) and law enforcement (LE) analytic expertise to perform the visits.

Each review will be supported by a small consistent team of analytic experts who will be well versed in the available support of the *Fusion Process Technical Assistance Program* and the full spectrum of training and other support available to SLFCs. The review team will work collaboratively with the SLFC management to asses the center's capabilities as outlined in "Section D – Intelligence Analysis & Production" of *Baseline Capabilities for State and Major Urban Area Fusion Centers*:

1) **Enhancing Analyst Skills:** Discuss tradecraft, mentoring, training, and peer review opportunities for fusion center analysts (*SLFC Baseline Capability D-3*);

2) **Analyst Specialization:** Assess analysts' expertise and discuss alignment with fusion centers' analytic priorities (*SLFC Baseline Capability D-7*);

3) **Analytical Tools:** Present training opportunities and tools available to improve analytic capabilities (*SLFC Baseline Capability D-8*);

4) **Open Source Analysis Capability:** Offer recommendations regarding exploitation of open source information, including but not limited to media reporting, social networking websites, and weblogs(*SLFC Baseline Capability D-6*);

5) **Information Linking:** Offer recommendations relating to the analytic process and writing/briefing skills (*SLFC Baseline Capability D-4*);

6) **Analytic Products**: Offer recommendations regarding production plan development, management and sustainability, and discussions of potential joint production opportunities between fusion center analysts and I&A analysts (*SLFC Baseline Capability D-1*);

7) **Strategic Analysis Services:** Offer recommendations relating to strategic analysis capabilities (*SLFC Baseline Capability D-5*);

8) **Fusion Process Management:** Review and offer suggestions regarding the SLFC's finished intelligence production process across key elements of the intelligence cycle (*SLFC Baseline Capability D-2*);

At the completion of the **Analytic Skills & Knowledge Review** visit, the team, in close consultation with the fusion center management, will prepare a visit report detailing the center's current capabilities outlined by the Fusion Processes listed above. The visit report will recommend the most appropriate follow-on support available, as described in *Appendix II: Available Support and Solution Sets,* to improve the ability of the fusion center to meet its analytic mission objectives.

The review team from AP will serve as the center's advocate with the *Fusion Process Technical Assistance Program* for increasing analytic capability. The AP team has the responsibility to coordinate follow-on support with the *Fusion Process Technical Assistance Program* and will remain available to the center's managers and senior analysts for additional consultations via phone or VTC as needed.

Based upon the results of the **Analytic Skills & Knowledge Review**, and in coordination with the review team, the *Fusion Process Technical Assistance Program* will then work directly with the fusion center to address any gaps or recommendations identified, based upon available funding constraints. This available support will be implemented through a limited combination of direct support, training, and/or technical assistance, as described in *Appendix II: Available Support and Solution Sets.*

Notional Agenda: Aligning Intelligence Analysis and Production with Baseline Capabilities

This *Baseline Capabilities for State and Major Urban Area Fusion Centers* document identifies the baseline capabilities for fusion centers and the operational standards necessary to achieve each of the capabilities. It is an addendum to the U.S. Department of Justice's (DOJ) Global Justice Information Sharing Initiative's (Global) Fusion Center Guidelines, which provide guidance to ensure that fusion centers are established and operated consistently across the country. Using the Fusion Center Guidelines, as well as identified best practices, federal, state, and local officials identified the capabilities and standards necessary for a fusion center to be considered capable of performing basic functions. By achieving this baseline level of capability, a fusion center will have the necessary structures, processes, and tools in place to support the gathering, processing, analysis, and dissemination of terrorism, homeland security, and law enforcement information. This baseline level of capability will support specific operational capabilities, such as Suspicious Activity Reporting (SAR); Alerts, Warnings, and Notifications; Risk Assessments; and Situational Awareness Reporting.

The development of baseline operational standards is called for in the *National Strategy for Information Sharing* and is a key step to reaching one of the Strategy's goals: "Establishing a National Integrated Network of State and Major Urban Area Fusion Centers." Under the *Fusion Process Technical Assistance Program*, the **Analytic Skills & Knowledge Review** team will collaborate with Fusion Center personnel to align analysis and production efforts with the Baseline Capabilities.

Fusion Process Capabilities

The Fusion Process capabilities identify those capabilities and standards necessary to perform the steps of the Intelligence Process within a fusion center, including the gathering, analysis, and dissemination of information and intelligence. Though the steps and actions of the Fusion Process do not comprehensively mirror the steps of the Intelligence Process, the Intelligence Process provides the foundation to carry out the Fusion Process and assist in the identification of the capabilities needed to successfully complete the Fusion Process.

"Analysis transforms the raw data into products that are useful…the goal is to develop a report that connects information in a logical and meaningful manner to produce an intelligence report that contains valid judgments based on analyzed information. …One of the goals of the fusion center during this stage is to identify trends or information that will prevent a terrorist attack or other criminal activity." —Guideline 1, Fusion Center Guidelines

1. Enhancing Analyst Skills— The Analytic Skills & Knowledge Review team will meet with the Fusion Center director and senior analytic staff to discuss implementation of a Training and Professional Development Plan. The Plan is designed to enhance analysts' critical thinking, research, writing, presentation, and reporting skills. As such, it covers:

- a. Opportunities for learning new subject matter/areas of expertise and exposure to new analytic techniques and technologies.
    - i. Completion of entry-level analyst training, such as the Foundations of Intelligence Analysis Training (FIAT) program or its training equivalent and the certification of analysts.
    - ii. Adherence to the tenets in IALEIA and Global's *Law Enforcement Analytic Standards* booklet, particularly Standards 1−7 for analysts.
    - iii. Incorporation of IALEIA and Global's *Law Enforcement Analytic Standards* and the *National Criminal Intelligence Sharing Plan* in the development of the training plan.
- b. Opportunities for for analyst to develop their skills and experience:
    - i. Provide for the growth of the analyst from the novice level to the journeyman level
    - ii. Demonstration of development through the process of presenting their findings and receiving feedback on the quality of their written and oral presentations.
    - iii. Adherence to the tenets in IALEIA and Global's Law Enforcement Analytic Standards booklet, particularly Analytic standard 4, Professional Development.
- c. Performance evaluations and subsequent updates to the Training and Professional Development Plan.

2. Analyst Specialization—The Analytic Skills & Knowledge Review team will work with the Fusion Center leadership to identify and discuss "accounts" or "specialties" for analysts based on the center's analytic priorities, and to develop analytic depth.

3. Analytical Tools—The Analytic Skills & Knowledge Review team will collaborate with the Fusion Center director to ensure that analysts enjoy the full benefit of analytical tools, including:

- a. Those tools identified in Global's *Analyst Toolbox* document (and associated training);
- b. Mechanisms to ensure communication with other fusion center analysts within the state or region. (Examples include "chat rooms" available via Homeland Security State and Local Intelligence Community of Interest [HS SLIC] or other collaborative networks or regular phone calls.)
- c. Access to information sources and available expertise to support the information priorities of the fusion center.

4. Open Source Analysis Capability— The Analytic Skills & Knowledge Review team will meet with the Fusion Center director and analysts to discuss open source analysis capabilities and the availability of training and tools provided by the federal government**.**

5. Information Linking—The Analytic Skills & Knowledge Review team will meet with staff and analysts to discuss links between terrorism-related intelligence and criminal activity-related information, to enhance awareness of precursor behaviors, terrorist activities, and threats. Requisite competencies and additional training opportunities will be discussed, including:

a. Training regarding terrorism precursor activities, in accordance with the *Minimum Criminal Intelligence Training Standards for Law Enforcement and Other Criminal Justice Agencies in the United States*.[1]
b. Competencies and associated training on the analytic process and writing, briefing, and reporting skills.

6. Analytic Products—The Analytic Skills & Knowledge Review team will meet with the Fusion Center director and senior analytic staff to discuss opportunities for collaboration with I&A and general analytic improvement. This collaborative effort will include product line development (e.g. Risk Assessments; Suspicious Activity Reporting; Alerts, Warnings, and Notifications; and Situational Awareness Reporting), and the establishment of production criteria and dissemination mechanisms. Other focus areas include:
a. Alignment with the tenets of IALEIA and Global's *Law Enforcement Analytic Standards* booklet,[2] particularly Standards 17, 20, and 21, which address Analytic Product Content, Report, and Format standards.
b. Production plan prioritization, based on the center's mission, information requirements, and priority functions.
c. Identification of stakeholders to guide product types.
d. Development of feedback mechanisms to ensure stakeholder satisfaction.
e. Identification of value-added intelligence products that will support the development of performance-driven, risk-based prevention, protection, response, and consequence management programs.

7. Strategic Analysis Services—The Analytic Skills & Knowledge Review team will meet with the Fusion Center director and senior analysts to discuss enhancement to strategic analysis services for the center's jurisdiction.

8. Fusion Process Management— The Analytic Skills & Knowledge Review team and Fusion Center director will discuss opportunities for improving management of the Fusion Process (including the collection, collation, analytic function, dissemination, and reevaluation of information and intelligence) within the center. Topics to be covered will include:
a. The center's day-to-day intelligence management functions.
b. Prioritization of critical intelligence products.
c. Product compliance with federal and state laws and regulations.
d. Considerations for developing, reviewing, and disseminating of intelligence products
e. Commander/manager's experience and management training.

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[1] The *Minimum Criminal Intelligence Training Standards for Law Enforcement and Other Criminal Justice Agencies in the United States* is accessible at http://www.it.ojp.gov/documents/min_crim_intel_stand.pdf.

[2] IALEIA and Global's *Law Enforcement Analytic Standards* booklet is available at www.it.ojp.gov/documents/law_enforcement_analytic_standards.pdf.

Potential Support and Solution Sets

Potential solution sets are provided to guide the *Analytic Skills & Knowledge Review* with a comprehensive collection of support activities that may be leveraged to directly assist in addressing any identified capability gaps and enhance the overall analytic expertise and critical thinking capabilities of a fusion center and staff. Solution sets fall into four (4) broad categories:

1. **Training** via analyst focused courses;
2. **Equipment** required to support intelligence analysis activities. In order to meet the challenges facing fusion centers today, it is important that intelligence professionals be equipped with the right tools to effectively and efficiently perform their duties and produce meaningful and useful intelligence products. The tools identified in Global's *Analyst Toolbox* represent the basic toolbox that the intelligence analyst will need to provide the vital intelligence service that is expected across the national network of fusion centers;
3. **Mentoring** via dedicated on-site mentoring/support and/or periodic monitoring or consultation via on-site visits, e-mail, or other methods; and,
4. **Other** specialized services and support.

Training

The support and scope of training to Homeland Security intelligence professionals has dramatically expanded since 2005. Homeland Security-centric intelligence training is provided to a diverse audience of intelligence professionals on the Federal, State, Local, Territorial and Tribal (FSLTT) levels. Current intelligence and fusion-related training being provided has been (or is currently being) designed to meet the expanding requirements of the entire Homeland Security Intelligence stakeholder community. These stakeholders include all DHS personnel as well as our FSLTT partners working in and with State and Local Fusion Centers, Homeland Security Officers/Advisors at the State and Local levels, and intelligence professionals from all components of the DHS Intelligence Enterprise (IE). Courses and services that may be identified to support the analytic needs of fusion center analysis may include, but not be limited to the following:

- DHS/I&A Analytic Critical Thinking Skills (ACTS)
- DHS/I&A Basic Intelligence and Threat Analysis Course (BITAC)
    - Critical Thinking and Analytic Methods (CTAM)
    - Principles of Intelligence Writing and Briefing (PIWB)
- DHS/I&A Mid-level Intelligence and Threat Analysis Course (MITAC)
- Open Source Training
- DHS/I&A Reports Officer Basic Course
- SAR: Analyst/Investigative Level Training

- Analysis 101
- Intermediate Fusion Center Analyst Training Program (DHS and Sacramento County Sheriff's Department)
- The Multiagency Course: Introduction to Basic Drug Intelligence Analysis (National Drug Intelligence Center)
- FLETC Anti-Terrorism Intelligence Awareness Training Program (AIATP)
- FLETC Introductory Intelligence Analyst Training Program (ITATP)
- FLETC Intelligence Analyst Training Program (IATP)
- FLETC Fundamentals of Terrorism Training Program (FOTTP)
- Foundations of Intelligence Analysis Training (FIAT)
- NW3C's Advanced Criminal Intelligence Analysis to Prevent Terrorism (ACIAPT)
- Michigan State University (MSU) Intelligence Toolbox Training
- MSU Sustaining the Intelligence Function Training
- ISE Core Awareness Training Course
- Specialized courses (Geospatial, CIKR, etc.)
- Other notional I&A/AP courses/services
  - Collection & Requirements Assistance (I&A AP/CR)
  - HIR Writing Training (I&A AP/CR)
  - Production Planning (I&A AP/RP)
  - Product Vetting, Coordination, and Dissemination (I&A AP/RP)
  - Feedback Processes (I&A AP/RP)
  - Request-for-Information (RFI) Management (I&A AP/CR)
- Other Federal or IC courses

Equipment

Necessary equipment identified in Global's *Analyst Toolbox* includes the following:

Hardware
- Including computers, printers, scanners, cameras, copiers, projectors, etc.

Software
- General office equipment such as word processing, spreadsheet, relational database, presentation, and publication software
- Security software, such as appropriate virus blocking, firewall, or encryption software
- Specialized analysis software, such as link analysis software, telephone analysis software, etc.

Access to Systems and Databases
- Including records management systems, National and State crime information systems, driver's license databases, information sharing systems (i.e. RISS, LEO, HS SLIV, HSIN, etc.), telephone, jail management, immigration, corrections/probation, and state wage and hour databases, sex offender registries, Financial Crimes Enforcement Network (FinCEN) and other intelligence center databases (state, HIDTA, EPIC, NDIC, etc.)

Mentoring

Fusion centers analysts face new and changing requirements as the center matures. Recognizing that the best assistance often comes from the more seasoned and experienced analysts, the mentorship support leverages subject-matter experts to facilitate the exchange of best practices and lessons learned from years of experience in specific

focus areas. Based upon specific gaps in analytical expertise, identified SMEs will be assigned to the center to mentor analysts on a variety of issues, such as, but not limited to, the following:

- Exploring techniques and/or resources to effective address common operational or analytical issues, such as those associated with:
  - Critical infrastructure and key resources information;
  - Border issues;
  - Maritime issues;
  - Domestic extremism;
  - Public health issues;
  - Geospatial issues;
- Developing a joint intelligence product focused on a regional issue; and
- Support for the enhancement of critical thinking and analytic methodologies during daily activities.

Other

Additional tailored support services may include, but are not limited to, the following:

- Fusion Process Technical Assistance Program and Services
- DHS Information Sharing Fellowship at I&A
- Fusion Center Exchange Program
- Assistance in developing formal plans and procedures on:
  - Analytic information exchange and communications.
- Systems Access and Training, such as:
  - Demonstration of the Homeland Security Information Network – Intelligence portal (HS SLIC) capabilities and applications, including explanations of the homepage, chat, reference library, search, and email functions
- Topic Specific Briefings, such as:
  - Information exchange between the fusion center and DHS/I&A analysts via unclassified telephone conferences, Secure video (SECRET level) teleconferences (provide copies of the current schedule for each type of conference)
  - Briefings on the DHS intelligence enterprise, as well as specific DHS I&A functions and processes, including those related to:
    - Development of I&A analytic production plans and provision of the current I&A analytic production plan
  - A discussion of potential joint production opportunities between the fusion center analysts and I&A analysts
  - National SAR Initiative
  - ODNI's Terrorist Information Needs (TINs) project; solicit specific input for the TINs project.
  - DHS/I&A Priority Information Needs (PINs) project
    - Solicit specific input for the PINs project

ANALYTIC SKILLS & KNOWLEDGE REVIEW
APPENDIX III

Intelligence Analysis and Production Baseline Capability Assessment

Capability		
Requirements	**Achievement** 1) Has not achieved minimum, baseline capabilities; 2) Has achieved minimum, baseline capabilities; 3) Has exceeded minimum, baseline capabilities	**Recommended Solutions**
Enhancing Analyst Skills		
Develop and implement a Training and Professional Development Plan that addresses enhancement of analysts' critical thinking, research, writing, presentation, and reporting skills.		
A Training and Professional Development Plan for each analyst has been drafted by the supervisor of the analytic function		
The Training and Professional Development Plan include training and mentoring opportunities for learning new subject matter/areas of expertise and exposure to new analytic techniques and technologies		
Analysts have completed the Foundations of Intelligence Analysis Training program or its training equivalent and analysts have been certified		

Analysts are provided routine opportunities to present their analytic findings and receive feedback on the quality of their written reports and oral presentations		
Performance evaluations conducted at least annually, and the Training and Professional Development Plan updated accordingly		
Analyst Specialization		
Analysts are assigned "accounts" or "specialties" based on the priorities of the fusion center		
Analytical Tools		
Analysts have tools necessary for the analysis of information and data		
All tools outlined in Global's Analyst Toolbox are provided/available		
Training provided for the identified analytic tools so relevant personnel are proficient in their use		
Analysts provided with mechanisms to communicate with other fusion center analysts within the state or region		
Analysts have access to and understanding of where to find information sources and available expertise to support the information priorities of their fusion center		

Open Source Analysis Capability		
An open source analysis capability has been established		

Information Linking		
Analysts are able to understand and identify the links between terrorism-related intelligence and information related to traditional criminal activity identify activities that are indicative of precursor behaviors, terrorist activities, and threats		
Analysts and relevant fusion center personnel are trained on precursor activities of terrorists		
Analysts are trained on the analytic process, analytical writing and briefing skills, and reporting skills		

Analytic Products		
Develop, implement, and maintain a production plan		
Production plan is prioritized based on the center's mission, information requirements, and priority functions		
Plan identifies stakeholders and customer base for specific product lines		
Plan includes process to obtain feedback from customers		

Strategic Analysis Services		
Strategic analysis services for the center's jurisdiction are provided		
Fusion Process Management		
A commander/manager has been designated to oversee the management of the Fusion Process (including the collection, collation, analytic function, dissemination, and reevaluation of information and intelligence) within the center		
Commander/manager oversees the day-to-day intelligence management functions		
Commander/manager prioritizes critical intelligence products and ensures that the critical outputs of the fusion center are accomplished		
Commander/manager has necessary skill sets to oversee the production of intelligence products that are effective, efficient, and permissible under state and federal laws and regulations		
Commander/manager has previous experience and management training, including the intelligence cycle, analytical training, intelligence management, the role of the fusion center, and legal issues		

After Action Report

Fusion Center Background

This section would contain a brief overview of the center and its operations as context for the reader.

Mission

Fusion Center Background

Structure

Review and Assessment Results of *Intelligence Analysis and Production Capabilities*

This section would contain a brief summary of the review and assessment phase results.

Analytic Products

Fusion Process Management

Analyst Skills

Information Linking

Strategic Analysis Services

Analyst Specialization

Analytical Tools

Technical Assistance Recommendations

Based on identified strengths and weaknesses, from the Analytic Skills & Knowledge Review visit, the Team Lead will provide potential recommendations to further strengthen the Fusion Center's analytic capabilities, as defined by the Baseline Capabilities for State and Major Urban Area Fusion Centers.

Intelligence Analysis and Production Capabilities

The capabilities identified in this fact sheet relate to Intelligence Analysis and Production and were extracted from the *Baseline Capabilities for State and Major Urban Area Fusion Centers*. While all of these capabilities may not explicitly address analysis and/or production, analysts should be cognizant of these capabilities when performing their day to day activities within the fusion center. To review the document in its entirety, please visit the Justice Information Sharing Web site at: www.it.ojp.gov/documents/baselinecapabilitiesa.pdf.

" *Analysis transforms the raw data into products that are useful… the goal is to develop a report that connects information in a logical and meaningful manner to produce an intelligence report that contains valid judgments based on analyzed information. …One of the goals of the fusion center during this stage is to identify trends or information that will prevent a terrorist attack or other criminal activity."*

—Guideline 1, *Fusion Center Guidelines*, pp. 20−21

Data Sources

Fusion centers shall identify and document data sources and repositories needed to conduct analysis based on the mission of the center, the findings of the Risk Assessment, and the center's defined Information Requirements.   (Refer to Section I, Fusion Process Capabilities; Subsection A, Planning and Requirements Development; Capability Number 7)

Information Collation

Fusion center analysts shall use the necessary and available tools to process and collate information and intelligence to assist with accurate and timely analysis.   (Refer to Section I, Fusion Process Capabilities; Subsection C, Processing and Collation of Information; Capability Number 1)

Levels of Confidence

Fusion centers shall liaise with partners to ensure that information collected is relevant, valid, and reliable. (Refer to Section I, Fusion Process Capabilities; Subsection C, Processing and Collation of Information; Capability Number 2)

Analytic Products

Fusion centers shall develop, implement, and maintain a production plan that describes the types of analysis and products they intend to provide for their customers and partners (which, at a minimum,

include Risk Assessments; Suspicious Activity Reporting; Alerts, Warnings, and Notifications; and Situational Awareness Reporting [see Sections I.A.2, 4, 5, and 6 for further details on these product types]), how often or in what circumstances the product will be produced, and how each product type will be disseminated. (Refer to Section I, Fusion Process Capabilities; Subsection D, Intelligence Analysis and Production; Capability Number 1)

Fusion Process Management

An intelligence commander/manager should be designated to oversee the management of the Fusion Process (including the collection, collation, analytic function, dissemination, and reevaluation of information and intelligence) within the center. (Refer to Section I, Fusion Process Capabilities; Subsection D, Intelligence Analysis and Production; Capability Number 2)

Enhancing Analyst Skills

The fusion center should develop and implement a Training and Professional Development Plan to enhance analysts' critical thinking, research, writing, presentation, and reporting skills. (Refer to Section I, Fusion Process Capabilities; Subsection D, Intelligence Analysis and Production; Capability Number 3)

Information Linking

Fusion centers shall ensure that analysts are able to understand and identify the links between terrorism-related intelligence and information related to traditional criminal activity so they can identify activities that are indicative of precursor behaviors, terrorist activities, and threats. (Refer to Section I, Fusion Process Capabilities; Subsection D, Intelligence Analysis and Production; Capability Number 4)

Strategic Analysis Services

Fusion centers shall develop the capability to provide strategic analysis services for the jurisdiction served. (Refer to Section I, Fusion Process Capabilities; Subsection D, Intelligence Analysis and Production; Capability Number 5)

Open Source Analysis Capability

Fusion centers shall establish an open source analysis capability utilizing the free training and tools provided by the federal government. (Refer to Section I, Fusion Process Capabilities; Subsection D, Intelligence Analysis and Production; Capability Number 6)

Analyst Specialization

Fusion centers should assign "accounts" or "specialties" to analysts based on the priorities of the fusion center, to allow the development of analytic depth. (Refer to Section I, Fusion Process Capabilities; Subsection D, Intelligence Analysis and Production; Capability Number 7)

Analytical Tools

Fusion centers shall provide the necessary tools to analysts for the analysis of information and data. (Refer to Section I, Fusion Process Capabilities; Subsection D, Intelligence Analysis and Production; Capability Number 8)

Privacy Protections

Fusion centers shall develop and implement a privacy protection policy that ensures that the center's activities (collection/gathering, analysis, dissemination, storage, and use of information) are conducted in a manner that protects the privacy, civil liberties, and other legal rights of individuals protected by applicable law, while ensuring the security of the information shared. The policy shall cover all center activities and shall be at least as comprehensive as the requirements set forth in the Information Sharing Environment Privacy Guidelines and consistent with 28 CFR Part 23 and DOJ's Global *Privacy and Civil Liberties Policy Development Guide and Implementation Templates.* (Refer to Section II, Management and Administrative Capabilities; Subsection B, Information Privacy Protections; Capability Number 3)
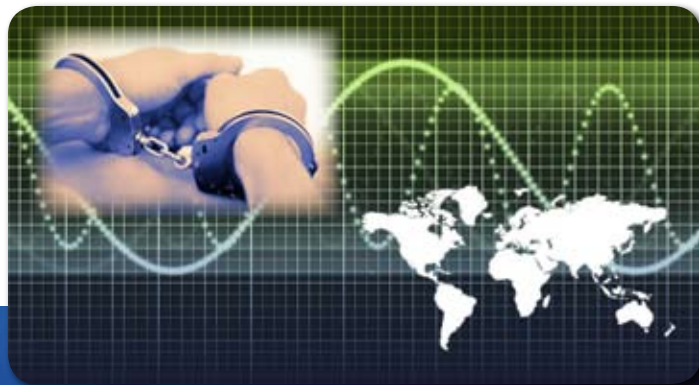
Supporting Capabilities

Suspicious Activity Reporting (SAR)

Fusion centers shall develop, implement, and maintain a plan to support the establishment of a suspicious activity and incident reporting process for their geographic area of responsibility, in a manner consistent with the *Findings and Recommendations of the Suspicious Activity Report (SAR) Support and Implementation Project.*[1] Specifically, centers shall have the ability to receive, process, document, analyze, and share SARs in a manner that complies with the ISE-SAR Functional Standard.[2] (Refer to Section I, Fusion Process Capabilities; Subsection A, Planning and Requirements Development; Capability Number 4)

Alerts, Warnings, and Notifications

Fusion centers shall ensure that alerts, warnings, and notifications are disseminated, as appropriate, to state, local, and tribal authorities; the private sector; and the general public. (Refer to Section I, Fusion Process Capabilities; Subsection A, Planning and Requirements Development; Capability Number 5)

Situational Awareness Reporting

Fusion centers shall develop processes to manage the reporting to key officials and the public of information regarding significant events (local, regional, national, and international) that may influence state or local security conditions. (Refer to Section I, Fusion Process Capabilities; Subsection A, Planning and Requirements Development; Capability Number 6)

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1   The Major Cities Chiefs Association, Global, DOJ, and DHS supported the development of this report, which describes "the all-crimes approach to gathering, processing, reporting, analyzing, and sharing of suspicious activity by the local police agency."

2   For additional information regarding the ISE Functional Standard for SAR, visit http://www.ise.gov/pages/ctiss.html.

TECHNICAL ASSISTANCE (TA) REQUEST FORM

To register for Technical Assistance services, please complete this request form. If you are requesting a service that requires State Administrative Agency (SAA) or Urban Area Working Group (UAWG) authorized signature, please 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)

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

_Request Participation in the Analytic Skills & Knowledge Review Pilot TA _____

Services Requested (check all that apply)

- ☐ Customized Trifold Pamphlets for Distribution by Fusion Centers
- ☐ Fusion Center Technology Technical Assistance
- ☐ Fusion Center Privacy Policy Development
- ☐ Fusion Center Security
- ☐ Fusion Center Exchange Program
- ☐ 28 CFR Part 23 Technical Assistance
- ☐ National Information Exchange Model (NIEM) Training
- ☐ Criminal Intelligence for the Chief Executive
- ☐ State and Local Anti-Terrorism Training
- ☐ Intelligence Commanders Course

An SAA or UAWG authorized signature is REQUIRED when requesting the following services:

Service	**SAA or UAWG Authorized Signature**
☐ Fusion Process Orientation and Development Services	_____
☐ Fusion Center and Fire Service Information Sharing and Coordination	_____
☐ Fusion Liaison Officer Program Implementation	_____
☐ Fusion Liaison Officer Program Development	_____
☐ Fusion Center and Emergency Operations Center Information Sharing and Coordination	_____
X Analytic Skills & Knowledge Review	_____

Date:_____

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: _____